

**GENERAL SERVICES ADMINISTRATION SERVICES
FEDERAL SUPPLY PROGRAM
Authorized Federal Supply Schedule Price List**

Schedule Title: Professional Services Schedule (PSS) - 00CORP

- *Professional Engineering Services (PES)*
- *Financial and Business Solutions (FABS)*
- *Advertising and Integrated Marketing Solutions (AIMS)*
- *Mission Oriented Business Integrated Services (MOBIS)*

Contract Number: GS-00F-0028Y

Contract Period: July 1, 2012 – May 9, 2020

Contractor: *Deloitte Consulting LLP
1919 N. Lynn St.
Arlington, VA 22209-1742
www.deloitte.com*

Contact for Ordering and Contract Administration:

Kimberly Gibson
1919 N. Lynn Street
Arlington, VA 22209
Phone: 703 251-1642
Fax: 703-842-6748
Email: usdeloittegsacontracts@deloitte.com

Business Size: *Large*

*Pricelist is current through Modifications PA-0033 dated 02/04/2017,
and CM-A541 (Refresh 25) dated 02/22/17*

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 addresses GSA Advantage! ® is: GSAAdvantage.gov

Table of Contents

Customer Information Section 1

Professional Engineering Services (PES) Section 2

Financial and Business Solutions (FABS) Section 3

Advertising and Integrated Marketing Solutions (AIMS)..... Section 4

Mission Oriented Business Integrated Services (MOBIS) Section 5

Blanket Purchase Agreements Section 6

Small Business Participation Section 7

Section 1 – Customer Information

Section 1.1 – Professional Engineering Services (PES)

1.1.1a PES Special Item Numbers (SIN):

871-1, 871-1(RC) - Strategic Planning for Technology Programs/Activities

871-2, 871-2(RC) - Concept Development and Requirements Analysis

871-3, 871-3(RC) - System Design, Engineering and Integration

871-4, 871-4(RC) - Test and Evaluation

871-5, 871-5(RC) - Integrated Logistics Support

871-6, 871-6(RC) - Acquisition and Life-Cycle Management

Please see Section 2 of this pricelist for more complete item descriptions.

1.1.1b. **Lowest Priced Model:** NA

1.1.1c. **Labor Rates:** Please see Section 2 of this pricelist

1.1.2 **Maximum Order threshold:** \$1,000,000

1.1.3 **Minimum order:** \$100

1.1.4 **Geographic Coverage:** Domestic

1.1.5 **Point(s) of Production:** Various Deloitte Consulting locations based on client requirements

1.1.6 **Discount from list prices or statement of new price:** Prices are net prices and include all discounts and fees

1.1.7 **Other Discounts:** Reserved

1.1.8 **Prompt Payment terms:** N/A

1.1.9 **Government Purchase Cards:** Accepted below and above the micro-purchase threshold

1.1.10 **Foreign Items:** N/A

1.1.11a **Time of Delivery:** Determined by the Ordering Agency

1.1.11b **Expedited Delivery:** N/A

1.1.11c **Overnight Delivery:** N/A

1.1.11d **Urgent Requirements:** Available upon request

1.1.12 **FOB Points:** Destination (deliverable items). Professional Services will be performed at the location(s) identified by the ordering agency in the order

1.1.13a **Point of Contact for Ordering and Contact Administration:**

Attn: Kimberly Gibson
Deloitte Consulting LLP
1919 N. Lynn Street
Arlington, VA 22209
Phone: (703) 251-1642
Fax: (703) 842-6748
E-mail: usdeloittegsacontracts@deloitte.com

1.1.13b **Blanket Purchase Agreements:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (www.fss.gsa.gov/schedules)

1.1.14 **Payment Information:**

Electronic Payment/Wire Transfer and ACH	Check Remittance Address	For Overnight Remittance Only
Bank of America Account# 385015866174 Swift code: BOFAUS3N US ACH: 011900571 US Wire: 026009593	Deloitte Consulting LLP P.O. Box 844717 Dallas, TX 75284-4717	Deloitte Consulting LLP LBX# 844717 1950 N. Stemmons Freeway Suite 5010 Dallas, TX 75207

Email remittance detail to: Deloittepayments@Deloitte.com

Taxpayer ID# 06-1454513

1.1.15 **Warranty:** Standard Commercial Terms

1.1.16 **Export Packing:** N/A

1.1.17 **Special Credit Card Terms:** Standard Commercial Terms

1.1.18 **Special Rental, Maintenance and Repair Terms:** N/A

1.1.19 **Terms and Conditions – Installation:** N/A

1.1.20. **Terms and Conditions – Repair Parts:** N/A

1.1.20a. **Terms and Conditions – Other Services:** Standard Commercial Terms

1.1.21. **Service Distribution Points:** N/A

1.1.22. **Dealer Locations:** N/A

1.1.23. **Preventive Maintenance:** N/A

1.1.24a. **Special Attributes:** N/A

1.1.24b. **Section 508 Compliance:** The professional services offered by Deloitte are technical, managerial and advisory services which are not generally considered Electronic and Information Technology (EIT) and which are not provided by the government to employees or to the public. Section 508 Compliance does not apply to these services. If these services are ordered in support of agency requirements relating to EIT applications, products and services provided to employees or to the public, then, Deloitte will address Section 508 Compliance requirements as set out in a Task Order or Statement of Work. The EIT standard can be found at: www.Section508.gov/.

1.1.25. **DUNS:** 019121586

1.1.26. **CCR Registration:** Cage code: 1TTG5

Section 1.2 – Financial and Business Solutions (FABS)

1.2.1a FABS Special Item Numbers (SIN):

- 520-1, 520-1(RC) – Program Financial Advisory Services
- 520-11, 520-11(RC) – Accounting
- 520-12, 520-12(RC) – Budgeting
- 520-13, 520-13(RC) – Complementary Financial Management Services
- 520-21, 520-21(RC) – Program Management Services

Please see Section 3 of this pricelist for more complete item descriptions.

- 1.2.1a. **Lowest Priced Model:** NA
- 1.2.1b. **Labor Rates:** Please see Section 3 of this pricelist
- 1.2.2. **Maximum Order threshold:** \$1,000,000
- 1.2.3. **Minimum order:** \$100
- 1.2.4 **Geographic Coverage:** Domestic and Overseas
- 1.2.5 **Point(s) of Production:** Not Applicable
- 1.2.6 **Discount from List Price:** All Prices Herein are Net
- 1.2.7 **Quantity Discounts:** 5% discount for orders over \$500,000
- 1.2.8. **Prompt Payment terms:** Net 30 days
- 1.2.9a Government Purchase Card is accepted at or below the micro-purchase threshold.
- 1.2.9b Government Purchase Card is not accepted above the micro-purchase threshold.
- 1.2.10 **Foreign Items:** Not Applicable
- 1.2.11a **Time of Delivery:** To Be Negotiated with Ordering Agency
- 1.2.11b **Expedited Delivery:** To Be Negotiated with Ordering Agency
- 1.2.11c **Overnight and 2-Day Delivery:** To Be Negotiated with Ordering Agency
- 1.2.11d **Urgent Requirement:** To Be Negotiated with Ordering Agency
- 1.2.12 **F.O.B. Point(s):** Destination
- 1.2.13a **Point of Contact for Ordering and Contact Administration:**
 - Attn: Kimberly Gibson
 - Deloitte Consulting LLP
 - 1919 N. Lynn Street
 - Arlington, VA 22209
 - Phone: (703) 251-1642
 - Fax: (703) 842-6748
 - E-mail: usdeloittegsacontracts@deloitte.com

1.2.13b **Blanket Purchase Agreements:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (www.fss.gsa.gov/schedules)

1.2.14 **Payment Information:**

Electronic Payment/Wire Transfer and ACH	Check Remittance Address	For Overnight Remittance Only
Bank of America Account# 385015866174 Swift code: BOFAUS3N US ACH: 011900571 US Wire: 026009593	Deloitte Consulting LLP P.O. Box 844717 Dallas, TX 75284-4717	Deloitte Consulting LLP LBX# 844717 1950 N. Stemmons Freeway Suite 5010 Dallas, TX 75207

Email remittance detail to: Deloittepayments@Deloitte.com

1.2.15 **Warranty Provision:** Not Applicable

1.2.16 **Export Packing Charges:** Not Applicable

1.2.17 **Special Credit Card Terms:** Contact Contract Administrator

1.2.18 **Special Rental, Maintenance and Repair Terms:** Not Applicable

1.2.19 **Terms and Conditions – Installation:** Not Applicable

1.2.20. **Terms and Conditions – Repair Parts:** Not Applicable

1.2.20a. **Terms and Conditions – Other Services:** Standard Commercial Terms

1.2.21. **Service Distribution Points:** Not Applicable

1.2.22. **Dealer Locations:** Not Applicable

1.2.23. **Preventive Maintenance:** Not Applicable

1.2.24a. **Special Attributes:** Not Applicable

1.2.24b. **Section 508 Compliance:** Contact Contract Administrator

1.2.25. **DUNS:** 019121586

1.2.26. **CCR Registration:** Cage code: 1TTG5

Section 1.3 – Advertising & Integrated Marketing (AIMS)

1.3.1a AIMS Special Item Numbers (SIN):

541-1, 541-1(RC)	Advertising Services
541-2, 541-2(RC)	Public Relations Services
541-3, 541-3(RC)	Web Based Marketing Services
541-4A, 541-4A(RC)	Market Research and Analysis
541-4B, 541-4B(RC)	Video/Film Production
541-4C, 541-4C(RC)	Exhibit Design and Implementation Services
541-5, 541-5(RC)	Integrated Marketing Services

Please see Section 4 of this pricelist for more complete item descriptions.

- 1.3.1a. **Lowest Priced Model:** NA
- 1.3.1b. **Labor Rates:** Please see Section 4 of this pricelist
- 1.3.2. **Maximum Order threshold:** \$ 1,000,000
- 1.3.3. **Minimum order:** \$100.00
- 1.3.4 **Geographic Coverage:** Domestic and Overseas
- 1.3.5 **Point(s) of Production:** Not Applicable
- 1.3.6 **Discount from List Price:** All Prices Herein are Net
- 1.3.7 **Quantity Discounts:** None
- 1.3.8. **Prompt Payment terms:** Net 30 days
- 1.3.9a Government Purchase Card is accepted at or below the micro-purchase threshold.
- 1.3.9b Government Purchase Card is not accepted above the micro-purchase threshold.
- 1.3.10 **Foreign Items:** Not Applicable
- 1.3.11a **Time of Delivery:** To Be Negotiated with Ordering Agency
- 1.3.11b **Expedited Delivery:** To Be Negotiated with Ordering Agency
- 1.3.11c **Overnight and 2-Day Delivery:** To Be Negotiated with Ordering Agency
- 1.3.11d **Urgent Requirement:** To Be Negotiated with Ordering Agency
- 1.3.12 **F.O.B. Point(s):** Destination
- 1.3.13a **Point of Contact for Ordering and Contact Administration:**
 - Attn: Kimberly Gibson
 - Deloitte Consulting LLP
 - 1919 N. Lynn St.
 - Arlington, VA 22209
 - Phone: (703) 251-1642
 - Fax: (703) 842-6748
 - E-mail: usdeloittegsacontracts@deloitte.com

1.3.13b **Blanket Purchase Agreements:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (www.fss.gsa.gov/schedules)

1.3.14 **Payment Information:**

Electronic Payment/Wire Transfer and ACH	Check Remittance Address	For Overnight Remittance Only
Bank of America Account# 385015866174 Swift code: BOFAUS3N US ACH: 011900571 US Wire: 026009593	Deloitte Consulting LLP P.O. Box 844717 Dallas, TX 75284-4717	Deloitte Consulting LLP LBX# 844717 1950 N. Stemmons Freeway Suite 5010 Dallas, TX 75207

Email remittance detail to: Deloittepayments@Deloitte.com

1.3.15 **Warranty Provision:** Not Applicable

1.3.16 **Export Packing Charges:** Not Applicable

1.3.17 **Special Credit Card Terms:** Contact Contract Administrator

1.3.18 **Special Rental, Maintenance and Repair Terms:** Not Applicable

1.3.19 **Terms and Conditions – Installation:** Not Applicable

1.3.20. **Terms and Conditions – Repair Parts:** Not Applicable

1.3.20a. **Terms and Conditions – Other Services:** Standard Commercial Terms

1.3.21. **Service Distribution Points:** Not Applicable

1.3.22 **Dealer Locations:** Not Applicable

1.3.23 **Preventive Maintenance:** Not Applicable

1.3.24a. **Special Attributes:** Not Applicable

1.3.24b. **Section 508 Compliance:** Contact Contract Administrator

1.3.25 **DUNS:** 019121586

1.3.26 **CCR Registration:** Cage code: 1TTG5

Section 1.4 – Mission Oriented Business Integrated Services (MOBIS)

1.4.1a MOBIS Special Item Numbers (SIN):

874-1, 874-1(RC)	Integrated Consulting Services
874-6, 874-6(RC)	Acquisition Management Support
874-7, 874-7 (RC)	Integrated Business Program Support Services

Please see Section 4 of this pricelist for more complete item descriptions.

1.4.1b. **Lowest Priced Model:** NA

1.4.1c. **Labor Category Descriptions:** Please see Section 4 of this pricelist

1.4.2 **Maximum Order:** \$1,000,000

1.4.3 **Minimum order:** \$100

1.4.4 **Geographic Coverage:** World Wide

1.4.5 **Points of Production:** As required per task order

1.4.6 **Discount from list prices or statement of net price:** Prices are net discounted

1.4.7 **Quantity Discounts:** Negotiated per order

1.4.8 **Prompt Payment terms:** None

1.4.9a **Government Purchase Card at or below micro-purchase threshold:** Accepted

1.4.9b **Government Purchase Card above micro-purchase threshold:** Not Accepted

1.4.10 **Foreign Items:** None

1.4.11a **Time of Delivery:** Negotiated per order

1.4.11b **Expedited Delivery:** Negotiated per order

Items available for expedited delivery are noted in this price list

1.4.11c **Overnight Delivery:** N/A

1.4.11d **Urgent Requirements:** Negotiated per order

1.4.12 **FOB Points:** Destination

1.4.13a **Point of Contact for Ordering and Contact Administration:**

Kimberly Gibson
Deloitte Consulting LLP
1919 N. Lynn Street
Arlington, VA 22209
Phone: (703) 251-1642
Fax: (703) 842-6748
E-mail: usdeloittegsacontracts@deloitte.com

1.4.13b **Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's), and a sample BPA can be found at the GSA/FSS Schedule homepage (www.fss.gsa.gov/schedules)

1.4.14 **Payment Information:**

Electronic Payment/Wire Transfer and ACH	Check Remittance Address	For Overnight Remittance Only
Bank of America Account# 385015866174 Swift code: BOFAUS3N US ACH: 011900571 US Wire: 026009593	Deloitte Consulting LLP P.O. Box 844717 Dallas, TX 75284-4717	Deloitte Consulting LLP LBX# 844717 1950 N. Stemmons Freeway Suite 5010 Dallas, TX 75207

Email remittance detail to: Deloittepayments@Deloitte.com

Taxpayer ID# 06-1454513

1.4.15 **Warranty:** Standard Commercial Terms

1.4.16 **Export Packing:** N/A

1.4.17 **Terms of Government Commercial Acceptance:** None

1.4.18 **Terms and Conditions of Rental, Maintenance and Repair Terms:** N/A

1.4.19 **Terms and Conditions – Installation:** N/A

1.4.20. **Terms and Conditions – Repair Parts:** N/A

1.4.20a. **Terms and Conditions – Other Services:** N/A

1.4.21. **Service Distribution Points:** N/A

1.4.22. **List of Service and Distribution Dealers:** N/A

1.4.23. **Preventive Maintenance:** N/A

1.4.24a. **Special Attributes:** N/A

1.4.24b. N/A

1.4.25. **DUNS:** 019121586

1.4.26. **CCR Registration:** Cage code: 1TTG5

Section 1.5 Firm Overview

Deloitte Consulting LLP (“Deloitte Consulting”) is one of the world’s leading business consulting firms, providing services to transform strategy, processes, information technology, and people. With recognized industry knowledge and experience, Deloitte Consulting helps clients create, defend and/or reinvent their business and economic models by guiding them through the complexity of the digital economy.

Deloitte Consulting is a part of Deloitte Touche Tohmatsu, one of the world’s leading professional services firms, delivering world-class assurance and advisory, tax, and consulting services. Serving nearly one-fifth of the world’s largest companies as well as large national enterprises, public institutions, and successful fast-growing companies, our internationally experienced professionals deliver seamless, consistent services wherever our clients operate. Our mission is to help our clients and our people excel.

A very different approach, for very different results.

Deloitte Consulting has built a reputation as a client-oriented consulting firm with deep technical knowledge. Our most basic client service instincts are to team with our clients to create a shared commitment to success.

Our proactive, collegial approach to client relationships facilitates a continual understanding of our clients’ expectations. We believe that establishing such a relationship is essential to the successful and timely completion of project activities, promotion of client understanding and ownership of projects, and facilitation of a smooth transition into implementation and development efforts. By combining the objectivity, knowledge, experience, and creativity of both our clients and our consultants, we achieve better, more sustainable results.

Working with clients to create a shared sense of ownership for an engagement’s outcome helps to increase realized benefits. We encourage client representatives to serve on project teams as full-time, equal members and to personally take part in defining why the organization needs to change, what needs to change, and how to best achieve the change.

It is the combination of our collaborative relationships with clients and our programmatic and technical experience that give our clients a true advantage because:

- Clients are an integral part of our consulting projects—helping to ensure the effective transfer of knowledge and realization of the recommendations.
- We work with management and project sponsors to help them plan the implementation of their decisions.
- We focus on both the cultural and technical aspects of projects, recognizing that managing change is critical to successful implementation.

Section 2.0 Professional Engineering Services (PES) Engineering Disciplines

There are four primary disciplines in the engineering field and hundreds of sub-disciplines or specialties associated with engineering disciplines. Below is a list of the primary engineering disciplines:

Chemical Engineering:

Planning, development, evaluation and operation of chemical, biochemical or physical plants and processes. Changes in composition, energy content, state of aggregation of materials, forces that act on matter, and relationships are examined and new and conventional chemical materials, products and processes are produced and/or manufactured.

It includes, but is not limited to, planning, evaluating or operation of chemical plants and petroleum refineries, pollution control systems, biochemical processes, plastics, pharmaceuticals, fibers; analysis of chemical reactions that take place in mixtures; determination of methodologies for the systematic design, control and analysis of processes, evaluating economics, safety, etc.

Civil Engineering:

Planning, evaluation and constructed infrastructure of facilities and buildings, transportation systems, water, earthworks, and other structures.

It includes, but is not limited to, planning, evaluation, and operations of bridges, dams, airports, highways, transportation systems, large buildings, power generating plants, sewage systems, water resources and supply, waste treatment facilities, soil, rock, etc. It also includes the manufacture, production, furnishing, construction, alteration, repair, processing or assembling of vessels, aircraft, or other kinds of personal property, including heating, ventilation and air-conditioning.

Electrical Engineering:

Planning, design, development, evaluation and operation of electrical principles, models and processes.

It includes, but is not limited to, the design, fabrication, measurement and operation of electrical devices, equipment and systems (e.g., signal processing; telecommunication; sensors, microwave, and image processing; micro-fabrication; energy systems and control; micro- and nano-electronics; plasma processing; laser and photonics; satellites, missiles and guidance systems, space vehicles, fiber optics, robotics, etc.).

Mechanical Engineering:

Planning, development, evaluation and control of systems and components involving the production and transfer of energy and with the conversion of one form of energy to another.

It includes, but is not limited to, planning and evaluation of power plants, analysis of the economical combustion of fuels, conversion of heat energy into mechanical energy, use of mechanical energy to perform useful work, analysis of structures and motion in mechanical systems, and conversion of raw materials into a final product, etc. (e.g., thermodynamics, mechanics, fluid mechanics, jets, rocket engines, internal combustion engines, steam and gas turbines, continuum mechanics, dynamic systems, dynamics fluid mechanics, heat transfer, manufacturing, materials, solid mechanics, reactors, etc.).

Services Not Included

At the present time the services identified below are not included. GSA has reserved the right to include these services at a future time.

- Construction and Architect-Engineering services
- Computer Engineering and Information Technology
- Environmental Advisory Services
- Foundation and Landscaping Engineering
- Heating, Ventilation and Air-Conditioning
- Research and Development (per FAR Part 35)
- Products/materials/services already solicited under other Federal Supply Service (FSS) Schedules

Section 2.1

Special Item Numbers (SINs) & Deloitte Qualifications

Deloitte has the in-depth experience and understanding of each of the SINs to support successful delivery of engineering and program management solutions. Our commitment to success is evident in our long-standing relationships with government clients and our ability to deliver world-class solutions thereby enabling them to meet their demanding cost and technical requirements.

871-1, 871-1(RC) Strategic Planning for Technology Programs

Services required under this SIN involve the definition and interpretation of high-level organizational engineering performance requirements such as projects, systems, missions, etc., and the objectives and approaches to their achievement. Typical associated tasks include, but are not limited to an analysis of mission, program goals and objectives, requirements analysis, organizational performance assessment, special studies and analysis, training, privatization and outsourcing.

Deloitte understands the importance of planning and analysis in any engineering project and offers vast technical knowledge and skills as well as shared lessons and best practices that only years of providing these services can bring.

871-2, 871-2(RC) Concept Development and Requirements Analysis

Services required under this SIN involve abstract or concept studies and analysis, requirements definition, preliminary planning, the evaluation of alternative technical approaches and associated costs for the development or enhancement of high level general performance specifications of a system, project, mission or activity. Typical associated tasks include, but are not limited to requirements analysis, cost/cost-performance trade-off analysis, feasibility analysis, regulatory compliance support, technology conceptual designs, training, privatization and outsourcing.

We have worked with clients to ensure the success of their engineering effort can be measured and that project objectives can be linked directly to organizational mission and goals. We have performed independent reviews and assessments of engineering concepts, requirements and designs for some of the largest engineering programs undertaken by the Department of Defense. By leveraging the Firm's vast intellectual capital and broad resource base, Deloitte can rapidly assist clients with evaluating engineering alternatives and industry best practices across all engineering disciplines.

871-3, 871-3(RC) System Design, Engineering and Integration

Services required under this SIN involve the translation of a system (or subsystem, program, project, activity) concept into a preliminary and detailed design (engineering plans and specifications), performing risk identification/analysis/mitigation, traceability, and then integrating the various components to produce a working prototype or model of the system. Typical associated tasks include, but are not limited to, computer-aided design, design studies and analysis, high level detailed specification preparation, configuration management and document control, fabrication, assembly and simulation, modeling, training, privatization and outsourcing.

Deloitte utilizes world-class methods, tools, and techniques that are time-tested and can be customized to support both current and emerging engineering requirements. Effectively translating engineering concepts into detailed design requirements and our ability to manage and control the costs and risks associated with

integrating and fielding complex systems design and engineering efforts has enabled our clients to meet demanding program objectives.

871-4, 871-4(RC) Test and Evaluation

Services required under this SIN involve the application of various techniques demonstrating that a prototype system (subsystem, program, project or activity) performs in accordance with the objectives outlined in the original design. Typical associated tasks include, but are not limited to, testing of a prototype and first article(s) testing, environmental testing, independent verification and validation, reverse engineering, simulation and modeling (to test the feasibility of a concept), system safety, quality assurance, physical testing of the product or system, training, privatization and outsourcing.

Our industry insight and experience in evaluating engineering projects provides our clients with the capability to test and evaluate the potential risks and probable success of their chemical, mechanical, electrical or civil engineering project. We recognize the importance of T&E in the early stages of engineering and have assisted clients with integrating T&E into the entire development lifecycle.

871-5, 871-5(RC) Integrated Logistics Support

Services required under this SIN involve the analysis, planning and detailed design of all engineering specific logistics support including material goods, personnel, and operational maintenance and repair of systems throughout their life cycles. Typical associated tasks include, but are not limited to ergonomic/human performance analysis, feasibility analysis, logistics planning, requirements determination, policy standards/procedures development, long-term reliability and maintainability, training, privatization and outsourcing.

Deloitte has worked with some of the leading global manufacturing organizations to successfully integrate supply chain management programs and have supported military and commercial organizations in deploying solutions that support more streamlined and cost effective logistics systems and processes.

871-6, 871-6(RC) Acquisition and Life Cycle Support

Services required under this SIN involve all of the planning, budgetary, contract and systems/program management functions required to procure and/or produce, render operational and provide life cycle support (maintenance, repair, supplies, engineering specific logistics) to technology-based systems, activities, subsystems, projects, etc. Typical associated tasks include, but are not limited to operation and maintenance, program/project management, technology transfer/insertion, training, privatization and outsourcing.

Our consultants have worked with all levels of government on the management of large, complex infrastructure and engineering projects and have enabled many organizations to meet customer expectations by managing requirements, cost, and delivery.

Section 2.2

Deloitte Consulting Labor Category Descriptions (SINS 871)

Experience Substitutions		
H.S. Diploma +4 years additional experience	Equals	Bachelors
Bachelors Degree + 2 years additional experience	Equals	Masters Degree
Masters Degree + 4 years pr Bachelors Degree + 6 years additional experience	Equals	PH.D

Education Substitutions
A Ph.D may be substituted for 4 years of required experience with a Masters Degree or 6 years with a Bachelors Degree.
A Masters Degree may be substituted for 2 years of required experience with a Bachelors Degree.
A Bachelors Degree may be substituted for 4 years of required experience with a H.S Diploma.

Some of the specific experience elements required by our professional staff include but is not limited to the follow skill sets:

- System Integration
- Technical Reviews
- Engineering design, analysis, and manufacture of models and prototypes
- Production Engineering
- System Requirements analysis
- Systems Engineering
- Configuration Management
- Product Assurance
- Test and Evaluation
- Logistics
- Software Engineering
- Modeling, Simulation Integration
- Program Management
- Cost Estimating/Analysis
- Risk Analysis/Risk Reduction

Partner/Principal: Over ten years experience in leading and providing technical direction of engineering management projects. Demonstrated ability to provide guidance and direction for multiple projects and in designing, implementing and managing engineering management services including, but not limited to, experience in:

- Dealing with program issues, installation, interfaces, Government activities, and installing activities
- Developing design studies including the development of system specifications based upon Government specifications and standards
- Performing engineering analyses required for life cycle support planning, such as configuration accounting, level of repair, provisioning and safety analyses and technical manual verification
- Designing and analyzing electrical/electronic/mechanical components and in designing, specifying, and assembling systems and test fixtures
- Operational test and evaluation of systems
- Specifying, designing, testing, manufacturing, operating, and producing components and maintaining and coordinating problem solutions including configuration status accounting

The Partner/Principal also has the capability to manage multitask projects of high complexity. Provides primary interface with client management personnel regarding strategic issues. Directs the completion of projects within estimated time frames and budget constraints. Coordinates all parties to tasks, reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads strategic level client meetings

Senior Manager: Over eight years of progressive experience in leading engineering management projects. Demonstrated ability to provide guidance and direction for specific projects or sub-tasks. Capability to manage multitask projects of high complexity. Increasing responsibility in design, implementation and management of engineering management services. Interfaces with the client on project specific issues. Directs the completion of projects within estimated time frames and budget constraints. Coordinates project-specific parties and reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads client meetings.

Manager: Six or more years of progressive experience in leading and participating in engineering management projects. Demonstrated ability to manage a project and to provide guidance and direction for specific projects or sub-tasks. Proven expertise in several of the primary disciplines. Increasing responsibility in design, implementation and management of engineering management services. Interacts with the client on a day-to-day basis. Directs the completion of project specific tasks within estimated time frames and budget Constraints. Manages the day-to-day activities and reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads client meetings.

Senior Consultant: Over four years of progressive experience in participating in engineering management projects. Demonstrated ability to provide guidance and direction for specific sub-tasks of a project. Specific expertise in one or more of the primary disciplines and knowledgeable in others. Increasing responsibility in implementing engineering management services. Interacts with the client on a day-to-day basis. Supports the completion of project-specific tasks within estimated time frames and budget constraints. Supports presentations and client meetings.

Consultant: Up to four years of progressive experience in participating in engineering management projects. Specific expertise in one or more of the primary disciplines. Interacts with the client on a day-to-day basis. Supports the completion of project specific tasks within estimated time frames and budget constraints. Supports presentations and client meetings.

Section 2.3 Schedule of Charges

Professional Engineering Services – SINS 871-1 through 871-6.

Disaster Recovery Purchasing (RC) is accepted for all SINS.

Labor Category	5/10/2014 To 5/9/2020
Partner/Principal/Director	\$442.34
Senior Manager	\$276.97
Manager	\$206.73
Senior Consultant	\$171.03
Consultant	\$148.73

Other Direct Costs and Open Market Items will be burdened with Deloitte's applicable General & Administrative (G&A) Costs.

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

Section 3 – Financial and Business Solutions (FABS)

The Deloitte Federal Financial Management Solutions Center

The Deloitte Federal Financial Management Solutions Center (Solutions Center), in Washington, D.C., is a key component of Deloitte’s overall strategy to provide innovative solutions to the federal government. The professionals assigned to our Solutions Center conduct research on and develop alternative approaches to addressing some of the federal government’s most pressing financial management and financial transformation challenges.

The Solutions Center is most effective when it can facilitate bringing all interested parties together to help find common-ground alternative approaches to addressing such shared challenges as financial reporting, internal controls, financial systems, asset management, grants management and auditing standards.

In addition, research efforts have identified real-world and time-tested methods that agency chief financial officers (CFOs) can use to help transform their organizations from transaction processors and financial systems operators to catalysts and strategists. In leading these improvements, CFOs can serve as change agents to stimulate beneficial behaviors across their agencies, while providing the financial leadership needed to determine and align business direction with financial strategies.

Effective Practices in Financial Management

The Solutions Center also facilitates research on what can work in federal financial management, and why. By utilizing effective practices from both the commercial and federal sectors, the innovative ideas and model programs have been developed to help federal agencies in their efforts to make financial management more efficient and effective. We have listened to our federal clients, and have focused much of our research and development activities on financial management ideas and programs that are:

- **Practical** – whether they are technical, operational or policy-oriented
- **Agency-focused** – addressing the needs and concerns of various stakeholders
- **Innovative** – utilizing effective practices from both commercial and federal-sector organizations
- **Results-driven** – positively impacting the federal financial management community and its stakeholders

A Real-world, Time-tested Process for Driving Innovation

The Solutions Center facilitates the development of workable alternative approaches by understanding independent and shared research, bringing together relevant stakeholders through roundtables and other forms of engagement, and applying a deep knowledge of federal financial management—in both practice and policy—to the analysis. More specially, the Solutions Center professionals make speeches, participate in panel presentations, prepare short articles and publications and conduct training sessions.

The Solutions Center also offers tailored, fast-paced “solution sessions” where CFOs, key stakeholders and subject-matter specialists can come together to discuss and evaluate practical answers to the most pressing financial management problems in federal agencies.

Deloitte has provided a number of services to the Federal industry. These services are as follows:

- Financial Management and Budgeting Services
- Business Process Reengineering
- Outsourcing
- Activity Based Costing
- Human Resources Consulting
- Organizational and Operational Assessments
- Systems Analysis
- eBusiness Solutions
- Management Consulting
- Facilitation Services
- eLearning
- Program and Project Management
- Performance Measurement
- Systems Development
- Systems Implementation
- Change Management

Deloitte is dedicated to helping our clients and people excel. Known as an employer of choice for innovative human resources programs. For more information, please visit our web site at www.deloitte.com.

Section 3.1 Financial and Business Solutions Services

SIN 520.1, 520.1(RC) – Program Financial Advisory Services

Deloitte has the requisite cross-functional skill sets, technology and experience to provide agencies with a broad range of program financial advisory services. Deloitte is experienced in working as a program financial advisor to develop a strategic view of asset portfolios and provide advice and support on how to manage, package, present, various asset portfolios in such a way as to maximize the portfolio's value. Our Finance professionals draw on years of related experience to provide value added Program Financial Advisory Services that are forward thinking in order to identify critical issues and offer meaningful solutions relative to:

Develop and manage an asset resolution program—Review asset base or some portion thereof and provide specific recommendations/strategies as to the best management and/or disposition vehicle to use in order to maximize recoveries in the current marketplace; Develop an Asset Resolution Plan; Develop and/or modify task orders for financial advisory services; Raise issues on public policy and capital markets and offer recommendations; Implement a coherent approach to communications and interactions among policy, procurement, information systems, general counsel, Inspector General, congressional and legislative affairs, field offices, Government agencies, stakeholders, non-Government entities, and the public at large; Analyze new products to be offered for sale to determine potential marketability; Review appropriate laws to determine disposal authority and rights for real property; Determine the value of an overall asset portfolio; Identify individuals or entities that are disqualified from participating or bidding; Provide advice on compliance, execution, or implementation issues relating to OMB Circulars A-11 and A-34, other OMB guidance, and other opinions; Estimate and report the effects of asset programs for purposes of budget formulation and execution; Analyze credit reform

Asset sales—Review, design, and reposition a strategic plan, business plan, and/or policies for an asset sale; Develop asset sales schedules and financial projections for budgetary, performance management, and capacity planning purposes; Conduct individual asset sales; Prepare reports or analyses in support of an asset sales program

Develop, manage and/or implement an origination program—Perform in-depth feasibility studies and cost/benefit analysis to evaluate public/private partnership opportunities; Assess aging or deteriorating assets and develop and analyze public/private partnership scenarios to rehabilitate the assets; Provide specific recommendations/strategies including public/private partnerships to promote rehabilitation; Identify private entities capable of contributing sufficient financial capital and borrowing ability to redevelop or renovate assets (e.g. federal real property) in exchange for a portion of the asset; Design and secure the most efficient financing vehicle, given market and contractual considerations, to fund real property or non-real property assets; Re-engineer financing structures to provide the most advantageous financing for an asset; Develop and/or manage a system to find a lender, select a mortgage product, originate a mortgage or choose among other settlement service providers and products

Trust fund management/institutional trust services/investment banking—

- Invest, control, and arrange for audit of trust fund asset/portfolios; Administer benefit payments; Buy, sell, and lend securities; Manage collateral; Assess risk
- Implement an agency's assessment processes in order to maximize value of an agency's funds

Equity oversight and transaction administration—Cash management: track cash generated and distributed through partnerships, from closing to post-closing and termination, to ensure effective management of cash accounts and timely and accurate distributions to the partners; Asset management: monitor the operations and performance of the partnership through review of the general partner’s business plans, financial reports and projections to protect against reduction in value or mismanagement of assets; Investor reporting: Use various financial indicators to provide a detailed reporting package for each transaction representing the current financial status and performance of a portfolio

Marketing and asset resolution support—Prepare a marketing plan and provide support services to ensure that a group of assets are resolved

Post sale analysis and resolution support—Assist on post-closing matters; Analyze management of the portfolio in terms of credit extension and servicing to assist the agency in improving its processes; Handle special investor/buyer and borrower problems that may arise; Create and update Asset Sale Design Records kept by the agency and report any lessons learned; Develop, gather, scrub, and store data relevant to support the asset resolution program; Develop and maintain an electronic presence that will be a principal point of contact for agencies and constituencies interested in an asset resolution program

SIN 520.11, 520.11(RC) – Accounting

Deloitte has considerable experience in providing a variety of accounting and related services to clients in all segments of the Federal market. Services provided include but is not limited to:

- Analyze, process, and summarize transactions,
- Assist in devising new or revised accounting policies and procedures,
- Classify accounting transactions,
- Perform special studies to improve accounting operations,
- Resolve accounting issues,
- Resolve and/or implement audit findings,
- Assess or enhance accounting internal controls,
- Improve operating efficiency and effectiveness

SIN 520.12, 520.12(RC) – Budgeting

Deloitte has considerable experience in providing budgeting and related services that includes but is not limited to:

- Assess and improve the budget formulation process,
- Assess and improve the budget execution process,
- Conduct special reviews of budget formulation or execution issues,
- Review budgetary controls,
- Assist with implementation of corrective actions

Strategic Budgeting Services

Deloitte's Strategic Budgeting Services are designed to help Federal organizations in their efforts to achieve an integrated and comprehensive performance management framework that:

- Enables financial managers to allocate resources efficiently to improve program effectiveness
- Improves financial management practices to enhance both internal and external reporting and auditability
- Links performance plans and operations to budgeting and forecasting
- Meets staffing requirements during transition periods to maintain continuity and avoid operational disruption
- Achieves enterprise-wide support and commitment and satisfies legal and oversight requirements
- Enhances financial operations to maximize available resources

Our considerable experience in providing budgeting and resource management includes services involving operational support, compliance and accountability, and consulting services. The following are brief descriptions of services we have provided, or are currently providing, in the areas of budgeting and resource management.

- Activity Based Costing (ABC) of Resource Management Function
- Benchmarking Analysis of Budget Formulation and Execution
- Budget Execution, Forecasting, and Reporting Support
- Budget Metrics Development
- Budget Process Redesign and Integration Support (Planning, Formulation, Execution)
- Budgetary and Financial Analysis
- Business Case Development (OMB Exhibit 300)
- Business Process Assessments of Resource Management Functions
- Compliance Reporting
- Controls Assessment, Testing and Deficiency Identification
- Cost/Managerial Accounting Improvements
- Costs Management Analytics
- Working Capital Fund Cost Recovery Analysis
- Development of Reporting Policies and Data Standards
- Finance/Budget Competency Design
- Finance/Budget Strategy and Visioning
- Finance/Budget System Implementation
- Finance/Budget Systems Assessment and Modernization
- Integrated Performance Management, Improvement, and Training
- IT Portfolio Management, Capital Planning and Investment Controls
- Labor Costing Assessment and Rationalization
- Performance Metrics Development
- Preparation and Submission of Multi-Year Budget
- Resource Management Controls and Implementation
- Strategic Resource Planning
- Trial Balance Variance and Data Quality Validation

SIN 520.13, 520.13(RC) – Complementary Financial Management Services

Deloitte is experienced in providing complementary financial management services as part of its Finance Transformation services. Services provided include but is not limited to:

- Assess and improve financial management systems
- Conduct A-127 system compliance reviews
- Assist with implementation of corrective actions
- Document systems
- Identify systems requirements, Plan and develop systems,
- Assist in meeting agency financial management system requirements,
- Assess and improve financial reporting and analysis,
- Develop new reporting formats and proforma financial reports,
- Assist in improving and streamlining reporting and analysis processes,
- Perform cost-benefit or other special financial analyses,
- Assist with the requirements of the Government Performance & Results Act
- Assist with devising and implementing performance measures and related processes and systems
- Assist with strategic and operational financial planning
- Resolve audit recommendations
- Assist in managerial cost accounting
- Assist in financial policy formulation and development
- Perform economic and regulatory analyses
 - Develop methods for analyzing costs, benefits and impacts of regulations and policies
 - Collect data and prepare Information Collection Requests for approval by OMB
 - Conduct exposure and risk analyses
 - Develop, modify or apply risk characterization models to analyze and evaluate polices, programs and regulations
- Perform actuarial services and/or actuarial data analysis services
 - Collection, analysis, editing, calibration and data entry of Employee Benefit Plan information
 - Conduct updates of a full actuarial valuation pension plan database, program major upgrades or significant new modeling capabilities
 - Perform quantitative analysis of covered pension plans to identify plans that are potentially noncompliant or under-funded
- Assist with quality assurance efforts

Finance Transformation Services

Deloitte’s Finance Transformation Services is an “umbrella” set of services for helping CFOs and Finance organizations improve the multiple roles they play as Steward, Operator, Strategist, and Catalyst. The foundation of Deloitte’s Finance Transformation capabilities is our ability to conduct a rapid diagnostic across the entire Finance function leveraging our cross-functional capabilities, and enabling identification of gaps that are inhibiting Finance from delivering its full value to the organization. Our focus is on enabling CFOs and senior

members of Finance organizations including Treasurer, Controller, Financial Planning and Analysis, and Finance IT to have greater impact on strategy and execution. Our service offerings are grouped by Finance organization area and include but is not limited to:

CFO Services

- **Finance Visioning and Transformation Roadmap Development**—Focuses on defining the desired future state of Finance and building a project-based plan to achieve it
- **Finance Transformation Program Management/Value Realization**—Focuses on leading the execution of a Finance Vision by combining deep strategic and operational capabilities in finance with extensive implementation experience
- **Finance Operating Model Strategy**—Focuses on defining an appropriate strategy and operating model for delivering finance and accounting services
- **Finance Competency and Organization Design**—Focuses on defining and achieving the technical and behavioral competencies (knowledge, skills, and abilities), organizational structures, roles and responsibilities, processes, reward systems, and people policies and practices required for an effective Finance function
- **Financial Risk Management**—Focuses on establishing effective strategies, programs and processes to detect, assess, measure, and mitigate critical risks, fraud exposures, and threats
- **Finance Benchmarking**—Focuses on the comparison of similar processes across organizations and industries in order to measure performance, establish performance targets, and assess operational progress. Also focuses on the systematic process of searching for best practices that lead to superior performance
- **Finance Cost Reduction**—Focuses on rationalizing and centralizing Finance activities to reduce costs while supporting the achievement of the organization’s objectives
- **Finance Shared Services Management**—Focuses on consolidating redundant functions into a single organization in order to lower cost, improve quality, and simplify regulatory compliance
- **Finance Outsourcing Advisory Services**—Focuses on improving operational performance through outsourcing entire business functions and / or processes to third-party services providers

Controller Services

- **Financial Close and Reporting Optimization**—Focuses on improving the timeliness, efficiency, and quality of the financial close and reporting process while mitigating any inherent risks in the close and reporting process
- **Financial Process Improvement**—Focuses on improving finance and accounting processes while reducing risk within the process to increase efficiency and effectiveness, improve controls, reduce costs, and shift focus to decision support
- **Information Quality & Management**—Focuses on collecting, translating and delivering timely, meaningful, high-quality financial and operational data for effective decision-making
- **Enhanced and Coordinated Reporting**—Focuses on improving the quality and effectiveness of a client’s management and financial reporting information, security, processes, and tools to enhance management’s ability to comply with external regulations, report on, analyze, and manage the business, and mitigate risk to the organization

- **External Reporting Management**—Focuses on capturing, summarizing, analyzing, and reporting financial and regulatory results and related disclosures to management and external stakeholders

Treasurer Services

- **Treasury Consulting Services**—Focuses on enabling our clients' Treasury departments to become value added partners within their organization especially in managing components of operating margin arising from volatility in commodity prices and FX rates. Also focuses on assisting clients optimize their responsibilities over cash management, investments, and debt
- **Treasury Technology**—Focuses on designing and implementing an integrated technology solution to automate key treasury processes and transaction processing to allow for more effective cash management and risk analysis

Financial Planning & Analysis Services

- **Budgeting, Planning, and Forecasting (BPF)**—Focuses on improving a client's ability to plan and manage business risk through the effective use of BPF processes, controls, and technology
- **Performance Management**—Focuses on improving the consistency, transparency, accuracy, and use of metrics and measures used to track and manage the company
- **Integrated Performance Management (IPM)**—Provides a structured and controlled approach for translating strategic objectives and risks into operational results through a lens focused on value creation and risk mitigation

Internal Audit Services

- **Financial Controls Management**—Focuses on managing enterprise risk and operating effective and efficient internal controls over financial reporting by applying a top-down, risk-based approach
- **Fraud Prevention**—Provides an integrated approach to help the organization control fraud by understanding their susceptibility to frauds and taking specific actions to deter, detect, and prevent fraud

Finance IT Services

- **Finance Systems Selection, Design, & Implementation**—Focuses on selecting, designing, and implementing financial systems to process and report financial information effectively and accurately while supporting the company's overall business objectives

SIN 520.21, 520.21(RC) – Program Management Services

Deloitte is experienced in providing Program Management Services that encompasses the management of financial and business solutions programs and projects and includes but is not limited to

- Program management,
- Program oversight,
- Project management and
- Program integration of a limited duration.

A variety of functions may be utilized to support program integration or project management tasks. Deloitte professionals also have considerable experience in establishing Results Management Offices (RMOs). The RMO extends traditional Program Management services to better enable program and project success. An RMO

has clear and strong executive management support; understands the organizations top objectives and aligns the program's objectives with the organization's; extends the role of the PMO by incorporating a program domain-specific knowledge; and emphasizes the importance of organization dynamics and human factors in program success. In addition to the aforementioned functionalities the RMO also enhances the management of traditional PMO activities including risk, schedule, cost, and scope.

The need for the RMO is clear for all types of projects an organization chooses to undertake. As organizations continue to struggle with the achievement of success within their programs, the RMO offers a solution or a service which provides the day to day management needed to make ends meet, with the strategic guidance, technical expertise, and people focus required to achieve long standing results.

Section 3.2 Deloitte Consulting Labor Category Descriptions (520 SINS)

Experience Substitutions

H.S. Diploma +4 years additional experience	Equals	Bachelors
Bachelors Degree + 2 years additional experience	Equals	Masters Degree
Masters Degree + 4 years pr Bachelors Degree + 6 years additional experience	Equals	PH.D

Education Substitutions

A Ph.D may be substituted for 4 years of required experience with a Masters Degree or 6 years with a Bachelors Degree.
A Masters Degree may be substituted for 2 years of required experience with a Bachelors Degree.
A Bachelors Degree may be substituted for 4 years of required experience with a H.S Diploma.

Partner/Principal/Director II, (PPD II):

General Experience A PPD II requires a minimum of 12 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on program financial advisory services engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A PPD II works with other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy for addressing them. A PPD II is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project's life cycle. A PPD II has experience with Federal accounting, budget planning, budget formulation, and budget execution functions.

Functional Responsibility A PPD II provides strong executive level management and direction. A Partner II has served in this position for several years and possesses a broad understanding of the financial management operations and services. A PPD II not only brings a thorough understanding of financial management, but also has an extensive tool set of skills to solve the client's problems. This position serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within funding parameters. A PPD II provides management and technical review, industry insight, issue resolution, and employs proven problem solving techniques, directs critical decision making. This position is also responsible for ensuring quality assurance through the use of Deloitte's Quality Assurance and Risk Assessment Program deployed on all large engagements.

Minimum Education: Bachelor's or equivalent

Senior Manager II:

General Experience A Senior Manager II requires a minimum of 10 years of consulting and/or directly relevant industry experience, including: engagement experience in project scope and approach, focus on project delivery and business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager II maintains responsibility for managing the project team and daily operations of project development and fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industries and/or clients.

Functional Responsibility A Senior Manager II provides strong senior-level management and has served in this position for several years. A Senior Manager II has responsibility for overall project activities and is the primary point of contact with client executives. This position assumes responsibility for project delivery and oversight of key business enablers on projects and identification of needs for new tools. A Senior Manager II assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. A Senior Manager II also maintains responsibility for managing business solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables and using problem solving techniques to resolve issues. A Senior Manager II may be involved in process and productivity improvement, systems alignment, organizational assessments, and program audits and evaluations. A Senior Manager II has deep knowledge of Federal accounting, budget planning, budget formulation, and budget execution functions and is proficient with the applicable GAO, OMB, and other financial regulations.

Minimum Education: Bachelor's or equivalent

Manager II:

General Experience A Manager II is an experienced Manager that has a minimum of seven years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs, experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager II maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

Functional Responsibility A Manager II provides strong management and direction and is focused on high performance work. A Manager II has served in this position for several years and has extensive consulting experience and industry focus. A Manager II assumes responsibility for managing engagement issues and outlining project work plans and deliverables. A Manager II reviews engagement scope for consistency with overall firm and client objectives and actively manages project resources, budget activities, quality control practices and project deliverables. A Manager II also maintains a constant flow of communication with the client and project team and provides technical direction and experience. A Manager II assumes day-to-day responsibility for proper implementation of business solutions and overall project performance. A Manager II may oversee analyses of client problems, development of creative solutions and recommendations, organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement. A Manager II has advanced knowledge of Federal accounting principles and transactions as well as budget planning, formulation and execution processes. A Manager II also has deep understanding of the applicable GAO, OMB, and other financial regulations.

Minimum Education: Bachelor's or equivalent

Manager I:

General Experience A Manager I has a minimum of five years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs, experience in formulating project

definition, isolating success factors, and aligning firm objectives with client needs. A Manager I maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

Functional Responsibility A Manager I provides strong management and direction, and is focused on high performance work. A Manager I is responsible for developing an engagement work plan and selecting, modifying, and using the appropriate consulting tools for each engagement. A Manager I serves in the role of team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other project staff. A Manager I assumes responsibility for selecting and using appropriate consulting tools and resources for the engagement and conducts analysis of work plan completeness, preparation of status reports, and quality control practices. A Manager I may lead analysis of fundamental client issues, assessment of appropriate alternatives, and recommendation of solutions. A Manager I communicates client expectations to the project team and escalates appropriate issues to senior level project staff. A Manager I maintains technical knowledge within industry and service line. A Manager I has experience with and knowledge of Federal accounting principles and transactions as well as budget planning, formulation and execution processes. A Manager II also has deep understanding of the applicable GAO, OMB, and other financial regulations.

Minimum Education: Bachelor's or equivalent

Senior Consultant II:

General Experience A Senior Consultant II is an experienced senior consultant that has a minimum of four years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: supporting program management and analysis of client issues, assisting with solution design and development, leading client teams, analyzing project data, and developing of appropriate deliverables. A Senior Consultant II is proficient in the use of firm tools and enablers to support the overall objectives and goals of the program. Other experience may include: performing benchmark analyses, building organizational design models, and defining business and technical needs.

Functional Responsibility A Senior Consultant II provides senior-level analytical and program support. A Senior Consultant II contributes to engagement work plan development and often leads assigned engagement tasks to completion. Based on project scope, a Senior Consultant II may: apply business modeling, process modeling, and business design techniques; formulate diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offer conclusions to Project Manager. A Senior Consultant II also participates in organizational assessments, and leads performance measures and indicators analysis. A Senior Consultant II has knowledge of Federal accounting principles and accounting transactions and an understanding of budget planning, budget formulation, and budget execution processes. A Senior Consultant II is proficient with various financial analysis methods and has an understanding of financial systems requirements.

Senior Consultant I:

General Experience A Senior Consultant I has a minimum of three years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: supporting program management and analysis of client issues, assisting with solution design and development, leading client teams, analyzing project data, and developing of appropriate deliverables. A Senior Consultant I is

proficient in the use of firm tools and enablers to support the overall objectives and goals of the program objectives. Other experience may include: performing benchmark analyses, building organizational design models, and defining business and technical needs.

Functional Responsibility A Senior Consultant I provides senior-level analytical and program support. A Senior Consultant I contributes to engagement work plan development and often leads assigned engagement tasks to completion. A Senior Consultant I assists in the development of engagement deliverables, contributes to status reporting, and may apply business modeling, process modeling, and software design techniques to meet project objectives. Other responsibilities may include: formulating diagnoses through financial or statistical modeling, assessing appropriate alternatives, and offering recommendations and conclusions to the Team Lead or Project Manager. A Senior Consultant I also participates in organizational assessments, and leads performance measures and indicators analysis. A Senior Consultant I has knowledge of Federal accounting principles and accounting transactions and an understanding of budget planning, budget formulation, and budget execution processes. A Senior Consultant I is proficient with various financial analysis methods and has an understanding of financial systems requirements.

Minimum Education: Bachelor's or equivalent

Consultant II:

General Experience A Consultant II is an experienced consultant that requires a minimum of two years in the consulting field or other related work experience. Experience includes: proficiency in analyzing and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant II provides assistance on completing work plan activities, analyzes relevant data and information, and supports implementation of business solutions. Other experience may include process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

Functional Responsibility A Consultant II provides analytical and program support and has served in this position for at least 12 months. A Consultant II serves as a key analytical resource on the engagement team, conducting relevant research, distilling data, and creating reports. A Consultant II uses consulting tools and methodologies to meet project objectives and complete assigned project deliverables and activities. A Consultant II maintains responsibility for quality assurance practices and may also participate in organizational assessments, process analysis and design, and performance measures and indicators. A Consultant II has exposure to Federal accounting principles and budget planning, budget formulation, and budget execution processes.

Minimum Education: Bachelor's or equivalent

Consultant I:

General Experience A Consultant I requires a minimum of one year in the consulting field or other related work experience. Experience includes: proficiency in analyzing and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant I provides assistance on completing work plan activities, analyzes relevant data and information, and supports implementation of business solutions. Other experience may include process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

Functional Responsibility A Consultant I provides analytical and program support and serves as a key analytical resource on the engagement team, conducting relevant research, distilling data, and creating reports. A Consultant I uses consulting tools and methodologies to meet project objectives and complete assigned project deliverables and activities. A Consultant I maintains responsibility for quality assurance practices and may also participate in organizational assessments, process analysis and design, and performance measures and indicators. A Consultant I has exposure to Federal accounting principles and budget planning, budget formulation, and budget execution processes.

Minimum Education: Bachelor's or equivalent

Business Analyst I:

General Experience A Business Analyst I at a minimum has a completed undergraduate degree in business administration, finance, marketing, accounting, engineering, economics, MIS or related discipline. A Business Analyst I provides strong analytical support in support of the objectives of project engagements. A Business Analyst I completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst I is also expected to be proficient in Deloitte's approved consulting tools.

Functional Responsibility A Business Analyst I serves as an analytical resource on the engagement team by helping to identify, analyze and define client issues through research and fact-finding combined with a basic understanding of business systems and industry requirements. A Business Analyst II assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Other activities may include: performing financial and data modeling, evaluating current processes, and preparing appropriate documentation for the client. A Business Analyst II develops process deliverables and business presentations to client.

Minimum Education: Bachelor's or equivalent

Section 3.3 Deloitte Consulting Services FABS Prices –

SIN: 520-1, 520-1(RC) – Program Financial Advisor

SIN: 520-11, 520-11(RC) – Budgeting

SIN: 520-12, 520-12(RC) – Accounting

SIN: 520-13, 520-13(RC) – Complementary Financial Services

SIN: 520-21, 520-21(RC) – Program Management Services

Labor Category	03/18/15- 5/9/2020
Partner/Principal/Director II	\$470.52
Senior Manager II	\$378.87
Manager II	\$336.09
Manager I	\$309.06
Senior Consultant II	\$287.21
Senior Consultant I	\$248.73
Consultant II	\$183.32
Consultant I	\$176.53
Business Analyst I	\$150.47

Notes:

- (1) Annual escalation is capped at 3.4%
- (2) Above prices include IFF.
- (3) Deloitte agrees to offer an additional 5% discount for task orders awarded over \$500,000

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

Section 4.0 – Advertising & Integrated Marketing Solutions (AIMS)

Deloitte’s overall strategy to provide innovative solutions to the federal government fosters several key components to support evolving advertising and integrated marketing needs. From strategy to delivery, Deloitte combines cutting-edge creative with trusted business and technology experience to define and deliver digital experiences. We deliver design, strategy, mobile, social, web, content management and digital ERP solutions that help strengthen our clients' brands and evolve businesses. We realize the importance of combining deep strategic change experience with practical business strategy. We have an array of tools and resources that help us deliver marketing and communications, but we approach each project as a unique situation with no precast solutions. The Deloitte brand journey positions clients to respond to changes in the federal marketplace with proactive, strategic and innovative solutions. Our solutions are based on insight driven analysis, provide direction from implementation through evaluation, influence behavior change and incorporate federal branding to enhance reputation. The best change strategy is the one that meshes leading practices with our clients’ specific needs.

- **Strategy**
 - Mobile strategy
 - Visioning workshops & roadmaps
 - Web & eCommerce strategy
 - DCM strategy
 - Concepts & prototypes

- **Web**
 - eCommerce
 - Enterprise portals
 - Web marketing

- **Design**
 - Interface design
 - User experience
 - Content strategy
 - Copywriting

- **Mobile**
 - Consumer mobile & mCommerce
 - Enterprise mobile
 - B2B mobile
 - Public sector mobile
 - Mobile readiness

- **Digital Content**
 - Web content management
 - Digital asset management
 - Document & asset management
 - Content analytics & optimization

- **Social**
 - Social apps
 - Listening posts
 - Enterprise social collaboration

- **Digital ERP**
 - SAP SUP
 - Oracle
 - Adobe Air on ERP

- **Communications**
 - Stakeholder analysis
 - Communication strategy and plan
 - Leadership communications
 - Written communications such as newsletters and articles
 - Communication events such as town halls and team meetings
 - Public Relations

- **Change Management**
 - Leadership alignment
 - Change readiness assessment
 - Change impact assessment
 - Workforce transition planning
 - Implementation planning

- **Culture**
 - Culture assessment
 - Future-state culture visioning workshop
 - Targeted behavior change for business critical events
 - Recommended solutions to achieve cultural transformation

Section 4.1 Special Item Numbers (SINs) & Deloitte Qualifications

Deloitte has the in-depth experience and understanding of each of the SINs to support successful delivery of advertising, marketing and communication solutions. Our commitment to success is evident in our long-standing relationships with government clients and our ability to deliver world-class solutions thereby enabling them to meet their demanding cost and requirements.

541-1, 541-1(RC) - Advertising Services - Services provided under this SIN will promote public awareness of an agency's mission and initiatives, enable public understanding of complex technical and social issues, disseminate information to industry and consumer advocacy groups and engage in recruitment campaigns. Services include, but are not limited to the following components: advertising objective determination; message decision/creation; outdoor marketing and media services; social media; direct mail services; planning, selection, and placement of broadcast or printed media (radio, television, public service announcements, newspaper, etc.); and advertising evaluation related activities to advertising services.

541-2, 541-2(RC) - Public Relations Services - Services provided under this SIN include, but are not limited to the following components: providing customized media and public relation services such as the development of media messages and strategies; providing recommendations of media sources for placement of campaigns; preparing media materials such as, background materials, press releases, speeches and presentations and press kits.

541-3, 541-3(RC) - Web Based Marketing Services - Services provided under this SIN include the development of strategies for an agency to provide the maximum use of their Internet capabilities. Services include, but are not limited to the following components: website design and maintenance services, search engine development, e-mail marketing, interactive marketing, web based advertising (including social media outlets), web based training, web casting, video conferencing via the web, section 508 compliance, including captioning services, on-line media management; and related activities to web based marketing services.

541-4A, 541-4A(RC) - Market Research and Analysis - Services provided under this SIN include, but are not limited to the following components: customizing strategic marketing plans, branding initiatives, creating public awareness of products, services, and issues; targeting market identification and analysis, establishing measurable marketing objectives; determining market trends and conditions, identifying and implementing appropriate strategies, conducting focus groups, telemarketing, individual interviews, preparing/distributing surveys, and compiling/analyzing results, establishing call centers (in relation to services provided under this schedule).

541-4B, 541-4B(RC) - Video/Film Production - Services provided under this SIN include, but are not limited to the following components: writing, directing, shooting, arranging for talent/animation, narration, music and sound effects, duplication, distribution, video scoring; and editing.

541-4C, 541-4C(RC) - Exhibit Design and Implementation Services - Services provided under this SIN include making all necessary arrangements for exhibits in various venues (museums, malls, tradeshow, etc.) as may be required. Services include, but are not limited to the following components: conceptualizing, designing and producing exhibits and their accompanying materials, providing and/or making recommendations for carpet and padding installation for exhibit property; preview, set-up and dismantling of exhibit property, cleaning,

prepping and storing exhibit property for future use, shipping exhibit property to and from designated site(s); and media illumination services.

541-5, 541-5(RC) - Integrated Marketing Services - Services provided under this SIN include offering a complete solution that collectively integrates the various services provided separately under the other SINs. Services include, but may not be limited to the following components: creation of comprehensive solutions using strategically targeted marketing plans that include full service execution of media planning and creative multimedia campaigns. Comprehensive solutions include services available separately under SINs: 541 1 Advertising Services, 541 2 Public Relations Services, 541 3 Web Based Marketing Services, and 541 4 Specialized Marketing (i.e. SIN 541 4A through SIN 541 4G). Contractors must demonstrate the capabilities to provide services normally associated with an integrated marketing campaign (Market Research, Conference Planning, etc.).

Section 4.2 - Deloitte Consulting Labor Category Descriptions (SINS 541-1, 541-1 (RC), 541-2, 541-2(RC), 541-3, 541-3(RC), 541-4A, 541-4A(RC), 541-4B, 541-4B(RC), 541-4C, 541-4C(RC), 541-5, 541-5(RC))

Experience Substitutions		
H.S. Diploma +4 years additional experience	Equals	Bachelors
Bachelors Degree + 2 years additional experience	Equals	Masters Degree
Masters Degree + 4 years of Bachelors Degree + 6 years additional experience	Equals	PHD

Education Substitutions
A Ph.D may be substituted for 4 years of required experience with a Master’s Degree or 6 years with a Bachelors Degree.
A Masters Degree may be substituted for 2 years of required experience with a Bachelors Degree.
A Bachelors Degree may be substituted for 4 years of required experience with a H.S Diploma.

Partner/Principal/Director III: Twelve years’ experience in leading advertising, marketing and related communication projects The Partner/Principal also has the capability to manage multitask projects of high complexity. Provides primary interface with client management personnel regarding strategic issues. Directs the completion of projects within estimated time frames and budget constraints. Coordinates all parties to tasks, reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads strategic level client meetings. Demonstrated ability to provide guidance and direction for multiple projects and in advertising, marketing and related communications management services.

Minimum Education: Bachelor’s or equivalent

Partner/Principal/Director II: Eleven years’ experience in leading advertising, marketing and related communication projects The Partner/Principal also has the capability to manage multitask projects of high complexity. Provides primary interface with client management personnel regarding strategic issues. Directs the completion of projects within estimated time frames and budget constraints. Coordinates all parties to tasks, reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads strategic level client meetings. Demonstrated ability to provide guidance and direction for multiple projects and in advertising, marketing and related communications management services.

Minimum Education: Bachelor’s or equivalent

Partner/Principal/Director I: Ten years’ experience in leading advertising, marketing and related communication projects The Partner/Principal also has the capability to manage multitask projects of high complexity. Provides primary interface with client management personnel regarding strategic issues. Directs the completion of projects within estimated time frames and budget constraints. Coordinates all parties to tasks, reviews work products for completeness and adherence to customer requirements. Delivers presentations and

leads strategic level client meetings. Demonstrated ability to provide guidance and direction for multiple projects and in advertising, marketing and related communications management services.

Minimum Education: Bachelor's or equivalent

Senior Manager III: Ten years of progressive experience in leading advertising, marketing and related communication projects. Demonstrated ability to provide guidance and direction for specific projects or sub-tasks. Capability to manage multitask projects of high complexity. Increasing responsibility in design, implementation and management of engineering management services. Interfaces with the client on project specific issues. Directs the completion of projects within estimated time frames and budget constraints. Coordinates project-specific parties and reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads client meetings.

Minimum Education: Bachelor's or equivalent

Senior Manager II: Nine years of progressive experience in leading advertising, marketing and related communication projects. Demonstrated ability to provide guidance and direction for specific projects or sub-tasks. Capability to manage multitask projects of high complexity. Increasing responsibility in design, implementation and management of engineering management services. Interfaces with the client on project specific issues. Directs the completion of projects within estimated time frames and budget constraints. Coordinates project-specific parties and reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads client meetings.

Minimum Education: Bachelor's or equivalent

Senior Manager I: Eight years of progressive experience in leading advertising, marketing and related communication management projects. Demonstrated ability to provide guidance and direction for specific projects or sub-tasks. Capability to manage multitask projects of high complexity. Increasing responsibility in design, implementation and management of engineering management services. Interfaces with the client on project specific issues. Directs the completion of projects within estimated time frames and budget constraints. Coordinates project-specific parties and reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads client meetings.

Minimum Education: Bachelor's or equivalent

Manager II: Six years of progressive experience in leading and participating in advertising, marketing and related communication projects. Demonstrated ability to manage a project and to provide guidance and direction for specific projects or sub-tasks. Proven expertise in several of the primary disciplines. Increasing responsibility in design, implementation and management of engineering management services. Interacts with the client on a day-to-day basis. Directs the completion of project specific tasks within estimated time frames and budget Constraints. Manages the day-to-day activities and reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads client meetings.

Minimum Education: Bachelor's or equivalent

Manager I: Five years of progressive experience in leading and participating in advertising, marketing and related communication projects. Demonstrated ability to manage a project and to provide guidance and direction for specific projects or sub-tasks. Proven expertise in several of the primary disciplines. Increasing responsibility in design, implementation and management of engineering management services. Interacts with the client on a day-to-day basis. Directs the completion of project specific tasks within estimated time frames and budget Constraints. Manages the day-to-day activities and reviews work products for completeness and adherence to customer requirements. Delivers presentations and leads client meetings.

Minimum Education: Bachelor's or equivalent

Senior Consultant II: Three years of progressive experience in participating in advertising, marketing and related communication projects. Demonstrated ability to provide guidance and direction for specific sub-tasks of a project. Specific expertise in one or more of the primary disciplines and knowledgeable in others. Increasing responsibility in implementing engineering management services. Interacts with the client on a day-to-day basis. Supports the completion of project-specific tasks within estimated time frames and budget constraints. Supports presentations and client meetings.

Minimum Education: Bachelor's or equivalent

Senior Consultant I: Two years of progressive experience in participating in advertising, marketing and related communication projects. Demonstrated ability to provide guidance and direction for specific sub-tasks of a project. Specific expertise in one or more of the primary disciplines and knowledgeable in others. Increasing responsibility in implementing engineering management services. Interacts with the client on a day-to-day basis. Supports the completion of project-specific tasks within estimated time frames and budget constraints. Supports presentations and client meetings.

Minimum Education: Bachelor's or equivalent

Consultant II: One year of progressive experience in participating in advertising, marketing and related communication projects. Specific expertise in one or more of the primary disciplines. Interacts with the client on a day-to-day basis. Supports the completion of project specific tasks within estimated time frames and budget constraints. Supports presentations and client meetings.

Minimum Education: Bachelor's or equivalent

Consultant I: Less than one year of progressive experience in participating in advertising, marketing and related communication projects. Specific expertise in one or more of the primary disciplines. Interacts with the client on a day-to-day basis. Supports the completion of project specific tasks within estimated time frames and budget constraints. Supports presentations and client meetings.

Minimum Education: Bachelor's or equivalent

Analyst II: One year of progressive experience in participating in advertising, marketing and related communication projects. Conducts market research. Measure the effectiveness of marketing, advertising, and communications programs and strategies. Forecast and track marketing and sales trends, analyzing collected data. Supports the completion of project specific tasks within estimated time frames and budget constraints. Supports presentations and client meetings.

Minimum Education: Bachelor's or equivalent

Section 4.3 Deloitte Consulting Services AIMS Prices -

541-1, 541-1(RC)	Advertising Services
541-2, 541-2(RC)	Public Relations Services
541-3, 541-3(RC)	Web Based Marketing Services
541-4A, 541-4A(RC)	Market Research and Analysis
541-4B, 541-4B(RC)	Video/Film Production
541-4C, 541-4C(RC)	Exhibit Design and Implementation Services
541-, 5, 541-5(RC)	Integrated Marketing Services

Labor Category	12/02/2014 To 5/9/2020
Partner/Principal/Director III	\$349.72
Partner/Principal/Director II	\$332.49
Partner/Principal/Director I	\$326.15
Senior Manager III	\$300.60
Senior Manager II	\$291.19
Senior Manager I	\$266.15
Manager II	\$261.97
Manager I	\$246.85
Senior Consultant II	\$221.66
Senior Consultant I	\$211.59
Consultant II	\$182.36
Consultant I	\$172.29
Analyst II	\$115.55

Notes:

- (1) Annual escalation is capped at 3%
- (2) Above prices include IFF.

Other Direct Costs and Open Market Items will be burdened with Deloitte's applicable General & Administrative (G&A) Costs.

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

Section 5.1 MOBIS Special Item Numbers (SINs) & Deloitte Qualifications

SIN 874-1(RC): INTEGRATED CONSULTING SERVICES

Deloitte Consulting provides expert advice, assistance, guidance or counseling in support of agencies' management, organizational and business improvement efforts. This may include studies, analyses and reports documenting any proposed developmental, consultative or implementation efforts. Examples of consultation include but are not limited to: strategic, business and action planning; systems alignment; cycle time; high performance work; leadership systems; performance measures and indicators; process and productivity improvement; organizational assessments; survey services, using a variety of methodologies, including survey planning, design, and development; survey administration; data validation and analysis; reporting, and stakeholder briefings; program audits, and evaluations.

SIN 874-6 (RC): ACQUISITION MANAGEMENT SUPPORT

Deloitte has successfully supported numerous OMB A-76 Commercial Activity (CA) studies. The specific MOBIS Commercial Activity Study consulting services provided by Deloitte are briefly described below.

Competitive Sourcing Strategy Development:	Deloitte provides orientation and strategy development support for federal executives and senior management. Orientation includes an overview of the OMB A-76 process, the OMB A-76 regulation, current OMB A-76 policy "drivers," the process mandated by the A-76 Circular and Supplemental Handbook, approaches and methodologies for successfully completing the process, lessons learned from previous CA Studies, and success factors based on Deloitte's own experiences. Strategy Development includes facilitation and enlightenment to determine natural business units, acquisition strategy, communications plan, union involvement, formation and roles of management teams, data collection procedures, risk management issues, configuration control of the developing documents, and security issues.
Performance Work Statement Development:	The Performance Work Statement (PWS) is the description of the work to be performed, performance standards, and timeframes. The Quality Assurance Surveillance Plan (QASP) defines the government's evaluation process for the performance of the PWS regardless if the performing activity is the government or a contractor. Deloitte facilitates the creation and development of the PWS and QASP. This includes defining and documenting work requirements, associated workload, and performance requirements, specifications and metrics as required by OMB Circular A-76 and the OMB supplemental guidance as applicable. The QASP will be based upon the PWS and define the manner in which performance of the PWS will be monitored.
Management Plan Development:	The Management Plan is the government's proposal that will be compared to the best value proposal submitted by a competitive bidder from industry. Deloitte facilitates the creation and development of the Management Plan. This includes documenting the government's approach to fulfilling the requirements of the PWS in the most efficient manner possible as required by OMB A-76 and the OMB supplemental guidance as applicable. Analysis of competitive positioning, and industry and government best practices are conducted as the government's Most Efficient Organization (MEO) is designed. Deliverables as part of the Management Plan include a MEO, In-house Cost Estimate (IHCE), Technical Performance Plan (TPP), and Transition Plan (TP).
Solicitation and Review Support:	Deloitte provides the full spectrum of support to facilitate the pre-solicitation, solicitation, source selection, Command Review, and Independent Review certification process. This support consists of services regarding responses and queries to the PWS, QASP and Management Plans. Other services include support needed to successfully pass Command Review and IRO review, preparation of industry communications including RFP, pre-solicitation communications, "industry days," bidder's conferences, and other such industry contacts. In addition, risk management is provided throughout the CA process.
Independent Review Support:	Deloitte provides independent review services for designated Independent Review Officers (IRO). The purpose of the Independent Review is to certify that the Management Plan reasonably establishes the government's ability to perform the PWS with the resources provided by the MEO and to ensure that all costs in the IHCE are fully justified. During the Independent Review, the IRO surveys the PWS, QASP, and the Management Plan including the MEO, IHCE, TPP, TP, and all supporting documentation. Deloitte Independent Review Support services include assistance to IROs in conducting detailed audits of the PWS, QASP, Management Plan, and Requests for Proposal (RFP) to ensure regulatory requirements have been followed, reasonable basis for executive decision-making has been provided, and sufficient documentation has been chronicled.

SIN 874-7(RC): INTEGRATED BUSINESS PROGRAM SUPPORT SERVICES

Deloitte Consulting LLP provides services in the management, integration, and programs and projects. These services may include, but are not limited to: program management; program integration (team leader); program oversight; project management.

Section 5.2 - Deloitte Consulting MOBIS Labor Category Descriptions 874

H.S. Diploma +4 years additional experience	Equals	Bachelor's Degree
Bachelor's Degree + 2 years additional experience	Equals	Master's Degree
Master's Degree + 4 years of Bachelor's Degree + 6 years additional experience	Equals	Ph.D.

Education Substitutions

A Ph.D. may be substituted for 4 years of required experience with a Master's Degree or 6 years with a Bachelor's Degree.

A Master's Degree may be substituted for 2 years of required experience with a Bachelor's Degree.

A Bachelor's Degree may be substituted for 4 years of required experience with a H.S Diploma.

The labor categories listed in this Section apply to services offered under SINs 874-1 (RC) and 874-7 (RC)

Partner II:

General Experience A Partner II requires a minimum of 12 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A Partner II works with the Project Director and other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy for addressing them. A Partner II is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project's life cycle.

Functional Responsibility A Partner II provides strong executive level management and direction. A Partner II has served in this position for several years and possesses a broad understanding of the client's industry. A Partner II not only brings a thorough understanding of the client's industry, but also has an extensive tool set of skills to solve the client's problems. A Partner II knows the client's industry, and helps the client visualize where they need to be in their particular industry. This position serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within budget.

A Partner II provides management and technical review, industry insight, issue resolution, and employs proven problem solving techniques, directs critical decision making. This position is also responsible for ensuring quality assurance through the use of Deloitte's Quality Assurance and Risk Assessment Program deployed on all large engagements.

Partner I:

General Experience A Partner I requires a minimum of 10 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, working experience in project definition and business and systems analysis, creation of competitive strategies, and integration of global business solutions. A Partner I works with the Project Director and other senior client staff to monitor quality and risk and identify potential issues and overall project problem areas and designs a strategy for addressing them. A Partner I is proficient in reviewing strategic plans and business strategies and design, organizational and infrastructure designs, and project deliverables to maintain a standard of consistency and quality throughout a project's life cycle.

Functional Responsibility A Partner I provides strong executive level management and direction. A Partner I not only brings a thorough understanding of the client's industry, but also has an extensive tool set of skills to solve the client's problems. A Partner I knows the client's industry, and helps the client visualize where they need to be in their particular industry. This position includes being a leader in strategic, business, and action planning.

A Partner I serves in an advisory capacity, providing members of the project team and the client organization a level of quality review to help guide the project to remain on schedule and within budget. A Partner I provides management and technical review, industry insight, issue resolution. This position is also responsible for ensuring quality assurance through the use of Deloitte's Quality Assurance and Risk Assessment Program deployed on all large engagements.

Director II:

General Experience A Director II is a senior level position that requires a minimum of 12 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, defining engagement strategy, objectives, and scope, including defining engagement deliverables, working experience in project definition and process and systems analysis, creation of competitive strategies, and integration of global solutions. A Director II is proficient in project estimation and resource planning efforts and in resolving global project issues, such as process and technical compatibility, client expectations, and timing. A Director II fosters overall soundness of analytical approach, and is able to suggest alternatives.

A Director II manages project resources; champions firm initiatives, and leads developments in new business enterprises through innovation. Other experience includes coordinating multiple projects and team, and assisting clients in achieving desired program results.

Functional Responsibility A Director II provides strong executive level management and direction. A Director II has served in this position for several years and has extensive industry knowledge and presence. A Director II not only brings a thorough understanding of the client's industry, but also has an extensive tool set of skills to solve the client's problems. This position includes being a leader in strategic, business, and action planning, maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback. In addition, the Director II directs client

communications and is a senior communication person with client leaders and executives along with the Partner I.

Director I:

General Experience A Director I requires a minimum of 10 years of consulting and/or directly relevant industry experience. Experience includes: executive level management and direction on client engagements, defining engagement strategy, objectives, and scope, including defining engagement deliverables, working experience in project definition and process and systems analysis, creation of competitive strategies, and integration of global solutions. A Director I is proficient in project estimation and resource planning efforts and in resolving global project issues, such as process and technical compatibility, client expectations, and timing. A Director I fosters overall soundness of analytical approach, and is able to suggest alternatives. A Director I manages project resources; champions firm initiatives, and leads developments in new business enterprises through innovation. Other experience includes coordinating multiple projects and team, and assisting clients in achieving desired program results.

Functional Responsibility A Director I provides strong executive level management and direction. A Director I possesses a deep understanding of the client's industry, and also has an extensive tool set of skills to solve the client's problems. This position includes being a leader in strategic, business, and action planning, maintains responsibility for formulating work standards, creating strategic project objectives, and managing client issues and feedback.

Senior Manager II:

General Experience A Senior Manager II requires a minimum of 10 years of consulting and/or directly relevant industry experience includes: engagement experience in project scope and approach, focus on project delivery and

business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager II maintains responsibility for managing the project team and daily operations of project development and fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industry lines.

Functional Responsibility A Senior Manager II provides strong senior-level management and has served in this position for several years. A Senior Manager II has responsibility for overall project activities and is the primary point of contact with client executives. This position assumes responsibility for project delivery and oversight of key business enablers on projects and identification of needs for new tools. A Senior Manager II assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. Maintains responsibility for managing business solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables and using problem solving techniques to resolve issues. A Senior Manager II is also

involved in process and productivity improvement, as well as, systems alignment. Organizational assessments, and program audits, and evaluations are also performed by this position.

Senior Manager I:

General Experience A Senior Manager I requires a minimum of eight years of consulting and/or directly relevant industry experience includes: engagement experience in project scope and approach, focus on project delivery and business and technical integration, ability to drive business strategy and planning changes at the executive levels, oversight of key business and process enablers, and management of project resources. A Senior Manager I maintains responsibility for managing the project team and daily operations of project development and fostering client comfort and feasibility with the project objectives and goals. Other experience includes communication with client and project managers and management of multiple projects across various industry lines.

Functional Responsibility A Senior Manager I provides strong senior-level management and direction. A Senior Manager I helps and supports our client's strategy, and provides business and action planning. A Senior Manager I is also involved in process and productivity improvement, as well as, systems alignment. Assumes responsibility for overall project delivery and oversight of key technical enablers on projects and identification of needs for new tools. A Senior Manager I assumes regular interaction and communications with the Government Contracting Officer (CO) and delegated government representatives. This position maintains responsibility for managing technical solutions, delegating appropriate resources, and fostering quality assurance principles across projects and deliverables. Specifically, A Senior Manager I will lead organizational assessments, and program audits, and evaluations are also performed by this position.

Manager II:

General Experience A Manager II is an experienced Manager that has a minimum of seven years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs, experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager II maintains the day-to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

Functional Responsibility A Manager II provides strong management and direction, and is focused on high performance work. A Manager II has served in this position for several years and has extensive consulting experience and industry focus. A Manager II assumes responsibility for managing engagement issues and outlining project work plans and deliverables. Reviews engagement scope for consistency with overall firm and client objectives. Actively manages project resources, budget activities, quality control practices, and project deliverables. Maintains a constant flow of communication with the client and project team and provides technical direction and experience. Assumes responsibility for proper implementation of business solutions and overall project performance. A Manager II also conducts analyses of client

problems and develops creative solutions and recommendations. This position also may perform organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement.

Manager I:

General Experience A Manager I has a minimum of five years of consulting and/or directly relevant industry experience. Experience includes: senior-level management and direction on client engagements, extensive experience in all aspects of leading a project, understanding business needs, experience in formulating project definition, isolating success factors, and aligning firm objectives with client needs. A Manager I maintains the day- to-day interaction with the client, fostering successful program management through performance reviews, assessment and analysis, design and development of solutions, monitoring budget allotments, issues resolution, and implementation. Other experience includes management of local resources, administration of project work plans and processes, and core capabilities in information systems design and technical solutions.

Functional Responsibility A Manager I provides strong management and direction, and is focused on high performance work. A Manager I is responsible for developing an engagement work plan and selecting, modifying, and using the appropriate consulting tools for each engagement. A Manager I serves in the role of team leader over assigned support areas, often filling the position of project team lead and instructing, directing, and monitoring the work of other project staff. Assumes responsibility for selecting and using appropriate consulting tools and resources for the engagement. Conducts analysis of work plan completeness, prepares status reports, and supports quality control practices. Performs analyses of fundamental client issues, assesses appropriate alternatives, and recommends solutions. Communicates client expectations to project team, and escalates appropriate issues to senior level project staff. Maintains technical knowledge within industry and service line. A Manager I also conducts analyses of client problems and develops creative solutions and recommendations. This position also may perform organizational assessments, program audits, and evaluations, system alignment, and process and productivity improvement.

Senior Consultant II:

General Experience A Senior Consultant II is an experienced senior consultant that has a minimum of four years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: support program management and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables. A Senior Consultant II is proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives. A Senior Consultant II demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members. Other experience includes development of leadership/management skills, performing benchmark analyses, building organizational design models, and defining business and technical needs.

Functional Responsibility A Senior Consultant II provides senior-level analytical and program support, and is focused on providing high performance work. A Senior Consultant II contributes to engagement work plan development and often leads assigned engagement tasks to completion within scope and budget.

Serves as a senior- level analytical correspondent within engagement team. Assumes responsibility for contributing to work plan development, reaching engagement milestones, and often leading specific project tasks. Applies business modeling, process modeling, and business design techniques. Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables. Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to Project Manager. This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions. A Senior Consultant II also participates in organizational assessments, and leads performance measures and indicators analysis.

Senior Consultant I:

General Experience A Senior Consultant I has a minimum of three years of consulting and/or directly relevant industry experience and/or educational training in related fields. Experience includes: support program management and familiarity with client issues, assistance with design issues, leading client teams, analysis of project data, and development of appropriate deliverables. A Senior Consultant I is proficient in the use of firm tools and enablers to better support the overall objectives and goals of the program objectives. A Senior Consultant I demonstrates these skills by performing status reports, verifying work plan completeness, and communicating with team members. Other experience includes development of leadership/management skills, performing benchmark analyses, building organizational design models, and defining business and technical needs.

Functional Responsibility A Senior Consultant I provides senior-level analytical and program support, and is focused on providing high performance work. In Consulting Services, a Senior Consultant I contributes to engagement work plan development and often leads assigned engagement tasks to completion within scope and budget. A Senior Consultant I assists in the development of engagement deliverables and contributes to status reporting. Applies business modeling, process modeling, and software design techniques to meet project objectives. Conducts analysis of appropriate consulting tools to satisfy program requirements, and creates project deliverables. Formulates diagnoses through financial or statistical modeling, assesses appropriate alternatives, and offers conclusions to the Team Lead or Project Manager. This position performs analyses and makes diagnoses, as well as defines symptoms and problems, and develops conclusions. A Senior Consultant I also participates in organizational assessments, and leads performance measures and indicators analysis.

Consultant II:

General Experience A Consultant II is an experienced consultant that requires a minimum of two years in the consulting field or other related work experience. Experience includes: proficiency in analysis and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant II provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions. Other experience includes process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

Functional Responsibility A Consultant II provides analytical and program support, and is focused on high performance work. A Consultant II has served in this position for at least 18 months. A

Consultant II also completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements.

Serves as a key analytical resource on engagement team. Assumes responsibility for conducting relevant research, distilling data, and creating reports. Actively engages consulting tools and methodologies to meet project objectives and complete program management activities. Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation. A Consultant II may also participate in organizational assessments, and performance measures and indicators.

Consultant I:

General Experience A Consultant I requires a minimum of one year in the consulting field or other related work experience. Experience includes: proficiency in analysis and defining business needs, applying methodologies, support of program management, exposure to client issues, and development of project deliverables. A Consultant I provides assistance on completing work plan activities, analyzes relevant data and information, and institutes and supports business solutions. Other experience includes process improvement diagnoses, process modeling and documentation, benchmarking activities, and exposure to change management principles.

Functional Responsibility A Consultant I provides analytical and program support, and is focused on high performance work. In Consulting Services, this position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. Serves as a key analytical resource on engagement team. Assumes responsibility for conducting relevant research, distilling data, and creating reports. Actively engages consulting tools and methodologies to meet project objectives and complete program management activities. Maintains responsibility for quality assurance practices and fostering completion and accuracy of system documentation. A Consultant I may also participate in organizational assessments, and performance measures and indicators.

Business Analyst II:

General Experience A Business Analyst II has more than one year of industry experience at this level, and provides strong analytical support while serving to help identify the scope and objectives of project engagements, as well as, provide analytical support and research within the firm on a day-to-day basis. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst II is also expected to be proficient in Deloitte Consulting's approved consulting tools.

Functional Responsibility A Business Analyst II provides analytical support while serving to help identify the scope and objectives of project engagements, as well as, remain focused on performance measures and indicators. Serves as analytical resource on engagement team by helping to formulate and define systems scope and objectives through research and fact-finding combined with a basic understanding of business systems and industry requirements. Assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Performs financial and data modeling, evaluates current processes, and prepares appropriate documentation for client. Maintains accountability for process deliverables and business presentations to client.

Business Analyst I:

General Experience A Business Analyst I at a minimum has a completed undergraduate degree in Business Administration, Finance, marketing, Accounting, engineering, Economics, MIS or related discipline. A Business Analyst I provides strong analytical support while serving to help identify the scope and objectives of project engagements, as well as, provide analytical support and research within the firm on a day-to-day basis. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements. This position conducts research, and collects and distills data. A Business Analyst I is also expected to be proficient in Deloitte Consulting's approved consulting tools.

Functional Responsibility A Business Analyst I provides analytical support while serving to help identify the scope and objectives of project engagements, as well as, remain focused on performance measures and indicators. A Business Analyst I also conducts analytical support and research within the Consulting Services arena. Assumes responsibility for analyzing and documenting data, conducting extensive research, and integrating business solutions. Performs financial and data modeling, evaluates current processes, and prepares appropriate documentation for client. Maintains accountability for process deliverables and business presentations to client. This position completes assigned engagement tasks within the project scope and budget, while meeting deliverable requirements.

Project Controller II:

General Experience A Project Controller II is an experienced Project Controller with at a minimum 18 months of project experience. This position requires a completed undergraduate degree in Business Administration, MIS, Finance, Accounting, or related discipline. Experience includes: knowledge of core work-products, project planning, and project budgeting required for large engagements. Proficiency in project and financial support tools required to manage a large technology project from beginning to end.

Functional Responsibility This position is responsible for assisting the project director in setting up, monitoring, and delivering the project. Services include establishing project accounting and billing systems, developing project documentation, tracking team progress, managing major milestones, and establishing project standards. This position manages the project budget and all financials, tracks consulting time and expenses, prepares all client billings, monitors profitability, and reconciles project budgets.

Project Controller I:

General Experience A Project Controller I is a position requiring a completed undergraduate degree in Business Administration, MIS, Finance, Accounting, or related discipline. Experience includes: knowledge of core work- products, project planning, and project budgeting required for large engagements. Proficiency in project and financial support tools required to manage a large technology project from beginning to end.

Functional Responsibility This position is responsible for assisting the project director in setting up, monitoring, and delivering the project. Services include establishing project accounting and billing systems, developing project documentation, tracking team progress, managing major milestones, and establishing project standards. This position manages the project budget and all financials, tracks consulting time and expenses, prepares all client billings, monitors profitability, and reconciles project budgets.

The labor categories listed in this Section apply to services offered under SIN 874-1, 874-1(RC): (Survey Services only-(formerly offered under SIN 874-3)

SIN 874-6 (RC) Acquisition Management Support

Managing Director: Typically this person has a minimum of 10+ years relevant work experience. Managing Directors, on average, have approximately 22 years of experience and often possess advanced degrees and industry certification. Managing Directors hold a Bachelor's degree or have equivalent work experience.

Additionally, a Managing Director will typically provide a combination of the following:

- Demonstrated ability to provide strategic guidance and direction in designing, implementing and managing business operations and process improvement.
- Manage multiple projects of high complexity.
- Recognized subject matter knowledge in one or more Deloitte solution areas.
- Extensive experience in design, implementation and management of business operations, improvements or strategy projects.
- Interfaces with the client on strategic issues.

Senior Manager: Typically this person has a minimum of 8+ years of relevant work experience. Senior Managers, on average, have approximately 20 years of experience and often possess advanced degrees and industry certification. Senior Managers hold a Bachelor's degree or have equivalent work experience.

Additionally, a Senior Manager will typically provide a combination of the following:

- Demonstrated ability to provide guidance and direction at the program level.
- Manage large, complex projects.
- Extensive subject matter knowledge in one or more Deloitte solution areas.
- Design, implementation and management of business operations, improvements or strategy projects.
- Interfaces with the client on program issues.

Manager: Typically this person has a minimum of 6 years of relevant work experience. Managers, on average, have approximately 17 years of experience and may possess advanced degrees and industry certification. Managers hold a Bachelor's degree or have equivalent work experience.

Additionally, a Manager will typically provide a combination of the following:

- Demonstrated ability to provide guidance and direction at the project level.
- Manage complex projects.
- Significant subject matter knowledge in one or more Deloitte solution areas.
- Implementation and management of business operations, improvements or strategy projects.
- Interfaces with the client on project issues.

Senior Consultant: Typically this person has a minimum of 4 years of consulting and/or work experience. Senior Consultants, on average, have approximately 15 years of experience. Senior Consultants hold a Bachelor's degree or have equivalent work experience.

Additionally, a Senior Consultant will typically provide a combination of the following:

- Demonstrated experience coordinating project tasks.
- Experience in one or more of the key project areas.
- Supports implementation of business operations improvements or project tasks

Consultant: Typically this person has a minimum of 3 years of consulting or general relevant work experience. Consultants, on average, have approximately 10 years of experience. Consultants hold a Bachelor's degree or have equivalent work experience.

Additionally, a Consultant will typically provide a combination of the following:

- Demonstrated experience performing project tasks.
- Experience in one or more of the key project areas.
- Supports implementation of business operations improvements or project tasks.

Senior Systems Analyst: Typically this person has a minimum of 2 years of relevant work experience. Senior Systems Analysts, on average, have approximately 7 years of experience. Senior Systems Analysts hold a Bachelor's degree or have equivalent work experience.

Additionally, a Senior Systems Analyst will typically provide a combination of the following:

- Provides technical and administrative direct support for personnel performing software development tasks including the review of work product for correctness, adherence to the design concept and to user standards, and for progress in accordance with schedules.
- Provides support in the areas of analysis, design, development and

implementation of systems and technologies.

- Demonstrated experience supporting project tasks.
- Undertakes studies and analyses to identify areas for productivity improvements.

Senior Management Analyst: Typically this person has a minimum of 2 years of relevant work experience. Senior Management Analysts, on average, have approximately 7 years of experience. Senior Management Analysts hold a Bachelor's degree or have equivalent work experience.

Additionally, a Senior Management Analyst will typically provide a combination of the following:

- Demonstrated capabilities supporting a wide variety of process improvement, data analyses and client service delivery.
- Provides support in the areas of analysis, design and development, and the implementation of management, organizational and business improvement processes.
- Demonstrated experience supporting project tasks
- Undertakes studies and analyses to identify areas for productivity improvements.

Systems Analyst: Typically this person has less than 2 years of relevant work experience (If no experience, an undergraduate degree may be required). Systems Analysts, on average, have 5 years of experience.

Additionally, a Systems Analyst will typically provide a combination of the following:

- Analyzes and develops computer software.
- Possesses a wide range of capabilities including numerous engineering, business and records management functions.

Management Analyst: Typically this person has less than 2 years of relevant work experience (If no experience, an undergraduate degree may be required). Management Analysts, on average, have 5 years of experience.

Additionally, a Management Analyst will typically provide a combination of the following:

- Undertakes studies and analyses to identify areas for productivity improvements.
- Makes use of tools, spreadsheets and databases in performing job duties.

**Section 5.3 Deloitte Consulting LLP MOBIS Labor Rates for
SINs 874-1, 874-1(RC), Integrated Consulting Services
SINS 874-7, 874-7(RC) Integrated Business Program Support Services**

Labor Categories	8/10/2015- To 5/9/2020
Partner II	\$405.13
Partner I	\$405.13
Director II	\$403.01
Director I	\$379.97
Senior Manager II	\$360.73
Senior Manager I	\$345.43
Manager II	\$333.93
Manager I	\$294.13
Senior Consultant II	\$276.35
Senior Consultant I	\$241.80
Consultant II	\$201.50
Consultant I	\$172.71
Business Analyst II	\$132.40
Business Analyst I	\$115.15
Project controller II	\$74.84
Project controller I	\$63.33

5.3 Deloitte Consulting LLP MOBIS Labor Rates
SINs 874-1 (RC) Survey Services Only (formerly offered under SIN 874-3)
SIN 874-6 (RC) Acquisition Management Support

Labor Categories	8/10/2015 To 5/9/2020
Managing Director	\$305.24
Senior Manager	\$274.45
Manager	\$220.90
Senior Consultant	\$154.63
Consultant	\$140.58
Senior Systems Analyst	\$91.21
Senior Management Analyst	\$96.13
Systems Analyst	\$87.69
Management Analyst	\$80.94

Section 6 Blanket Purchase Agreement

Ordering activities may establish BPAs under any schedule contract to fill repetitive needs for supplies or services. BPAs may be established with one or more schedule contractors. The number of BPAs to be established is within the discretion of the ordering activity establishing the BPAs and should be based on a strategy that is expected to maximize the effectiveness of the BPA(s). In determining how many BPAs to establish, consider:

- The scope and complexity of the requirement(s);
- The need to periodically compare multiple technical approaches or prices;
- The administrative costs of BPAs; and
- The technical qualifications of the schedule contractor(s).

Establishment of a single BPA, or multiple BPAs, shall be made using the same procedures outlined in 8.405-1 or 8.405-2. BPAs shall address the frequency of ordering, invoicing, discounts, requirements (e.g. estimated quantities, work to be performed), delivery locations, and time.

When establishing multiple BPAs, the ordering activity shall specify the procedures for placing orders under the BPAs.

Establishment of a multi-agency BPA against a Federal Supply Schedule contract is permitted if the multi-agency BPA identifies the participating agencies and their estimated requirements at the time the BPA is established.

Ordering from BPAs:

Single BPA. If the ordering activity establishes one BPA, authorized users may place the order directly under the established BPA when the need for the supply or service arises.

Multiple BPAs. If the ordering activity establishes multiple BPAs, before placing an order exceeding the micro-purchase threshold, the ordering activity shall:

- Forward the requirement, or statement of work and the evaluation criteria, to an appropriate number of BPA holders, as established in the BPA ordering procedures; and
- Evaluate the responses received, make a best value determination (see 8.404(d)), and place the order with the BPA holder that represents the best value.

BPAs for hourly rate services. If the BPA is for hourly rate services, the ordering activity shall develop a statement of work for requirements covered by the BPA. All orders under the BPA shall specify a price for the performance of the tasks identified in the statement of work.

Duration of BPAs. BPAs generally should not exceed five years in length, but may do so to meet program requirements. Contractors may be awarded BPAs that extend beyond the current term of their GSA Schedule contract, so long as there are option periods in their GSA Schedule contract that, if exercised, will cover the BPA's period of performance.

Review of BPAs:

The ordering activity that established the BPA shall review it at least once a year to determine whether:

- The schedule contract, upon which the BPA was established, is still in effect;
- The BPA still represents the best value (see 8.404(d)); and
- Estimated quantities/amounts have been exceeded and additional price reductions can be obtained.

The ordering activity shall document the results of its review.

Section 7 USA Commitment to Promote Small Business Participation Procurement Programs

Preamble

Deloitte Consulting LLP provides commercial products and services to ordering activities. We are committed to promoting participation of small, small disadvantaged and women-owned small businesses in our contracts. We pledge to provide opportunities to the small business community through reselling opportunities, mentor-protégé programs, joint ventures, teaming arrangements, and subcontracting.

Commitment

To actively seek and partner with small businesses.

To identify, qualify, mentor and develop small, small disadvantaged and women-owned small businesses by purchasing from these businesses whenever practical.

To develop and promote company policy initiatives that demonstrates our support for awarding contracts and subcontracts to small business concerns.

To undertake significant efforts to determine the potential of small, small disadvantaged and women-owned small business who will supply products and services to our company.

To insure procurement opportunities are designed to permit the maximum possible participation of small, small disadvantaged and women-owned small businesses.

To attend business opportunity workshops, minority business enterprise seminars, trade fairs, procurement conferences, etc., that will seek to identify and increase small businesses with whom to partner.

To publicize in our marketing publications our interest in meeting small businesses that may be interested in subcontracting opportunities.

We signify our commitment to work in partnership with small, small disadvantaged and women-owned small businesses to promote and increase their participation in ordering activity contracts. To accelerate potential opportunities please contact: Joyce Harris; Phone: 202-378-5448; email: jharris@deloitte.com

About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Deloitte Consulting LLP is committed to protecting the information of its clients. In this regard, Deloitte Consulting LLP and its affiliates currently maintain physical, electronic and procedural safeguards that are designed to (1) protect the security and confidentiality of our client's information in Deloitte Consulting LLP's possession, (2) protect against anticipated threats or hazards to the security or integrity of such information, and (3) protect against unauthorized access to or use of such information that could result in substantial harm or inconvenience to our clients.