



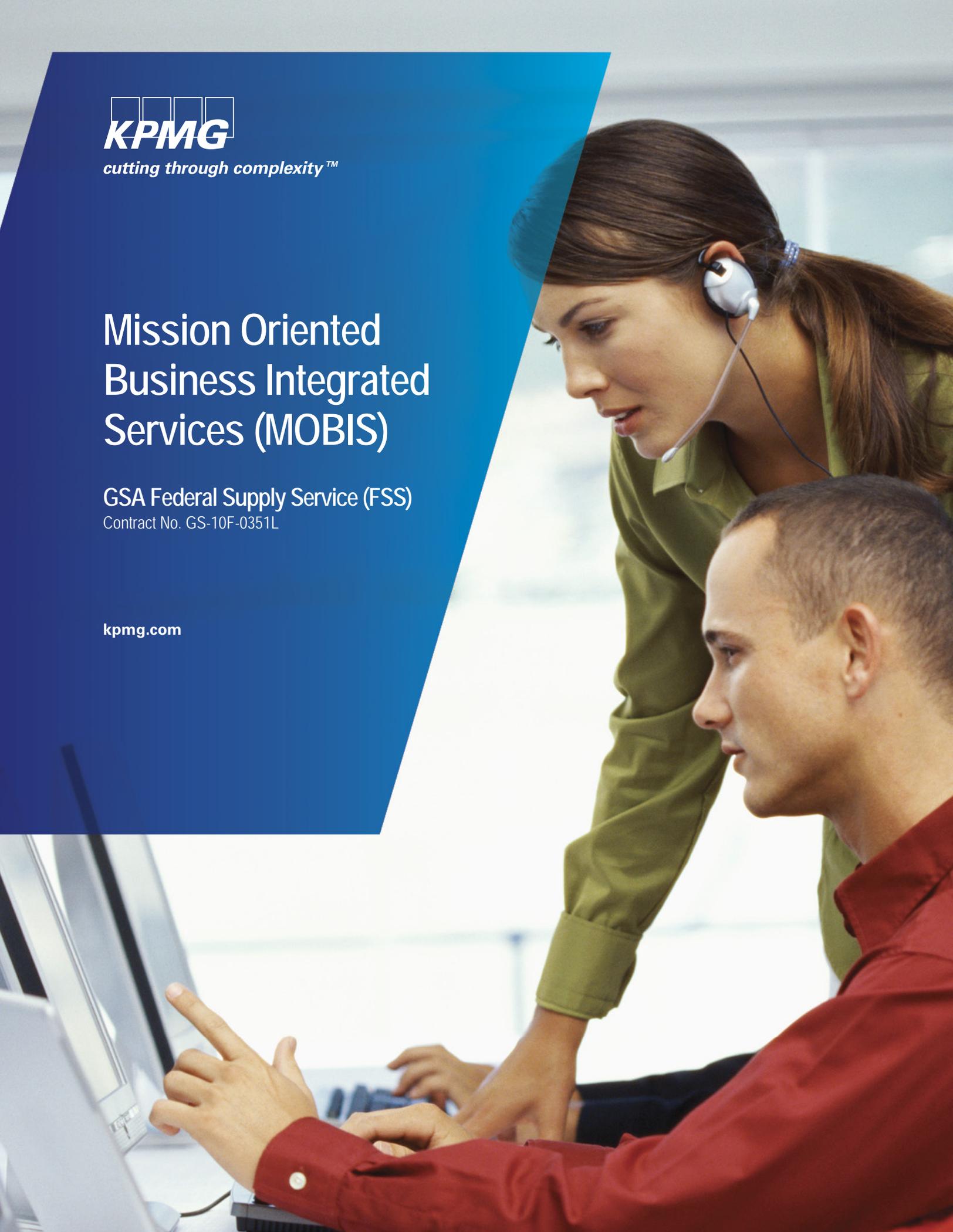
*cutting through complexity™*

# Mission Oriented Business Integrated Services (MOBIS)

GSA Federal Supply Service (FSS)

Contract No. GS-10F-0351L

[kpmg.com](http://kpmg.com)



**GENERAL SERVICES ADMINISTRATION (GSA)  
Federal Supply Service (FSS)**

**Authorized Federal Supply Schedule**

**Mission Oriented Business  
Integrated Services (MOBIS)**

**KPMG LLP**  
1676 International Dr.  
McLean, VA 22102  
Attn: Federal Contracts  
Voice: 703-286-8175  
Facsimile: 202-403-3221  
E-Mail: [danielmsmith@kpmg.com](mailto:danielmsmith@kpmg.com)  
Internet: [www.us.kpmg.com](http://www.us.kpmg.com)

Contract Number: GS-10F-0351L  
Modification No.: CM-A325  
Period Covered by Contract: August 15, 2001 – August 14, 2016  
FSC Group: 874  
FSC Class: 8742  
Business Size: Large

For more information on ordering from Federal Supply Schedules click on the  
FSS Schedules button at <http://www.fss.gsa.gov>.

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





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## CUSTOMER INFORMATION

### 1a. Awarded Special Item Number (SINs)

Special Item No. 874-1: Integrated Consulting Services

Special Item No. 874-7: Integrated Business Program Support Services

### 1b. Lowest Priced Model Number and Lowest Unit Price

See the section in this price list titled "Services Price List" for hourly/daily firm fixed and training prices.

### 1c. Hourly Rates

See the section in this price list titled "Services Price List" for hourly/daily firm fixed and training prices.

### 2. Maximum Order

For MOBIS Schedule orders valued over \$1,000,000, GSA recommends that the ordering activity seek price reductions.

### 3. Minimum Order

For MOBIS Schedule orders, the minimum order designated is \$100.00.

### 4. Geographic Coverage (Delivery Area)

The minimum acceptable geographic scope of the MOBIS Schedule is worldwide.

### 5. Point(s) of Production

If in the performance of any order under this Contract KPMG LLP uses one or more facilities located at a different address than in this price list, the place of performance is as specified in the individual order.

### 6. Discount from List Prices or Statement of Net Price

Prices shown are NET prices.

### 7. Quantity Discounts

As stated on individual orders.

### 8. Prompt Payment Terms

Net 30 calendar days.

### 9a. Notification that Government purchase cards are accepted at or below the micro-purchase threshold.

KPMG LLP will accept the Government Purchase Card for payments equal to or less than the micro-purchase threshold of \$2,500.00.

**9b. Notification whether Government purchase cards are accepted or not accepted above the micro-purchase threshold.**

KPMG LLP will not accept the Government Purchase Card for payments above the micro-purchase threshold of \$2,500.00.

**10. Foreign Items**

Not applicable under this Schedule.

**11a. Time of Delivery**

For all Special Item Numbers (SINS), date of award to completion.

**11b. Expedited Delivery**

Items available for expedited delivery are noted in this price list.

**11c. Overnight and 2-day Delivery**

Items available for overnight and 2-day delivery, if any, are stated on individual orders.

**11d. Urgent Requirements**

When the Contract delivery period does not meet the bona fide urgent delivery requirements of an ordering activity, ordering activities are encouraged, if time permits, to contact the Contractor for the purpose of obtaining accelerated delivery. The Contractor shall reply to the inquiry within three (3) workdays after receipt (telephonic replies shall be confirmed by the Contractor in writing). If the Contractor offers an accelerated delivery time acceptable to the ordering activity, any order(s) placed pursuant to the agreed upon accelerated delivery time frame shall be delivered within this shorter delivery time and in accordance with all the other terms and conditions of the Contract.

**12. F.O.B. Point(s)**

Destination.

**13a. Ordering Address(es)**

KPMG LLP  
1676 International Dr.  
McLean, VA 22102  
ATTENTION: Daniel M. Smith  
Phone: 703-286-8175  
Fax: 202-403-3221  
E-Mail: danielmsmith@kpmg.com

**13b. Ordering Procedures**

For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs) are found in Federal Acquisition Regulation (FAR) 8.405-3.

**14. Payment Address(es)**

Electronic Funds Transfer (EFT)

Mellon Bank  
500 Ross Street  
Room 0940  
Pittsburgh, PA 15262  
ABA No.: 043000261  
Acct No.: 070-1149  
\*SWIFT Code No.: MELNUS3P

Mail and Federal Express

KPMG LLP  
Office Accounts: Attn: Daniel M Smith  
1676 International Drive  
McLean, VA 22102

**15. Warranty Provision**

KPMG warrants that it will perform services under MOBIS services engagements in good faith, with qualified personnel in a competent and workmanlike manner in accordance with applicable industry standards. KPMG disclaims all other warranties, either express or implied, including, without limitation, warranties of merchantability and fitness for a particular purpose.

**16. Export Packing Charges**

As stated on individual orders.

**17. Terms and Conditions of Government Purchase Card Acceptance**

KPMG LLP will accept the Government Purchase Card for payments equal to or less than the micro-purchase threshold of \$2,500.00.

**18. Terms and Conditions of Rental, Maintenance, and Repair**

Not applicable under this Schedule.

**19. Terms and Conditions of Installation**

Not applicable under this Schedule.

**20. Terms and Conditions of Repair Parts**

Not applicable under this Schedule.

**20a. Terms and conditions for any other Services**

Not applicable under this Schedule.

**21. List of Service and Distribution Points**

Not applicable under this Schedule.

**22. List of Participating Dealers**

Not applicable under this Schedule.



**23. Preventative Maintenance**

Not applicable under this Schedule.

**24a. Special attributes such as Environmental Attributes (e.g., Recycled Content, Energy Efficiency, and/or Reduced Pollutants)**

Not applicable under this Schedule.

**24b. Section 508 Compliance**

If applicable, Section 508 compliance information on the supplies and services in this Contract are available in Electronic and Information Technology (EIT) at the following:

The EIT standard can be found at: [www.Section508.gov/](http://www.Section508.gov/).

**25. Data Universal Number System (DUNS) Number**

KPMG LLP's DUNS Number is: 035207807

KPMG LLP's CAGE Code is: 5D237

**26. Notification Regarding Registration in Central Contractor Registration (CCR) Database**

KPMG LLP has registered with the Central Contractor Registration (CCR) Database.

**27. Uncompensated Overtime**

KPMG LLP's labor rates are based on a forty-hour work week.

**28. SCA Applicability**

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire MOBIS schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101 and 29 CFR 541-3000), 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 an ACA 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.



## SIN 874-1: INTEGRATED CONSULTING SERVICES

**Consulting Services**—Services may include providing expert advice, assistance, guidance or counseling in support of agencies' mission oriented business functions. 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; high performance work; process and productivity improvement; systems alignment; leadership systems; organizational assessments; cycle time; performance measures and indicators; program audits, evaluations, and customized training.

**KPMG's Philosophy of Advisory Services**—KPMG has developed an effective advisory services methodology in order to help support MOBIS efforts within the federal government. KPMG understands that success on MOBIS work requires the contractor to work with the client and within the client's environment, and to tap into the client's knowledge base. Furthermore, since MOBIS work is so often part of a larger process of improvement, the advisor needs to maintain both a firm sense of direction and the flexibility to change as the engagement develops. Additionally, MOBIS engagements usually require a multidisciplinary team to perform the broad tasks needed to improve organizations. KPMG can provide such a team because we have worked on many advisory services engagements providing MOBIS-type services, such as our work with the Department of Housing and Urban Development's Real Estate Assessment Center and the Naval Audit Service. Below we present a sampling of our advisory services. We briefly describe how the services contribute to MOBIS and the key steps in KPMG's approach. New approaches will be developed, or current approaches modified, to best serve our clients where engagements do not lend themselves to our standard methodology.

**Program Audits and Evaluations**—Judges program results through the use of a tailored, validated audit approach used by KPMG to perform independent assessments. Our program audits comply with the standards established by Government Auditing Standards, also commonly known as the Yellow Book.

**Risk Assessments**—Risk is inherent in operating a business or running a program. Management has to determine how much risk is acceptable and create a control structure to keep those risks within appropriate limits. Our risk assessment methodology is designed to assist management in making these determinations. The risk assessment process begins by defining business objectives and determining how they are enabled by managerial strategies. We link business objectives to the core processes of the organization, and determine business risk. Business risk is managed by the internal control environment put in place within the organization. The risk assessment process we follow is depicted in the following graphic, and results in defining the level of risk associated with a business objective, given the type of controls in place to manage the risk and the effectiveness of those controls.



**Performance Measurement**—Assesses whether organizational resources are economically and efficiently applied and determines the degree to which the intended results of the agency, program, or activities are being met. Once understood, an agency can begin the process of realignment and applying resources to meet its organizational mission. To accomplish this in government, KPMG utilizes this approach:



**Organizational Assessments**—Assesses the informal and formal relationships within an organization in order to understand how business is conducted. Our diagnostic tools focus on key business issues and assess current organizational dynamics and communications, in order to expose the day-to-day reality of the agency's workings. This understanding is a fundamental requirement for MOBIS because it exposes the true communication patterns within the organization, thus allowing for effective transformation planning.



**Change Management**—KPMG firmly believes that by embracing change, and the opportunities inherent in any major change, management can prevent or minimize problems, thus never reaching a crisis during the change. Therefore, the advisor will assist management in controlling resistance to the change and in building a positive consensus in favor of change. Efforts to reduce resistance and build the organization during the implementation of the improvement efforts can lead to a successful transformation.



**Benchmarking**—Benchmarking can assist an organization to identify areas for improvement as well as the "Best Practices" that they may need to adopt from other organizations. Benchmarking is done by setting up a process of continual measurement and comparison of an organization's services, products, and operations against its competitors as well as the best organizations outside its industry. The overall goal of benchmarking is for the process of measurement and comparison to lead to the implementation of "Best Practices" and other improved processes so as to reduce costs and improve the quality of services and products.



**Activity-Based Management (ABM)**—Many organizations have a difficult time measuring the full cost of providing a service or delivering a product. Activity-Based Management (ABM) helps management by setting up a system designed to measure the full costs of providing products and services. Because ABM allows management to understand the real costs of providing products and services, it gives management the knowledge needed in order to make reliable decisions. ABM, by providing accurate and timely information for managers, is important to MOBIS efforts because it is a way for managers to have a solid base from which to make organizational improvement or outsourcing decisions.



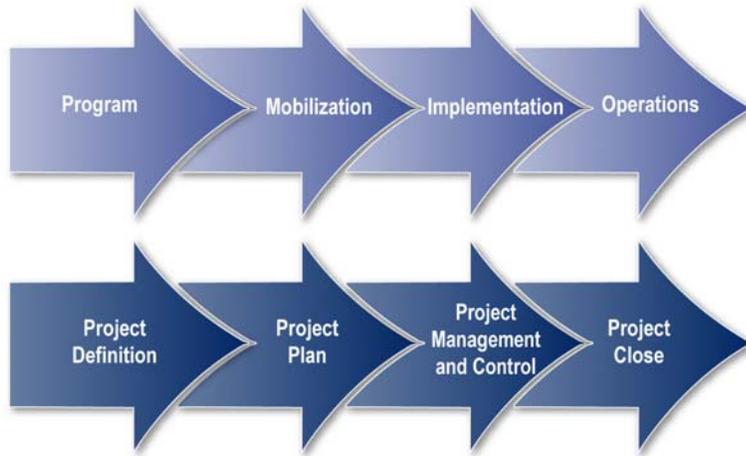


## SIN 874-7: INTEGRATED BUSINESS PROGRAM SUPPORT SERVICES

**Program Integration and Project Management Services**—include management or integration of programs and projects to include, but 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.

**KPMG's Philosophy of Project Management**—KPMG's project management methodology is designed to provide comprehensive guidelines for the effective management and administration of most projects, while retaining sufficient flexibility to meet the specific needs of individual projects and project managers. Our main objective is to help minimize risk and uncertainties by facilitating continuous client involvement, establishing management controls and procedures, and defining standard processes and techniques that can be validly applied to many types of projects.

KPMG employs a two-tiered approach to program management, illustrated below. Program management is the coordination and management of multiple projects to achieve strategic program benefits. Project management, in contrast, is the day-to-day directing and controlling of organizational resources to complete specific project goals and objectives. Both support MOBIS efforts by helping to create management excellence and performance increases on projects and programs.



KPMG has broad experience assisting the federal government with improving the administration, management, and oversight of their programs and projects. KPMG's experience preparing analytical studies and providing recommendations to various government clients directly relates to our MOBIS program work. KPMG has also provided performance assessments for federal agencies related to departmental streamlining initiatives in response to the GRPA and reinventing government initiatives.

Below we discuss the most important action steps in both project and program management.

**Define the managing principles.** (Program and Project Management) We work with agency management to define the program or project's scope, place boundaries around the project, identify a high-level schedule, and identify the extent of the project team's involvement. This helps to ensure that the client and the project team have the same understanding of project expectations and address potential problems in advance.

**Assemble the team structure and staffing profile.** (Program and Project Management) Another objective of the project definition phase is to assemble and structure an appropriate team. Since project management involves the contractor working within the client's organizational structure, there exists a need for the client and contractor to work as one team. KPMG's subject matter, functional, and client service professionals will work with the client's staff, to develop a "one team" approach to managing and planning the project.

**Employ a formal lifecycle methodology.** (Project Management) Just as the program is broken down into projects, the formal lifecycle methodology breaks down the project into smaller units of work (phases, activities, and tasks) where risk management and change management concerns can be addressed on a controllable scale.

**Utilize well-established and structured project management techniques.** (Project Management) The ultimate product of the Project Planning phase is to produce a detailed work plan, using the lifecycle methodology and staffing plan. Standard planning steps and guidelines are established in order to develop consistent plans across teams.

**Employ policies and procedures for management controls.** (Program and Project Management) The formal lifecycle methodology simplifies the planning process by subdividing major work efforts into smaller units of work, but the same management controls must be in place for all levels of the project's management. The previously developed management plans are implemented and used to effectively manage the day-to-day activities of the project. Project management then becomes an iterative process that continually measures the current position and future direction of the project against the agreed-upon plan. As a result, the project manager is able to provide an objective measure of project quality and progress.

**Gradually disband project organization.** (Project Management) The objective of the project close phase is to disband the project organization and environment in an organized manner once all objectives have been achieved and all detailed work plan tasks are complete. The project closing process is generally phased over a period of time, rather than culminating in a single event. The client staff must understand and support the project closing process in order to reduce final project implementation risks. The tasks defined in this phase are generally applicable to all projects. However, the project manager needs to consider the complexity and size of the project, characteristics of the organization, and organizational change when developing a project closing approach. In addition, the lifecycle methodology may reference specific "post-implementation" tasks to be addressed by the project team.



## LABOR CATEGORY DESCRIPTIONS

### Subject Matter Specialists

This category comprises of persons qualified, by education or experience, to advise clients in a recognized discipline or field of expertise required for a MOBIS project. Examples might range from an accountant, a tax specialist, a human resources specialist for a reengineering of a client's payroll operations or an engineer, a regulatory specialist, or an environmental liabilities specialist. Within this category, billing rates shall be determined by an appropriate combination or education, experience, and licensure.

**Subject Matter Specialist 1.** Will have a minimum of 15 years of experience, appropriate licensures, bachelor's degree in appropriate field, advanced degree to substitute for 2 years' experience.

**Subject Matter Specialist 2.** Will have a minimum of 10 years of experience, appropriate licensures, bachelor's degree in appropriate field, advanced degree to substitute for 2 years' experience.

**Subject Matter Specialist 3.** Will have a minimum of 7 years of experience, appropriate licensures, bachelor's degree in appropriate field, advanced degree to substitute for 2 years' experience.

**Subject Matter Specialist 4.** Will have a minimum of 5 years of experience, appropriate licensures, bachelor's degree in appropriate field, advanced degree to substitute for 2 years' experience.

**Subject Matter Specialist 5.** Will have a minimum of 2 years of experience and a bachelor's degree in appropriate field, advanced degree to substitute for 2 years' experience.

**Subject Matter Specialist 6.** Will have up to 2 years' experience and a bachelors' degree in appropriate field.

### Functional Specialists

This category comprises persons qualified, by education or experience, to provide organization change management consulting, quality control, business process engineering, other business analysis/management consulting, and business advisory services. Within this category, billing rates shall be determined by an appropriate combination of education and experience.

**Functional Specialist 1.** Will have a minimum of 15 years of experience and a bachelor's degree, advanced degree to substitute for 2 years' experience.

**Functional Specialist 2.** Will have a minimum of 10 years of experience and a bachelor's degree, advanced degree to substitute for 2 years' experience.

**Functional Specialist 3.** Will have a minimum of 7 years of experience and a bachelor's degree, advanced degree to substitute for 2 years' experience.

**Functional Specialist 4.** Will have a minimum of 5 years of experience and a bachelor's degree, advanced degree to substitute for 2 years' experience.

**Functional Specialist 5.** Will have a minimum of 3 years of experience and a bachelor's degree, advanced degree to substitute for 2 years' experience.

**Functional Specialist 6.** Will have a minimum of 2 years of experience and a bachelor's degree, advanced degree to substitute for 2 years' experience.

**Functional Specialist 7.** Will have up to 2 years' of experience and bachelors' degree.

## Client Operations Specialists

This category includes persons who have specific knowledge of clients' organization, operations, and culture, frequently necessary to advise clients in operations improvement or business reengineering. Knowledge may be acquired in past MOBIS work with client, in a position of oversight or other review of client's operations, or as an employee of client. Within this category, billing rates shall be determined by an appropriate combination of education and experience.

**Client Operations Specialist 1.** Will have a minimum of 15 years of appropriate experience and bachelors' degree.

**Client Operations Specialist 2.** Will have a minimum of 10 years of appropriate experience and bachelors' degree.

**Client Operations Specialist 3.** Will have a minimum of 7 years of appropriate experience and bachelors' degree.

**Client Operations Specialist 4.** Will have a minimum of 5 years of appropriate experience and bachelors' degree.

**Client Operations Specialist 5.** Will have a minimum of 3 years of appropriate experience and bachelors' degree.

**Client Operations Specialist 6.** Will have a minimum of 2 years of appropriate experience and bachelors' degree.

**Client Operations Specialist 7.** Will have up to 2 years' of appropriate experience and a bachelor's degree.

## Administrative Support Specialists

This category includes specialists that support subject matter specialists, functional specialists, and client operations specialists in coordination and completion of MOBIS efforts.

**Administrative Support Specialist 1.** Will have a minimum of 4 years' experience in professional office environment, demonstrated knowledge of Microsoft Office Suite, and bachelor's degree.

**Administrative Support Specialist 2.** Will have a minimum of 2 years' experience in professional office environment, expertise in Microsoft Office Suite and at least one other COTS software package appropriate to the business advisory project underway, and high school degree.

**Administrative Support Specialist 3.** Will have high school degree and a minimum of 2 years' experience in professional office environment, and expertise in Microsoft Office Suite.

\*KPMG LLP does not use the term "specialist" in reference to its professionals. The term is used in these descriptions as required by our contract with the GSA.



## PRICE LIST

### Hourly/Daily Firm Fixed Prices

Special Item Numbers (SINs) 874-1, 874-7

Years 11–15 (Note: Year 11 rates effective 10/18/2011 per Modification PO-0023)

Contract Year: August 15<sup>th</sup> – August 14<sup>th</sup>

	Year 11 10/18/11 - 8/14/12	Year 12 8/15/12 - 8/14/13	Year 13 8/15/13 - 8/14/14	Year 14 8/15/14 - 8/14/15	Year 15 8/15/15 - 8/14/16
	<i>Hourly Rates</i>	<i>Hourly Rates</i>	<i>Hourly Rates</i>	<i>Hourly Rates</i>	<i>Hourly Rates</i>
Subject Matter Specialist 1	\$490.00	\$505.19	\$520.85	\$537.00	\$553.64
Subject Matter Specialist 2	\$364.00	\$375.28	\$386.92	\$398.91	\$411.28
Subject Matter Specialist 3	\$289.12	\$298.08	\$307.32	\$316.85	\$326.67
Subject Matter Specialist 4	\$214.76	\$221.42	\$228.28	\$235.36	\$242.65
Subject Matter Specialist 5	\$188.03	\$193.86	\$199.87	\$206.06	\$212.45
Subject Matter Specialist 6	\$132.39	\$136.49	\$140.73	\$145.09	\$149.59
Functional Specialist 1	\$484.78	\$499.81	\$515.30	\$531.28	\$547.75
Functional Specialist 2	\$341.00	\$351.57	\$362.47	\$373.71	\$385.29
Functional Specialist 3	\$258.86	\$266.88	\$275.16	\$283.69	\$292.48
Functional Specialist 4	\$199.79	\$205.98	\$212.37	\$218.95	\$225.74
Functional Specialist 5	\$159.30	\$164.24	\$169.33	\$174.58	\$179.99
Functional Specialist 6	\$136.77	\$141.01	\$145.38	\$149.89	\$154.53
Functional Specialist 7	\$113.25	\$116.76	\$120.38	\$124.11	\$127.96
Client Operations Specialist 1	\$475.00	\$489.73	\$504.91	\$520.56	\$536.70
Client Operations Specialist 2	\$378.56	\$390.30	\$402.39	\$414.87	\$427.73
Client Operations Specialist 3	\$298.31	\$307.56	\$317.09	\$326.92	\$337.06
Client Operations Specialist 4	\$224.68	\$231.65	\$238.83	\$246.23	\$253.86
Client Operations Specialist 5	\$178.60	\$184.14	\$189.84	\$195.73	\$201.80
Client Operations Specialist 6	\$153.12	\$157.87	\$162.76	\$167.81	\$173.01
Client Operations Specialist 7	\$132.94	\$137.06	\$141.31	\$145.69	\$150.21
Administrative Support Specialist 1	\$150.00	\$154.65	\$159.44	\$164.39	\$169.48
Administrative Support Specialist 2	\$104.00	\$107.22	\$110.55	\$113.97	\$117.51
Administrative Support Specialist 3	\$78.45	\$80.88	\$83.39	\$85.97	\$88.64