



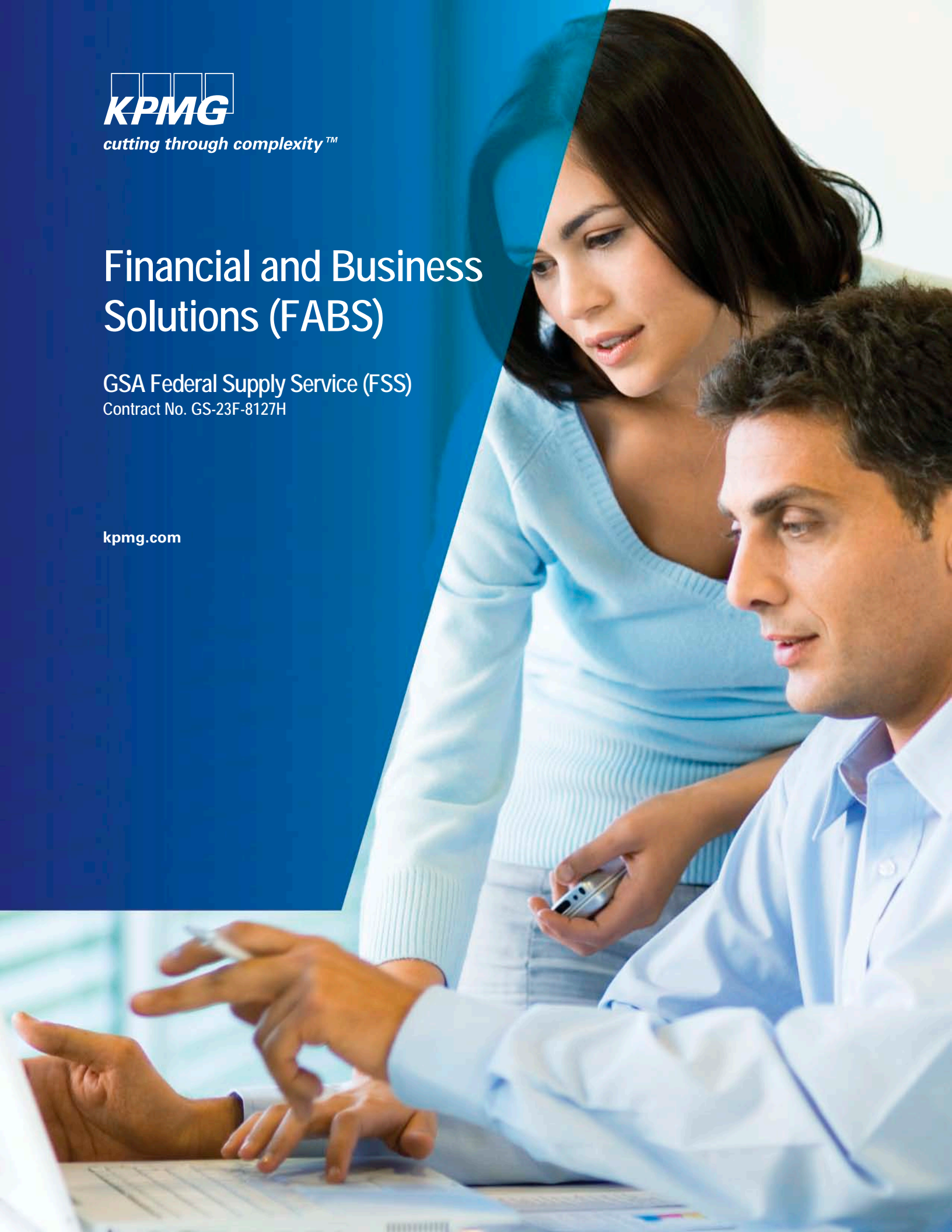
*cutting through complexity™*

# Financial and Business Solutions (FABS)

GSA Federal Supply Service (FSS)

Contract No. GS-23F-8127H

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



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

Authorized Federal Supply Schedule  
Price List and Catalog

Financial and Business Solutions (FABS)

KPMG LLP  
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McLean, VA 22102  
Attn: Daniel M. Smith; Federal Contracts  
Voice: 703-286-8175  
Facsimile: 202-403-3221  
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Internet: www.us.kpmg.com

Contract Number: GS-23F-8127H  
Contract Period: December 1, 2008–December 31, 2012  
with one 5-year option period  
FSC Group: 520  
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>.



GSA FABS Schedule: GS-23F-8127H



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## CUSTOMER INFORMATION

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

SIN 520-5 – Loan Servicing & Asset Management

SIN 520-7—Financial and Performance Audits

SIN 520-8—Complementary Audit Services

SIN 520-11—Accounting

SIN 520-12—Budgeting

SIN 520-13—Complementary Financial Management Services

### 1b. Price List

See the section in this price list titled “Rates” for hourly firm fixed prices.

### 1c. Description of Labor Categories

See the section in this price list titled “KPMG’s Labor Category Descriptions” for labor category descriptions.

### 2. Maximum Order

\$1,000,000

### 3. Minimum Order

\$300.00

### 4. Geographic Coverage (delivery area)

KPMG is capable of providing these services anywhere domestically, overseas and worldwide.

### 5. Point(s) of Production

Washington, DC

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

Prices shown herein are net (discount deducted)

### 7. Quantity Discounts

Not Applicable

### 8. Prompt Payment Terms

Net 30 calendar days

- 9a. **Government purchase cards are accepted at or below the micro-purchase threshold.**
- 9b. **Government purchase cards are accepted above the micro-purchase threshold.**
- 10. **Foreign Items**  
Not Applicable
- 11a. **Time of Delivery**  
Per individual task order
- 11b. **Expedited Delivery**  
Specific timing determined by the ordering agency
- 11c. **Overnight and 2-day Delivery**  
At agency expense if requested. Agencies may contact KPMG LLP for rates for overnight and 2-day delivery.
- 11d. **Urgent Requirements**  
Specific timing determined by the ordering agency. Agencies may contact KPMG LLP's Contract Representative to effect a faster delivery.
- 12. **F.O.B. Point**  
Destination
- 13a. **Ordering Address**  
Daniel Smith  
KPMG LLP  
1676 International Drive; Office No. 7484  
McLean, VA 22102

**Additional Ordering Information**

Contractor Establishment Code: 08466898 H  
Labor Task Orders: Will accept

- 13b. **Ordering Procedures**  
For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs), and a sample BPA can be found at the GSA/FSS Schedule homepage ([fss.gsa.gov/schedules](http://fss.gsa.gov/schedules)).
- 14. **Payment Address**  
KPMG LLP  
Office Accounts  
2001 M Street, NW  
Washington, DC 20036

15. **Warranty Provision**  
Not Applicable
16. **Export Packing Charges**  
Not Applicable
17. **Terms and Conditions of Government Purchase Card Acceptance**  
KPMG will accept the government credit card for any payment of \$2,500 or less. Please include your government credit card number and identifying information with your remittance.
18. **Terms and Conditions of Rental, Maintenance, and Repair**  
Not Applicable
19. **Terms and Conditions of Installation**  
Not Applicable
- 20a. **Terms and Conditions of Repair Parts Indicating Date of Parts Price Lists and Any Discounts from List Prices**  
Not Applicable
- 20b. **Terms and Conditions for Any Other Services**  
Not Applicable
21. **List of Service and Distribution Points**  
Not Applicable
22. **List of Participating Dealers**  
Not Applicable
23. **Preventive Maintenance**  
Not Applicable
- 24a. **Special Attributes Such as Environmental Attributes**  
Not Applicable
- 24b. **EIT Standards can be Found at [www.Section508.gov/](http://www.Section508.gov/)**  
Not Applicable
25. **Data Universal Number System (DUNS) Number**  
035207807
26. **Notification Regarding Registration in Central Contractor Registration (CCR) Database**  
Registered, Cage code 5D237

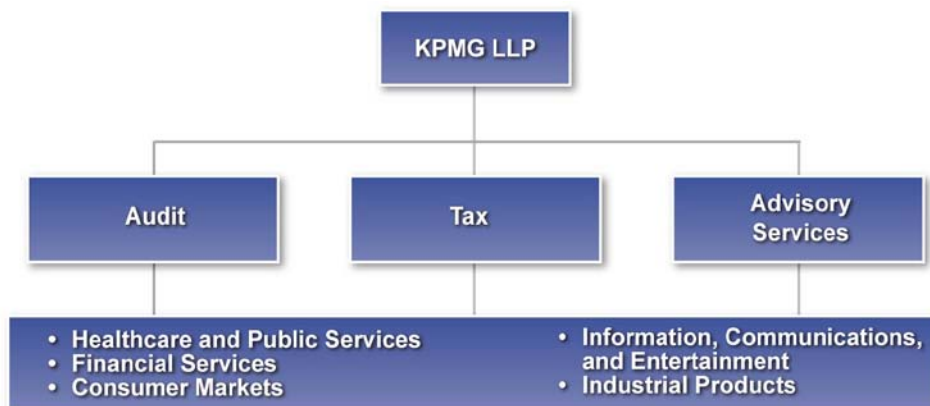


## KPMG: AN OVERVIEW—FINANCIAL AND BUSINESS SOLUTIONS

KPMG LLP (KPMG) has a long-standing commitment to providing quality financial services and business solutions to our federal government clients at a reasonable cost. To meet this commitment, we keep abreast of the challenges, issues, and opportunities in the ever-changing government environment, including budget cuts, new audit and accounting requirements, new laws and regulations, and the use of information technology to improve business processes and service delivery. KPMG has the experience and tools necessary to address the audit, accounting, and financial management challenges of our federal government clients.

With more than a century of experience providing audit and financial management services, KPMG has developed a framework to continuously create and implement new tools, techniques, philosophies, and approaches. Our experience with numerous federal government organizations and the industries in which they operate is the foundation of our integrated approach to providing audit and financial management services, using a comprehensive set of methodologies and tools. Those capabilities, in the hands of our experienced professional auditors and financial advisors dedicated full-time to the government marketplace, are all focused on providing solutions to your business challenges.

KPMG is one of the world's largest and most diversified professional services firms. We are a leader in providing accounting and professional advisory services. Founded in New York in 1897, KPMG offers professional services to a wide variety of federal and commercial organizations. The member firms of KPMG International have 103,000 professionals in 152 countries. Through our international network of member firms, we provide a broad range of services to clients in government, industry, and the not for profit sectors.



### **KPMG's Industry-Focused Approach offers tremendous depth to meet your specific needs**

In 1993, KPMG reorganized our business to match our clients' markets, thus creating segments we call Lines of Business. This change was a direct response to our clients' needs. We found they wanted their professional services firm to go beyond the audit function and required market-specific services to help them compete and achieve long-term success in their businesses. They cited issues such as maintaining competitiveness, achieving better financial and nonfinancial results, and implementing tax-effective business solutions. Today, our Lines of Business still thrive to serve our clients' manifold needs through the familiar tax, audit, and advisory services departments. Our Lines of Business are:

- Healthcare and Public Services
- Financial Services



- Information, Communications, and Entertainment
- Consumer and Industrial Business

KPMG has been serving governments for over 85 years. During that time, we have built a reputation for providing value and an impressive track record of success. We work closely with all levels of government to provide auditing, accounting, and financial management knowledge and experience. By bringing together a wide range of professionals in audit, finance, program operations, accounting, financial management, and data processing, we are able to help our clients detect areas of opportunity and then work with them to implement cost-effective solutions. Through the years, we have helped our clients with:

- Financial statement audits
- Performance audits
- Assessment of new laws and regulations affecting financial information and reporting
- Accounting
- Financial reporting and analysis
- Asset management
- Budgeting
- Financial management systems
- Performance measurement
- Financial planning

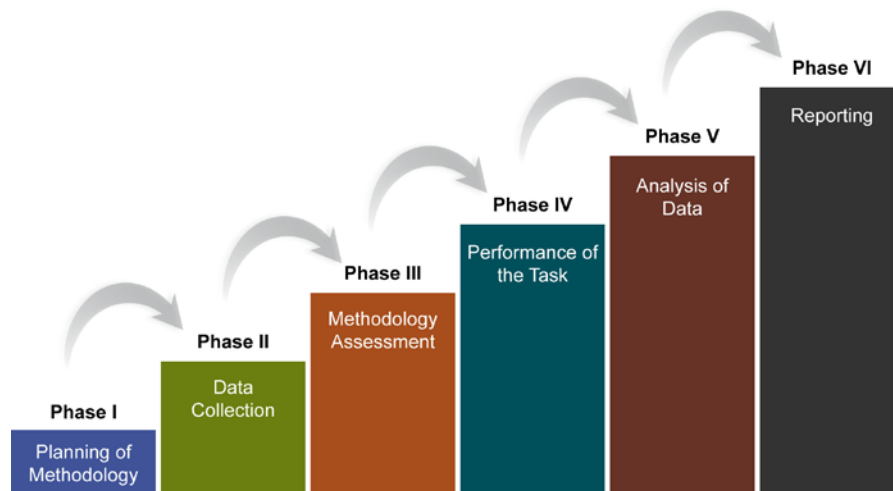




## FINANCIAL AND BUSINESS SOLUTION FRAMEWORK

A KPMG audit offers more than the traditional historical view of a company through its financial transactions. Providing superior value in audit services means working closely with our clients, establishing clear lines of communication, and learning all we can about their businesses and the industries in which they operate. Therefore, before we audit a client's financial statements, we work closely with senior management to understand their strategies and goals, as well as their processes, risks, and controls. In fact, our audit methodology requires us to look at our clients' businesses and truly understand the kinds of issues that affect them. We are then able to provide knowledge and professional advice to help them make wise decisions. This approach enables us to provide independent feedback about how their businesses can operate more efficiently and effectively.

KPMG has developed a comprehensive framework for conducting audit and financial management services for our clients. This framework has been used successfully in all of our federal, state, and local government engagements. Developed around the six phase approach illustrated below, this framework represents the overall project plan we use to conduct our services. The framework consists of the following six phases: planning of methodology, data collection, methodology assessment, performance of task, analysis of data, and reporting. It may be used either in part or in whole, depending upon the audit or financial management services we are asked to provide. Each of these phases is briefly described below:



**Planning of Methodology.** Following award of a task order for an audit or financial management service, we will conduct a formal entrance conference to confirm our understanding of the scope of work, including timetables and deliverables, introduce the engagement team, and identify key points of contact at the client who will assist us in the engagement. From the statement of work and the information provided in the entrance conference, we will develop our preliminary engagement plan. Our plan will serve as our methodology for the engagement and will guide us in the data collection phase of our task. The plan will generally describe our understanding of the scope of the engagement and the steps we will take to perform the engagement.

**Data Collection.** To begin every task, we carry out the following steps: reviewing and discussing the related internal control environment, procedures, and systems; reviewing available reports pertaining to related internal controls; acquiring documentation relevant to the task; collecting data and information pertinent to the performance of the task; interviewing appropriate client personnel

to gain knowledge and information pertinent to the task; identifying major problem areas; and compiling oral and written data and other information gathered during this phase. In gathering information, we utilize existing client reports and schedules, where feasible.

**Methodology Assessment.** Using the data and information we collected in the previous phase, we initiate an in-depth assessment of the existing control environment surrounding the financial information associated with the services we are providing, and assess how the program or control environment should operate. This assessment determines whether our original plan developed in the first phase requires modification, based upon our expanded understanding of the operation and the potential problems we may encounter. Modifications of our original plan may include a reallocation of our engagement hours to provide more attention to those areas we identify as having the greatest risk or the greatest impact on the expected outcome of the task. Once we have tailored our plan and are satisfied that we have focused our efforts on those areas necessary for the accomplishment of the task, we begin performance of the task.

**Performance of the Task.** We perform the task based upon the criteria outlined in the statement of work and our tailored engagement plan. Performance may require further data collection, the application of specific test procedures to the data, and further inquiries and observations to identify control or performance weaknesses or noncompliance with laws and regulations, depending on the task under performance. Our techniques for testing financial, compliance, or operational performance typically include sampling a representative group of items and testing whether proper procedures were instituted. We also employ nonsampling techniques, such as walk-throughs of financial compliance or operations controls and re-performance of control procedures. These methods help us identify whether the procedures are in place and operating effectively. Our techniques for providing financial management services will vary depending upon the nature of the task, and will be as flexible as necessary to achieve client objectives. We will typically document the results of our performance as part of this phase. Documentation may take the form of flow charts, cycle memorandums, working papers, or other methods to provide evidence of the procedures performed and the results of those procedures.

**Analysis of Data.** After performing the task in accordance with our tailored plan, we compile the results of our procedures and develop conclusions about financial or program operations or controls, or provide the solution to a financial management problem, as appropriate, from work done in this phase. Procedures may include analyzing the results of tests of account details or control operations; assessing the effectiveness of policies and procedures based upon the results of our data collection efforts and the application of planned tests; quantifying the results of the test performed on specific areas, as applicable; drawing conclusions about specific policies, procedures, controls, or operations from inquiries, observations, and re-performance of procedures; or drawing an overall conclusion as to the effectiveness, efficiency, performance, and/or compliance in a particular area.

**Reporting.** During all phases of the engagement, we will schedule regular oral and/or written communications to management and personnel involved in the task to convey our understanding of the task, our approach to the task, any problems we encounter in conducting the task, our projected timetable for completion of the task, and any findings or concerns to date. This information will form the basis for our final report. Our reports outline recommendations for improving processes or procedures identified as a result of performing the task.

This methodology is consistent with that required by the U.S. General Accounting Office Financial Audit Manual (FAM).



## SIN 520-7 FINANCIAL AND PERFORMANCE AUDITS AND SIN 520-8 COMPLEMENTARY AUDIT SERVICES

### SIN 520-7—FINANCIAL AND PERFORMANCE AUDITS

The Contractor shall provide financial auditing services, giving an attestation of whether the financial statements of an audited entity present fairly the financial position, results of operations, and cash flows in conformity with generally accepted accounting principles. An offeror must be a licensed CPA firm and have experience with the Yellow Book Standards. Services may include but are not limited to the following:

- Financial statement audits
  - ✦ Audit of financial information prepared in conformity with standards of accounting issued by Statement of Federal Financial Accounting Standards (SFFAS) and by the American Institute of Certified Public Accountants (AICPA)
- Segments of financial statements
  - ✦ Audit financial information, e.g. statement of revenue and expenses, statement of cash receipts and disbursements, statement of fixed assets, budget requests, and variances between estimated and actual financial performance
- Internal controls
  - ✦ Audit for compliance with laws and regulations such as those governing the bidding for, accounting for, and reporting on grants and contracts including proposals, amounts billed, and amounts due on termination claims
  - ✦ Audit financial reporting and/or safeguarding assets including controls using computer-based systems
- Compliance with laws and regulations
- Economy and efficiency audits
  - ✦ Assess business practices
  - ✦ Evaluate acquisition of appropriate type, quality, and amount of resources at an appropriate cost
  - ✦ Assess duplication of effort by employees and work that serves little or no purpose
  - ✦ Evaluate the optimum amount of resources (staff, equipment, and facilities) in producing or delivering the appropriate quantity and quality of goods or services in a timely manner
  - ✦ Evaluate compliance with requirements of laws and regulations that could significantly affect the acquisition, protection, and use of the entity's resources
  - ✦ Assess management control systems for measuring, reporting, and monitoring a program's economy and efficiency
  - ✦ Evaluate reported measures of economy and efficiency
- Program results and program fraud audits
  - ✦ Assess whether the objectives of a new or ongoing program are proper, suitable, or relevant
  - ✦ Determine the extent to which a program achieves a desired level of program components
  - ✦ Assess the effectiveness of the program and/or individual program components

- ✦ Determine whether the program complements, duplicates, overlaps, or conflicts with other related programs
- ✦ Assess compliance with laws and regulations applicable to the program

### **SIN 520-8—COMPLEMENTARY AUDIT SERVICES**

The Contractor shall provide services related to the complementary activities of an audit organization. This may include but is not limited to the following:

- Assist in development of questions for use at hearings
- Develop methods and approaches to be applied in evaluating a new or a proposed program
- Forecast potential program outcomes under various assumptions
- Perform peer reviews



## **SIN 520-5 LOAN SERVICING AND ASSET MANAGEMENT, SIN 520-11 ACCOUNTING, 520-12 BUDGETING, AND 520-13 COMPLEMENTARY FINANCIAL MANAGEMENT SERVICES**

### **SIN 520-5—LOAN SERVICING AND ASSET MANAGEMENT**

The Contractor will assist agencies in servicing, monitoring and maintaining loan assets which may include establishing loan database, remittance processing, verify and update borrower data, issue forms and correspondence, process loan cancellations and consolidations, billing services, and transfer and discharge loans. The contractor will also provide servicing of troubled loans, which may include borrower negotiations, restructuring, foreclosure and supervision of the sale of the collateral and work agreements.

### **SIN 520-11—ACCOUNTING**

The Contractor shall provide accounting services. This may include but is not limited to the following:

- 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—BUDGETING**

The Contractor shall provide budgeting services. This may include but is not limited to the following:

- 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

### **SIN 520-13—COMPLEMENTARY FINANCIAL MANAGEMENT SERVICES**

The Contractor shall provide complementary financial management services. This may include but is not limited to the following:

- 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 pro-forma 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 policies, programs, and regulations
- Perform actuarial services and/or actuarial data analysis services



## KPMG LLP'S LABOR CATEGORY DESCRIPTIONS

KPMG LLP's labor categories (in accordance with GSA definitions) are described below:

### Auditing Services

**Senior Partner/Principal**—This individual shall be a Certified Public Accountant, licensed by the appropriate state licensing authority, and in good standing with the AICPA and applicable state boards. The minimum education includes a bachelor's degree in accounting or business, and 80 hours of continuing professional experience in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects related to the government environment and to government auditing. Minimum experience includes having over twelve years' audit and/or accounting experience, including three years of government experience. The responsibilities in this category include final authority in the conduct of audit engagements and full responsibility for the work performed, including overall project management and final review.

**Partner/Principal**—This individual shall be a Certified Public Accountant, licensed by the appropriate state licensing authority, and in good standing with the AICPA and applicable state boards. The minimum education includes a bachelor's degree in accounting or business, and 80 hours of continuing professional experience in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and to government auditing. Minimum experience includes being a partner or principal within the firm and having ten years' general audit experience, including three years of government audit experience. The responsibilities in this category include final authority in the conduct of audit engagements and full responsibility for the work performed, including overall project management and final review.

**Federal Accounting/Audit Director**—This individual shall be a Certified Public Accountant, licensed by the appropriate state licensing authority, and in good standing with the AICPA and applicable state boards. The minimum education includes a bachelor's degree in accounting or business, and 80 hours of continuing professional experience in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects related to the government environment and to government auditing. This person shall have over ten years' experience or experience in developing/implementing government accounting and auditing policies with standard setting government bodies. The responsibilities in this category including advising federal agencies in the development, implementation, analysis, or interpretation of accounting or audit policy, and advocacy or explanation of agencies' positions before appropriate standard setting bodies.

**Experienced Senior Manager**—This individual shall be a Certified Public Accountant and be in good standing with the AICPA and applicable state boards. The minimum education includes a bachelor's degree in accounting or business, and 80 hours of continuing professional education in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects related to the government environment and to government auditing. Nine years' or more audit and/or accounting experience is required, including three years' government experience. The responsibilities in this category include reviewing working papers, financial statements, and reports; conducting discussions with clients about the results of the work performed; directing manager, senior and junior level auditors;

reviewing and approving work plans and programs; ensuring that assignments are carried out within the budgeted time and within delivery commitments; reviewing work papers, financial statements and related reports for accuracy and completeness; following the progress of the engagement; and helping resolve accounting, auditing, and reporting problems as they arise. The experienced senior manager is regularly assigned on audit engagements in a managerial capacity.

**Senior Manager**—This individual shall be a Certified Public Accountant and be in good standing with the AICPA and applicable state boards. The minimum education includes a bachelor's degree in accounting or business, and 80 hours of continuing professional education in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and to government auditing. A minimum of seven years' general audit experience is required, including two years' government audit experience. The responsibilities in this category include reviewing working papers, financial statements, and reports; conducting discussions with clients about the results of the work performed; directing manager, senior and junior level auditors; reviewing and approving work plans and programs; ensuring that assignments are carried out within the budgeted time and within delivery commitments; reviewing work papers, financial statements, and related reports for accuracy and completeness; following the progress of the engagement; and helping resolve accounting, auditing, and reporting problems as they arise. The audit senior manager is regularly assigned on audit engagements in a managerial capacity.

**Experienced Manager**—This individual shall be a Certified Public Accountant and be in good standing with the AICPA and applicable state boards. The minimum education includes a bachelor's degree in accounting or business, and 80 hours of continuing professional education in the past two years that meets the government CPE requirements, at least 24 of the 80 hours of continuing education and training must be in subjects related to the government environment and to government auditing. A minimum of six years' audit and/or accounting experience is required, including two years' government experience. The responsibilities in this category include reviewing working papers, financial statements, and reports; conducting discussions with clients about the results of the work performed; directing senior and junior auditors; reviewing and approving work plans and programs; ensuring that assignments are carried out within the budgeted time and within delivery commitments; reviewing work papers, financial statements and related reports for accuracy and completeness; following the progress of the engagement; and helping resolve accounting, auditing, and reporting problems as they arise. The experienced manager is regularly assigned on audit engagements in a managerial capacity.

**Manager**—This individual shall be a Certified Public Accountant and be in good standing with the AICPA and applicable state boards. The minimum education includes a bachelor's degree in accounting or business, and 80 hours of continuing professional education in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and to government auditing. A minimum of five years' general audit experience is required, including two years' government audit experience. The responsibilities in this category include reviewing working papers, financial statements, and reports; conducting discussions with clients about the results of the work performed; directing senior and junior auditors; reviewing and approving work plans and programs; ensuring that assignments are carried out within the budgeted time and within delivery commitments; reviewing work papers, financial statements, and related reports for accuracy and completeness; following the progress of the engagement; and helping resolve accounting, auditing, and



reporting problems as they arise. The audit manager is regularly assigned on audit engagements in a managerial capacity.

**Experienced Supervising Senior**—This individual shall be a senior within the firm and have at least four years' audit and/or accounting experience, including one year of government audit experience. Also required are a bachelor's degree in accounting or business, a CPA certificate or fulfillment of the CPA educational requirements in the state in which he or she is employed, and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects related to the government environment and government auditing. The responsibilities of the supervising senior include independently performing a major segment of an audit, directing and instructing the work of senior and junior auditors, and reviewing the work done and directing revisions if necessary. The experienced supervising senior auditor makes decisions on routine accounting, auditing and reporting matters and is regularly assigned on audit engagements in the capacity of supervising senior.

**Supervising Senior**—This individual shall be a senior within the firm and have at least three years' general audit experience, including one year of government audit experience. Also required are a bachelor's degree in accounting or business, a CPA certificate or fulfillment of the CPA educational requirements in the state in which he or she is employed, and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and government auditing. The responsibilities of the supervising senior include independently performing a major segment of an audit, directing and instructing the work of senior and junior auditors, and reviewing the work done and directing revisions if necessary. The senior auditor makes decisions on routine accounting, auditing, and reporting matters and is regularly assigned on audit engagements in the capacity of supervising senior auditor.

**Experienced Senior**—This individual shall be a senior within the firm and have at least two years audit and/or accounting experience, including two years of government experience. Also required of the experienced senior are a bachelor's degree in accounting or business, a CPA certificate or fulfillment of the CPA educational requirements in the state he or she is employed, and 80 hours of continuing professional education and training. The responsibilities of the experienced senior include independently performing a major segment of an audit, directing and instructing the work of senior and junior auditors, reviewing completed work, and directing revisions if necessary. The experienced senior makes decisions on routine accounting, auditing, and reporting matters with the assistance of the manager and partner, and is regularly assigned on audit engagements in the capacity of senior auditor.

**Senior**—This individual shall be a senior within the firm and have at least two years' general audit experience, including one year of government audit experience. Also required of the senior auditor are a bachelor's degree in accounting or business, a CPA certificate or fulfillment of the CPA educational requirements in the state in which he or she is employed, and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and to government auditing. The responsibilities of the senior auditor include independently performing a major segment of an audit, directing and instructing the work of junior auditors, reviewing completed work, and directing revisions if necessary. The senior auditor makes decisions on routine

accounting, auditing, and reporting matters with the assistance of the manager and partner, and is regularly assigned on audit engagements in the capacity of senior auditor.

**Experienced Staff**—This individual shall have at least one year of audit and/or accounting experience. The minimum educational requirements for a staff auditor include a bachelor's degree in accounting or business, a CPA certificate or fulfillment of the CPA educational requirements in the state he or she is employed, and 80 hours of continuing professional education and training in the past two years. The responsibilities in this category include performing specific audit steps under the supervision of a senior auditor. All activities of the experienced staff are supervised.

**Staff**—The minimum educational requirements for a staff auditor include a bachelor's degree in accounting or business, a CPA certificate or fulfillment of the CPA educational requirements in the state in which he or she is employed, and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and government auditing. The responsibilities in this category include performing specific audit steps under the supervision of a senior auditor. All activities of the staff auditor are supervised.

**Assistant/Intern**—The minimum education requirements for an assistant/intern is two years college. This individual is working towards a business, accounting or other appropriate college degree and is usually a candidate for a full time staff position once education is completed. The responsibilities in this category include performing specific tasks under the supervision of a senior auditor. All activities of the assistant/intern are supervised.

## EDP Services

**Penetration Specialist I**—The minimum educational requirements for a penetration specialist I include a bachelor's degree or advanced degree in an appropriate technical field. This individual has six or more years experience in assessing vulnerabilities and evaluating internal controls over the integrity, confidentiality, and availability of data maintained in computer-based information systems; documenting vulnerabilities; and recommending corrective actions.

**Penetration Specialist II**—The minimum educational requirements for a penetration specialist II include a bachelor's degree or advanced degree in an appropriate technical field. This individual has four or more years experience in assessing vulnerabilities and evaluating internal controls over the integrity, confidentiality, and availability of data maintained in computer-based information systems; documenting vulnerabilities; and recommending corrective actions.

**Penetration Specialist III**—The minimum educational requirements for a penetration specialist III include a bachelor's degree or advanced degree in an appropriate technical field. This individual has up to four years experience in assessing vulnerabilities and evaluating internal controls over the integrity, confidentiality, and availability of data maintained in computer-based information systems; documenting vulnerabilities; and recommending corrective actions.

**EDP Senior Partner**—The minimum educational requirements for an EDP senior partner include a bachelor's degree or advanced degree in an appropriate technical field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects related to the government environment and to government auditing. This individual has final authority in the conduct of engagements and full responsibility for work

performed. He or she will have twelve years or more technical experience in the areas of systems security; systems design, development and modification; systems software; business resumption planning/disaster recovery; data input, processing and output controls; using computer audit assisted tools for data extraction and analysis; and capacity planning and system performance evaluation.

**EDP Director**—The minimum education requirement is for an EDP director include a bachelor's degree or advanced degree in an appropriate field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. The EDP director will have a minimum of ten years' experience in leading IS/IT projects, and demonstrated ability to provide guidance and direction for specific project or subtasks. The EDP director will have capability to manage multiple projects of high technical complexity. This position oversees engagement planning and delivery and reviews work products for completeness and adherence to customer requirements. This position has experience in the assessment, design, implementation and monitoring of complex systems.

**EDP Partner**—The minimum educational requirements for an EDP partner include a bachelor's degree or advanced degree in an appropriate technical field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and to government auditing. This individual has final authority in the conduct of engagements and full responsibility for work performed. He or she will have at least ten years' technical experience in the areas of systems security; systems design, development and modification; systems software; business resumption planning/disaster recovery; data input, processing, and output controls; using computer audit assisted tools for data extraction and analysis; and capacity planning and system performance evaluation.

**EDP Senior Manager**—EDP senior manager must possess a bachelor's degree or advanced degree in an appropriate technical field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and government auditing. In addition, he or she must possess at least seven years' technical experience in the areas of systems security; systems design, development and modification; systems software; business resumption planning/disaster recovery; data input, processing, and output controls; using computer audit assisted tools for data extraction and analysis; and capacity planning and system performance evaluation. The senior manager is responsible for the technical aspects of complex engagements and may oversee two or more engagements simultaneously. He or she has demonstrated the ability to assume full responsibility for directing engagements and special assignments. This individual conducts discussions with the client about the results of the work performed; directs audit managers, seniors, and staff; and reviews working papers and related reports for accuracy and completeness. The EDP senior manager also follows the progress of the engagement, helps resolve technical issues as they arise, and is regularly assigned on engagements in a managerial/technical capacity.

**EDP Experienced Manager**—The minimum educational requirements for an EDP experienced manager include a bachelor's degree or advanced degree in an appropriate technical field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in

subjects related to the government environment and to government auditing. He or she must have at least six years of technical experience in the areas of systems security; systems design, development and modification; systems software; business resumption planning/disaster recovery; data input, processing and output controls; using computer audit assisted tools for data extraction and analysis; and capacity planning and system performance evaluation.

**EDP Manager**—EDP managers are required to possess a bachelor's degree or advanced degree in an appropriate technical field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and government auditing. He or she must have at least five years' technical experience in the areas of systems security; systems design, development and modification; systems software; business resumption planning/disaster recovery; data input, processing and output controls; using computer audit assisted tools for data extraction and analysis; and capacity planning and system performance evaluation. He or she has demonstrated the ability to assume some responsibility for directing engagements and special assignments. This individual conducts discussions with the client about the results of the work performed, directs EDP seniors and staff, and reviews working papers and related reports for accuracy and completeness. The EDP manager also follows the progress of the engagement and helps resolve technical issues as they arise and is regularly assigned on engagements in a technical managerial capacity.

**EDP Experienced Supervising Senior**—The minimum educational requirements for an EDP experienced supervising senior include a bachelor's degree or advanced degree in an appropriate technical field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects related to the government environment and to government auditing. He or she must have at least four years of technical experience in EDP auditing.

**EDP Supervising Senior**—The minimum educational requirements include a bachelor's degree or advanced degree in an appropriate technical field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and government auditing. EDP supervising seniors must possess at least three years' technical experience in EDP auditing. This individual directs and instructs the work of EDP seniors and staff, reviews completed work, directs revisions if necessary, and makes decisions on routine matters. He or she is regularly assigned on engagements in the capacity of EDP supervising senior.

**EDP Senior**—EDP senior requirements include a bachelor's degree or advanced degree in an appropriate technical field and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and government auditing. This individual must have at least two years' technical experience in EDP auditing. EDP seniors direct and instruct EDP staff, review completed work, direct revisions if necessary, and make decisions on routine matters. This person is regularly assigned on engagements in the capacity of EDP senior.

**EDP Staff**—The minimum educational requirements for EDP staff include a bachelor's degree or advanced degree in an appropriate technical field, and 80 hours of continuing professional education and training in the past two years that meets the government CPE requirements. At least 24 of the 80 hours of continuing education and training must be in subjects directly related to the government environment and to government auditing. EDP staff have no minimum experience requirements. They perform specific procedures under the guidance of an EDP senior. All activities of the EDP staff are supervised.

## Financial Management Services

**Senior FMS Partner/Principal**—This position requires 15 years' experience, including 3 years experience with governments, in leading and providing technical direction to FMS projects; demonstrated ability to provide guidance and direction for multiple projects; designing, implementing, and managing FMS engagements; and the capability to manage multi-task projects of high complexity. The Senior FMS partner/principal provides primary interface with client management personnel regarding strategic issues. He or she directs the completion of projects within estimated time frames and budget constraints, coordinates all parties to tasks, and reviews work products for completeness and adherence to applicable regulations and customer requirements. The Senior FMS partner/principal also delivers, presents, and leads strategic level client meetings.

**FMS Partner/Officer**—This individual shall possess over ten years' experience in leading and providing technical direction to FMS projects; demonstrated ability to provide guidance and direction for multiple projects; designing, implementing, and managing FMS engagements; and the capability to manage multi-task projects of high complexity. The FMS partner provides primary interface with client management personnel regarding strategic issues. He or she directs the completion of projects within estimated time frames and budget constraints, coordinates all parties to tasks, and reviews work products for completeness and adherence to applicable regulations and customer requirements. The FMS partner also delivers, presents, and leads strategic level client meetings.

**Experienced Senior Project Director**—The position requires more than 10 years' progressive experience in leading FMS projects, including 3 years of experience with governments, a demonstrated ability to provide guidance and direction for specific projects or subtasks, and the capability to manage multi-task projects of high complexity. This position assumes greater responsibilities than the Senior Project Director in the design, implementation, management of FMS projects. This position interfaces with the client on project-specific issues, direct the completion of projects within estimated time frames and budget constraints, coordinate project-specific parties, and review work products for completeness and adherence to applicable regulations and customer requirements.

**FMS Senior Project Director**—The position of senior project director requires over eight years' progressive experience in leading FMS projects, demonstrated ability to provide guidance and direction for specific projects or sub-tasks, and capability to manage multi-task projects of high complexity. Senior project directors have taken on increasing responsibility in the design, implementation, and management of FMS projects. They interface with the client on project specific issues, direct the completion of projects within estimated time frames and budget constraints, coordinate project specific parties, and review work products for completeness and adherence to applicable regulations and customer requirements.

**Experienced Project Director**—This position requires more than 6 years of progressively more responsible experience in leading FMS engagements,

including 3 years of experience with governments, a demonstrated ability to manage a project and to provide guidance and direction for specific projects or subtasks, and increasing responsibility in the design, implementation, and management of FMS projects. This position interfaces 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 applicable regulations and customer requirements. The experienced project director also delivers presentations and leads client meetings.

**FMS Project Director**—Project directors are required to possess five or more years of progressively responsible experience in leading FMS engagements, demonstrated ability to manage a project and to provide guidance and direction for specific projects or sub-tasks, and increasing responsibility in design, implementation, and management of FMS projects. This position interfaces 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 applicable regulations and customer requirements. The project director also delivers presentations and leads client meetings.

**Experienced Senior Consultant**—This position requires more than 4 years of progressively more responsible experience in performing and participating in FMS engagements, including 2 years experience with governments, a demonstrated ability to provide guidance and direction for specific projects or subtasks, and increasing responsibility in the design, implementation, and management of FMS projects. Experienced senior consultants interface with the client on a day-to-day basis and support the completion of project-specific tasks within estimated time frames and budget constraints. They also support presentations and client meetings.

**FMS Senior Consultant**—Senior consultants are required to possess four or more years of progressively responsible experience in performing and participating in FMS engagements, demonstrated ability to provide guidance and direction for specific projects or sub-tasks, and increasing responsibility in design, implementation, and management of FMS projects. Senior consultants interface with the client on a day-to-day basis and support the completion of project specific tasks within estimated time frames and budget constraints. They also support presentations and client meetings.

**Experienced Consultant**—This position requires more than 2 years of progressively more responsible experience including 1 year of experience with governments, participating in FMS projects and specific experience in one or more key FMS areas. Experienced consultants interface with the client on a day-to-day basis, support the completion of project-specific tasks within estimated time frames and budget constraints, and support presentations and client meetings.

**FMS Consultant**—Consultants possess up to four years of progressively responsible experience participating in FMS projects and specific experience in one or more key FMS areas. Consultants interface with the client on a day-to-day basis, support the completion of project specific tasks within estimated time frames and budget constraints, and support presentations and client meetings.

**Senior Financial Systems Analyst**—The minimum education requirement for a senior financial systems analyst is a bachelor's degree in relevant business or technical field. The senior financial system analyst has 4 or more years experience analyzing accounting data and systems developing client solutions with a team, including experience with off-the-shelf accounting system software, and including 2 years of supervisory experience. The senior financial systems

analyst prepares documentation, reports, and other deliverables for client approval.

**Financial Systems Analyst**—The minimum education requirement for a financial system analyst is a bachelor's degree in relevant business or technical field. The financial system analyst has 2 years experience analyzing accounting data and systems and developing client solutions with a team, including experience with off-the-shelf accounting system software. The financial systems analyst prepares documentation, reports, and other deliverables for client approval, under the direction of a senior financial system analyst.

**Assistant/Intern**—The minimum education requirements for an assistant/intern is two years college. This individual is working towards a business, accounting or other appropriate college degree and is usually a candidate for a full time staff position once education is completed. The responsibilities in this category include performing specific tasks under the supervision of a senior auditor. All activities of the assistant/intern are supervised.

### Specialist Categories

**Senior Statistician**—A senior statistician will have a bachelor's or advanced degree in an appropriate technical field, and at least ten years' experience in performance of statistical analysis, or the assessment of the results of statistical analyses performed by others. Advanced degree may substitute for up to three years' experience.

**Junior Statistician**—The minimum education requirement for a junior statistician is a bachelor's degree in an appropriate technical field, and at least five years' experience in performance of statistical analysis, or the assessment of the results of statistical analyses performed by others. Advanced degree may substitute for up to three years' experience.

**Senior Economist**—A senior economist will have a bachelor's or advanced degree in an appropriate technical field, and at least ten years' experience in performance of economic analysis, or the assessment of the results of economic analysis performed by others. Advanced degree may substitute for up to three years' experience.

**Junior Economist**—A junior economist will have a bachelor's or advanced degree in an appropriate technical field, and at least five years' experience in performance of economic analysis, or the assessment of the results of economic analysis performed by others. Advanced degree may substitute for up to three years' experience.

**Senior Actuary**—A senior actuary will have a bachelor's or advanced degree in an appropriate technical field, and at least ten years' experience in performance of actuarial reviews, or the assessment of the results of actuarial reviews performed by others. Advanced degree may substitute for up to four years' experience. Areas of actuarial science may include life, health, retirement, workers compensation, and/or disaster insurance.

**Junior Actuary**—A junior actuary will have a bachelor's or advanced degree in an appropriate technical field, and at least five years' experience in performance of actuarial reviews, or the assessment of the results of actuarial review performed by others. Advanced degree may substitute for up to two years' experience. Areas of actuarial science may include life, health, retirement, workers compensation, and/or disaster insurance.

**Environmental Specialist**—The minimum education requirement for an environmental specialist is a bachelor's in an appropriate technical field, and at least 10 years' experience; 5 years in the environmental industry working for or

with federal government agencies, and 5 years in performance of environment liability assessments, or the review of environmental liability assessment performed by others. Advanced degree or professional certification (professional geologist or professional engineer) may substitute for up to 2 years' experience. The environmental specialists' experience includes environmental management systems, environmental law and regulatory guidance, environmental risk analysis, environmental remediation, environmental project/program management (including project design, implementation, closure, and cost projections), and accounting guidance specific to environmental issues related to financial reporting.

**Data Management Specialist**—The data management specialist will have a bachelor's or advanced degree(s) in an appropriate technical field. He or she will have at least five years' direct experience in database methodologies, programming, and system design, and experience in relational database design and programming, including Oracle and desktop DBF format. He or she will have experience in the contemporaneous development of documentation and training materials.

**Senior Telecommunications Systems Analyst**—The analyst will have a bachelor's or advanced degree in an appropriate technical field, with at least eight years of technical experience in the analysis of complex information technology and telecommunications systems. Advanced degree may substitute for three years' experience. Experience may include systems sizing; performance metrics; technology availability; computer-aided software engineering (CASE).

**Financial Analyst**—The financial analyst will have a bachelor's or AA degree, either an advanced degree (MS, JD) or eligibility to sit for an examination for a professional certification (CPA, CPF), and at least one year's experience in assisting individuals in personal financial planning, estate planning, or tax planning.





## RATES

Effective: February 3, 2011 (current)

Note: Specialist Services: Rates effective January 1, 2011

SIN 520-7: Financial and Performance Audits

SIN 520-8: Complementary Audit Services

Labor Category	2011 Hourly Rates
<b>Auditing Services</b>	
Senior Partner/Principal	\$500.00
Partner/Principal	\$301.60
Federal Accounting/Audit Director	\$428.11
Experienced Senior Manager	\$276.65
Senior Manager	\$247.83
Experienced Manager	\$217.68
Manager	\$181.87
Experienced Supervising Senior	\$179.32
Supervising Senior	\$157.04
Experienced Senior	\$153.90
Senior	\$121.71
Experienced Staff	\$118.00
Staff	\$ 85.48
Assistant/Intern	\$ 78.95
<b>EDP Services</b>	
Penetration Specialist I	\$266.62
Penetration Specialist II	\$219.70
Penetration Specialist III	\$161.80
EDP Senior Partner	\$502.00
EDP Director	\$325.33
EDP Partner	\$295.00
EDP Senior Manager	\$250.00
EDP Experienced Manager	\$248.00
EDP Manager	\$210.57
EDP Experienced Supervising Senior	\$198.37
EDP Supervising Senior	\$195.28
EDP Senior	\$172.62
EDP Staff	\$134.00
<b>Specialist Services</b>	
Senior Statistician	\$349.74
Junior Statistician	\$218.55
Senior Economist	\$279.15
Junior Economist	\$173.95
Senior Actuary	\$299.42
Junior Actuary	\$246.64
Environmental Specialist	\$332.19
Data Management Specialist	\$192.47
Senior Telecommunications Systems Analyst	\$251.00
Financial Analyst	\$190.62

- SIN 520-5: Loan Servicing & Asset Management  
 SIN 520-11: Accounting  
 SIN 520-12: Budgeting  
 SIN 520-13: Complementary Financial Management Services

Labor Category	2011 Hourly Rates
<b>Financial Management Services</b>	
Senior FMS Partner/Principal	\$412.14
FMS Partner/Officer	\$257.36
Experienced Senior Project Director	\$248.10
FMS Senior Project Director	\$204.60
Experienced Project Director	\$190.71
FMS Project Director	\$151.85
Experienced Senior Consultant	\$171.33
FMS Senior Consultant	\$143.97
Experienced Consultant	\$134.00
FMS Consultant	\$ 98.78
Senior Financial Systems Analyst	\$267.59
Financial Systems Analyst	\$179.29
Assistant/Intern	\$ 78.95
<b>EDP Services</b>	
EDP Partner	\$295.00
EDP Senior Manager	\$250.00
EDP Manager	\$210.57
EDP Supervising Senior	\$195.28
EDP Senior	\$172.62
EDP Staff	\$134.00
<b>Specialist Services</b>	
Senior Statistician	\$349.74
Junior Statistician	\$218.55
Senior Economist	\$279.15
Junior Economist	\$173.95
Senior Actuary	\$299.42
Junior Actuary	\$246.64
Environmental Specialist	\$332.19
Data Management Specialist	\$192.47
Senior Telecommunications Systems Analyst	\$251.00
Financial Analyst	\$190.62