



General Services Administration
Federal Supply Service
Mission Oriented Business Integrated Services (MOBIS)

Authorized Federal Supply Schedule Price List

GS-23F-9794H

MOBIS Rates effective October 1, 2012 through September 30, 2017

GSA Removal of SINs 2 & 3, Mod PA-0022 dated September 6, 2013

**General Services Administration (GSA) Authorized Federal Supply Schedule Price List-
On-line access to contract ordering information terms and conditions, up-to-date pricing,
and the option to create an electronic delivery order is available through GSA Advantage!
™, a menu-driven database system. The INTERNET address for GSA Advantage!™ is:
GSA Advantage.gov/**



CUSTOMER INFORMATION	
Primary Contact (for GSA eLibrary): Jodie Wedge, Assistant Director, Government Contracts, 202-327-9114; FAX 855-254-1632, jodie.wedge@ey.com	
Secondary Contact: Rollie Quinn, Government & Public Services Partner; 703-747-0063; FAX 703-747-0100, rollie.quinn@ey.com	
Ordering Address(es):	
Main ordering address for Federal agencies: Ernst & Young, 8484 Westpark Drive, McLean, VA 22102 (for GSA eLibrary)	
DUNS/SAM corporate address: 1109 New York Avenue, NW, Washington, DC 20005	
1) SIN-874-1: Integrated Consulting Services	2) Maximum Order: \$1,000,000.00
SIN-874-1RC: Disaster Recovery - Integrated Consulting Services	3) Minimum Order: \$100.00
	4) Geographic Coverage: Domestic & Overseas
5) Point(s) of Production (City, County, & State or Foreign County): The 50 United States	6) Discount From List Prices or Statement of Net Price: Prices as stated are net prices.
7) Quantity Discounts: None	8) Prompt Payment Terms: 1%-20 Days
9a) Annotate If Govt. Commercial Credit Card Is Accepted: Not Accepted	9b) Discount for Payment by Govt. Commercial Credit Card: None
10) Foreign Items (List Items by Country of Origin): None	11a) Time of Delivery: N/A
11b) Expedited Delivery: N/A	11c) Overnight and 2-Day Delivery N/A
11d) Urgent Requirements: N/A	12) F.O.B. Point(s): Destination
13) Ordering Address(es): Ernst & Young LLP, 1101 New York Ave., N.W., Wash., DC 20005	14) Payment Address(es): To: E&Y address to be determined in connection with each delivery order.
15) Warranty Provision: E&Y will exercise due professional care and competence in the performance of the services being provided.	16) Export Packing Charges: N/A
17) Terms and Conditions of Govt. Commercial Credit Card Acceptance: N/A	18) Terms and Conditions of rental maintenance and repair: N/A
19) Terms and Conditions of Installation: N/A	20) Terms and Conditions of repair parts indicating date of parts price lists and any discounts from list prices: N/A
20a) Terms and Conditions for any other services: N/A	21) List of service and distribution points: N/A
22) List of participating dealers: N/A	23) Preventive maintenance: N/A



24a)Special Attributes such as environmental attributes: N/A	24b) Section 508: N/A
25)Data Universal Number System(DUNS) number: 095347159	26)Notification regarding registration in Central Contractor Registration(CCR) database: Ernst & Young, LLP CCR registration is valid through 9/04/2013



ERNST & YOUNG

Firm Overview

Ernst & Young, a global leader in providing integrated professional services, helps clients to quickly and confidently make decisions designed to improve business operations and enhance value.

With more than 110,000 people in more than 130 countries, Ernst & Young provides a wide range of financial, accounting, auditing, tax, human capital and business advisory services to public and private sector entities. From these national and global resources flow our leadership position in providing services to government and industry, unparalleled knowledge resources to assist our clients and the quality control, engagement management, education and methodology infrastructure needed to be a truly world- class organization.

By procuring these resources through this GSA Federal Supply Service (FSS) schedule contract, Federal governmental entities are able to efficiently access our Firm’s resources. Whether drawing largely on our experience in the Federal sector, or utilizing our private sector personnel and thought leadership, governmental entities will have the tools needed to get the job done, with implementable solutions tailored to their unique operating and financial environment.

Ernst & Young advisors can help focus government managers’ efforts in areas which maximize government expertise, while leveraging off of our advisory knowledge base. We also help avoid having to "reinvent the wheel" to bring leading-edge solutions.

We have provided a wide range of MOBIS implementation products and services to our customers, including DOD, GSA, HUD, and others such as:

• Federal Credit Reform Analysis and Scoring	• Lending Advisory Services
• Privatization Structuring/Monitoring	• Capital Market Services
• Surplus Property Strategies	• Loan & Real Estate Portfolio Analysis, etc.
• Public/Private Partnerships	• Asset Sales & Management Services
• Construction Budget & Progress Analysis	• Transaction Marketing & Sales Support
• Post Sale Analysis	• Location Analysis & Consolidation Studies



In connection with overall agency quality improvement efforts, our professionals can bring experience to your team. By integrating their experience with our MOBIS and performance measurement and improvement methodologies, we bring to bear a unique skill set. Our leadership in serving the financial services, insurance, energy, technology and a myriad of other industries can similarly be drawn upon to bring world-class solutions and methodologies to solving public sector issues. As described in our qualifications sections, we have demonstrated skills in the advisory, specialization, facilitation and survey areas the government seeks through thousands of private and public sector engagements.

DESCRIPTION OF SERVICES FOR SIN 874

Reengineering or Process Transformation. Within these services, Ernst & Young assesses the baseline performance of a client's business processes against strategic, financial and operational criteria and then identifies, designs, and implements changes that improve performance. Reengineering services range in scope from focused improvements to address specific operational issues, to the implementation of total quality management practices, and the strategic redesign and reinvention of major business processes, organizational structures and information systems.

Measurement approaches include benchmarking, best practices analysis, total cost management, activity-based costing, product profitability, strategic performance measurement, risk-adjusted performance measurement, and return on capital value creation.

Business Change Implementation. These services focus on the creation of flexible organizational structures and preparation of a workforce that can survive and prosper as the pace of change accelerates. Methodologies applied include assessment of organizational change readiness, organizational redesign, team building training/education, employee involvement programs, award/recognition structures, and communications programs.

Knowledge Management. Ernst & Young helps organizations improve their performance through advances in organizational learning and new technologies in knowledge development and transfer. The firm is developing powerful concepts and tools, including knowledge measurement tools and knowledge transfer systems, to help organizations better manage knowledge.

Systems Information Security. Ernst & Young provides a wide range of IT security and assurance services, including strategy and systems development capabilities needed to plan, analyze, design and implement information services in connection with performance improvement initiatives. The firm's global-class organization delivers exceptional value through the rapid delivery of customized IS solutions addressing the full depth of hardware, software, network and integration issues.

Technology Enablement. These services are focused on the application of advanced and emerging technologies to enable transformed business processes. Much of the most exciting



"visioning" of new processes involves knowledge of what technology can (and cannot) do. Ernst & Young has this knowledge.

Multimedia Services. Multimedia harnesses the capabilities of new communications and media technologies to help organizations look beyond their current markets, communications patterns, and relationships towards entirely new modes of conducting business. Whether looking at EBT, Web or other electronic commerce initiatives, this functional knowledge will be valuable—and Ernst & Young has that knowledge.

Ernst & Young is prepared to help you make your MOBIS effort a success. And, in situations where focused improvement efforts, restructuring, or even innovation are needed, we are ready to help, either in connection with a MOBIS portfolio or separately, with:

• Activity-Based Costing	• Privatization Reviews
• Process Modeling/Simulation	• Studies & Analysis
• Process Value Analysis	• Organization Assessments
• Facilitation	• Surveys
• Performance Measurement	• Strategic & Business Planning
• Evaluations	• Organizational Design
• Assessments	• Streamlining
• Change Management	• Benchmarking
• Strategic Sourcing & Franchising	• Cost Containment

Our MOBIS Approach Assessment

All organizations have unique cultures and specific strengths and weaknesses. Many organizations have already begun the improvement process. Ernst & Young believes an effective MOBIS process builds on the organization's past activities to continue the work already begun, rather than starting over. To build on your organization's accomplishments, we encourage an assessment of your operations early. This provides an independent view of your quality activities and provides us the understanding needed to help the organization develop an improvement plan. Typical types of assessments conducted are:

- Improvement Review and Analysis



- Malcolm Baldrige National Quality Award
- President's Award
- Military Quality Specification Conformance
- International Quality Study

To assist in conducting the assessment, we utilize proven organization, customer and employee surveys. Formal assessment reports are provided that summarize our findings, identify opportunities for any improvement, provide an index and recommend actions to be taken.

Visions and Planning

The Visions and Planning Phase starts by establishing a set of five-year vision statements for five to 10 key change focus areas, such as:

- Management Support and Leadership
- Supplier Partnerships
- Customer/Consumer Partnerships
- Product Processes

An off-site workshop will be held with the Executive Team to discuss the results of the assessment and to develop a preliminary set of vision statements covering the key change focus areas. After reviewing the preliminary vision statements and receiving feedback from groups of employees and managers, a second off-site retreat is held to finalize the vision statements and develop a three-year improvement plan.

The three-year improvement plan helps your organization plan and implement actions needed to reach your visions within three to five years. This plan is built around the needs, requirements, and recommendations identified during the assessment and visions/planning phases. The plan will include education, training, and measurements, as well as implementation strategies and plans.

Additionally, a 90-day implementation plan is established. This plan helps get the process started and keeps it going. It identifies, in detail, the next steps, the milestones, the targets, and who is responsible for each task.

We will also assist in determining who should be trained in what areas accordingly. Throughout the MOBIS process, we work with your executives on leadership. Also, during the initial phase of the process, we encourage the formation of an Executive Improvement Team to guide the MOBIS process.



Implementation

The third and final phase of our approach is the Implementation Phase. Pilot projects are identified and started, processes are identified and brought under control, measurements are established, and organization-wide continuous improvement begins.

Our combination of technical skills, management knowledge, and depth of practical experience makes us extremely effective at helping you during the implementation phase. Our improvement advisors are engaged on a project-by-project basis. Our goal is to make it as easy as possible to institutionalize the improvement process and to help your organization realize the maximum return on its improvement investment.

Quality Management Systems

To ensure that quality improvement becomes part of the planning, budgeting and reporting process and systems, quality principles (especially the customer focus) must be driven into all of the organization's management systems. We often help clients design and implement a Quality Management System (QMS) that specifically meets their needs. A key aspect of the QMS is the ongoing reporting of product/service costs and performance measures, both functionally and cross-functionally. The focus on products and services ensures that planning, budgeting and reporting are focused on what customers require (products and services), not on internally driven criteria or cost plus additions to budgets.

Communication

Effective communication is important to the improvement process. Specific communication plans are developed, implemented and closely monitored.

Other Technical Assistance

There are several other areas where we often provide assistance. These include Quality Function Deployment, Time-Based Management, Design of Experiments, Just-in-Time, Supplier Partnerships, Benchmarking, Market Research, and special studies.

Project Management

A strong focus on project management ties together the interrelationships between all three phases and assures successful, cost-effective implementation.

The overall focus of the implementation is on continuous and breakthrough improvement. This occurs as the organization recycles itself through the phases and continually looks for ways to improve quality in everything it does.



Quality Improvement With Individuals and Teams

An effective implementation involves the application of improvement efforts both on an individual basis and in teams. Continually assessing customer needs and improving processes are the focus of these efforts. Key techniques that we have found to be effective in bringing about improvement include:

- **Customer Needs Assessment**—Assessing internal and external customer needs through interviews, surveys or techniques such as Quality Function Deployment and Area Activity Analysis is critical. With this information, product/service value analysis can be utilized to compare the customer needs and expectations to current costs and performance levels. It is then possible to determine the product/service levels that provide the most value to the internal and external customer.
- **Business Process Improvement**—Refers to a methodology and series of tools that focus on improving the functional and cross-functional business processes that produce products and services. Improvement is achieved either by streamlining or reengineering the process.
- **Problem-Solving and Statistical Thinking**—Problem-solving and statistical tools such as Statistical Process Control and Design of Experiments are systematic ways of evaluating processes or problems. Problem-solving tools include the "Basic Seven" tools plus many new problem-solving and statistical tools.
- **Measurement**—An integral aspect of improvement is the development and analysis for measures that evaluate customer, cost and performance levels for products/services and processes.
- **Benchmarking**—The process of evaluating best-in-class performance both in your line of business and outside your business area to find ways to improve.
- **Poor Quality Costs, Quality Assurance and Supplier Management Partnerships**—These and other techniques and approaches are also utilized in the quality improvement process.
- **Teams**—Natural work teams called Department Improvement Teams (DIT) are the workhorses of our improvement process. They systematically build in the internal supplier/customer relationships and quality and productivity measurement systems. These measurement systems ensure the DITs focus their problem-solving efforts on meaningful business-related issues. The DITs are supplemented by cross-functional teams called Process Improvement Teams (PIT). The PITs focus on making the total process efficient, effective and adaptable.



MOBIS RATES

SIN 874-1: Integrated Consulting Services
SIN 874-1RC: Disaster Recovery Integrated Consulting Services

MOBIS Rates starting October 1, 2012 through September 30, 2017

	10/1/12 9/30/13	10/1/13 9/30/14	10/1/14 9/30/15	10/1/15 9/30/16	10/1/16 9/30/17
Partner	\$469.91	\$481.19	\$492.74	\$504.57	\$516.68
Senior Manager	\$365.14	\$373.90	\$382.87	\$392.06	\$401.47
Manager	\$277.70	\$284.36	\$291.19	\$298.18	\$305.33
Senior Advisor	\$200.04	\$204.84	\$209.76	\$214.79	\$219.94
Advisor	\$136.53	\$139.81	\$143.16	\$146.60	\$150.12

LABOR CATEGORY DESCRIPTIONS

SIN 874 – 1 Integrated Consulting Services
SIN 874 – 1RC Disaster Recovery Integrated Consulting Services

Partner (which includes Ernst & Young labor category terms Principal/Executive Director and Heavy Senior Manager*): Generally responsible for scope, direction, planning, and completion as well as the commitment of the Firm’s resources to the engagement plan or serving as a specialized resource. Monitors the status of the engagement. Is also typically responsible for communications with the client, overall project management and the presentation of final work product. Partners on average, have approximately 20 years of experience are licensed Certified Public Accountants (CPAs) and often possess advanced degrees and/or other industry certifications.

Principal/Executive Director: Typically responsible for scope, direction and completion as well as the commitment of the Firm’s resources to the engagement plan or acting in a specialized resource capacity. Monitors the status of the engagement. Is also responsible for communications with the client, overall project management and the presentation of final work products. Generally, Principals will have 10-15 years of experience with several years as managers of engagements for the private sector, the



Federal government or in another specialized area required by a task order. Holds a four year degree from an accredited college/university and often possess advanced degrees and/or industry certifications.

Heavy Senior Manager*: Responsibilities include engagement planning, supervision, review and completion of work. Monitors the status of the engagement. Advises and consults with Partners and Principals on all significant developments. Acts as one of the primary liaisons to the client. Makes Partners and Principals aware of all major developments. Reviews work papers and oversees the drafting of reports. Heavy Senior Managers typically have more than 10 years of experience, with generally at least 3 years as managers of engagements for the private sector, the Federal government or in another specialized area required by a task order. Holds a four year degree from an accredited college/university and often possess advanced degrees and/or industry certifications.

Senior Manager: Responsibilities include engagement planning, supervision, review and completion of work. Monitors the status of the engagement. Advises and consults with Partners on all significant developments. Acts as one of the primary liaisons to the client. Makes Partners aware of all major developments. Reviews work papers and oversees the drafting of reports. Senior Managers typically have between 7-10 years of experience, with generally at least 2 years of experience as managers of engagements for the private sector, the Federal government or in another specialized area required by a task order. Holds a four year degree from an accredited college/university and often possess advanced degrees and/or industry certifications.

Manager: Responsibilities include engagement planning, supervision, review and completion of work. Monitors the status of the engagement. Advises and consults with Partners, Principals, Heavy Senior Managers, and Senior Managers on all significant developments. Acts as one of the primary liaisons to the client. Makes Partners, Principals, Heavy Senior Managers, and Senior Managers aware of all major developments. Reviews work papers and oversees the drafting of reports. Managers typically have 4-8 years of experience, with at least 1 year of experience on engagements for the private sector, the Federal government or in another specialized area required by a task order. Typically holds a four year degree from an accredited college/university and/or equivalent work experience and often possesses advanced degrees and/or industry certifications.

Senior Advisor: Performs field work and supervises staff professionals. Completes more difficult and technical areas. Analyzes engagement progress and meets regularly with Managers, Senior Managers, Heavy Senior Managers, Principals, and Partners regarding budget and engagement issues. Generally, possesses 2-4 years of experience, with at least 1 year of experience as an auditor or advisor on engagements for the private sector, the Federal government or in another specialized area required by a task order. Typically holds a four year degree from an accredited college/university and/or equivalent work experience and often possesses advanced degrees and/or industry certifications.



Advisor: Performs specifically assigned tasks in accordance with directions provided by Seniors, Managers, Senior Managers, Principals, and Partners. Generally, possesses up to 2 years of experience on engagements for the private sector, the Federal government or in another specialized area required by a task order. Typically holds a four year degree from an accredited college/university and/or equivalent work experience and often possesses advanced degrees and/or industry certifications. Interns are pursuing a degree from an accredited college/university.

Please Note: Effective February 1, 2006 Ernst & Young changed the titles for certain leadership positions. Non-CPA Partners were re-titled Principals, and former Principals were re-titled Executive Directors. Position descriptions above also contemplate crosswalk of subcontractor resources, if any, with comparable experience requirements and duties from such subcontract entities. Personnel within the Firm or subcontractors meeting the above position descriptions may be proposed/execute at such categories on a case by case basis in response to task orders.

*** Has 10 or more years of experience**

The Service Contract Act (SCA) is applicable to this contract as it applies to the entire MOBIS Schedule and all services provided. While no specific labor categories have been identified as being subject to SCA due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29 CRF 541.300), this contract still maintains the provisions and protections for SCA eligible labor categories. If and / or when the contractor adds SCA labor categories / employees to the contract through the modification process, the contractor must inform the Contracting Officer and establish a SCA matrix identifying the GSA labor category titles, the occupational code, SCA labor category titles and the applicable wage determination number. Failure to do so may result in cancellation of the contract.