

Volume 1a - Price Volume - BPA

Service First – Creating a 21st Century Department of the Interior in a Collaborative Environment

McKinsey & Company, Inc. Washington D.C.
1200 19th Street, NW, Suite 1100
Washington, DC 20036

Submitted: May 11, 2012, expires August 11, 2012

In response to Request for Quotations (RFQ) No. D12PS19160

Under McKinsey GSA MOBIS Schedule GS-10F-0118S

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The information specifically identified on page 1 through 16 of this proposal/quote constitutes trade secrets or confidential commercial and financial information which the offeror believes to be exempt from disclosure under the Freedom of Information Act. The offeror requests that this information not be disclosed to the public, except as may be required by law. The offeror also requests that this information not be used in whole or in part by the Government for any purpose other than to evaluate the proposal/quote, except that if a contract is awarded to the offeror as a result of or in connection with the submission of the proposal/quote, the Government shall have the right to use the information to the extent provided in the contract.

This proposal is contingent on the Parties reaching mutually agreeable terms and conditions and upon acceptance of any limitations described herein.

INTRODUCTION

McKinsey & Company, Inc. Washington D.C. (McKinsey) herein proposes our MOBIS schedule pricing (contract number GS-10F-0118S), team structure, and contract terms and conditions. This pricing will remain valid for ninety (90) days.

Due to our commitment to the Department of Interior (DOI), our enthusiasm about Service First, and our belief in its ability to deliver tremendous impact for the Department, we are offering DOI significant discounts off of our MOBIS rates: a 10% discount on the first \$5 million of work we would do together, and up to \$2.3 million of discounts over the life of the Blanket Purchase Agreement (BPA). These represent the largest discounts McKinsey has ever offered the U.S. government.

We believe that McKinsey represents the best value to the government for the Service First program. You are embarking on a complex and important set of initiatives, potentially spanning all bureaus, all functions, and all geographies. For this to be a success, you need a partner with extensive capabilities and a proven track record of delivering impact for clients over time and at the scale envisioned by Service First. As described below and in our technical proposal, McKinsey has unprecedented qualifications and is better suited to this work than any other consultancy. While McKinsey may appear to be more expensive than other consultancies, by retaining McKinsey, you would get more resources, higher-quality services, greater impact, and less risk. The investment in retaining McKinsey would more than pay for itself, by ensuring the success of Service First.

The remainder of this document explains the value to DOI of working with McKinsey, why you can be confident that we will deliver, how we would work with you, our proposed discounts, our pricing assumptions, and our approved GSA rates.

THE VALUE TO DOI OF WORKING WITH MCKINSEY

DOI is aspiring to become a 21st Century Department with greater ability to deliver top-flight service levels to internal and external stakeholders, while also efficiently managing fiscal resources. To date, Service First has achieved real successes especially at the front lines, but you wish to scale the impact of the program across the Department. As a result, you seek help setting an overall direction, planning and executing organization-wide changes, and building capabilities for long-term success. McKinsey is uniquely positioned to help you for the following reasons:

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We bring you exceptional consultants. Our consultants are distinctive professionals, coming from the top schools, and with extensive and relevant expertise and experience. 92 percent of our consultants hold advanced degrees, such as Ph.D.s, MBAs, JDs, or MDs. We provide you the best talent by attracting the best talent, as demonstrated by trusted outside parties, who consistently rate McKinsey as one of the most attractive places to work (see box). With a talent pool like this, you get a McKinsey team with distinctive talent and expertise, uniquely capable to meet your needs.

Our partners actively support you. McKinsey partners are our most experienced and talented team members, with the ability to draw on their experience instantly to identify solutions and potential pitfalls. Unlike at other consultancies, McKinsey partners actively contribute to the work and are on site to help you. As an indicator of how involved our partners are, McKinsey has one partner for every six consultants. Other leading consultancies serving the U.S. government have over 200 consultants per partner.

You get access to the best experts in the world. McKinsey has experts in every function, every industry, and in every geography. We have over 2,000 experts in nine functional practices, such as our Global Operations Practice, and 11 major industry practices, like our Infrastructure Practice. For example, to answer questions about customer service, we might turn to our colleague John Forsyth, who leads our Consumer Insights Practice, has over 30 years of experience in managing customer relationships, and teaches courses at MIT and Duke on how to be customer centric. McKinsey operates as “one firm,” where every colleague is committed to helping on any project. This means that you’ll get your question answered, by a leading expert, within 24 hours.

You get access to distinctive knowledge, tools, and data. Your McKinsey team will draw on our robust knowledge database of over 25,000 proprietary documents and over 800 proprietary tools and databases. For example, by tapping our Organizational Health Index benchmarking survey, which is based on 10 years of intensive research on over 500 organizations and with over 600,000 respondents, one of our teams can identify your organization’s strengths and challenges and design a set of interventions to improve its health, all in 4-6 weeks.

With McKinsey, you get exceptional consultants, because we attract the best talent

- *U.S. News and World Report* ranks McKinsey #2 in its survey of the “best places to work” in the U.S., ahead of Google, Facebook, and Apple.
- *Fortune* magazine lists McKinsey as the #2 most-preferred employer by MBA graduates.
- NAFE puts McKinsey in its “top 50 companies for executive women.”
- *Working Mother* magazine puts McKinsey in its “100 best companies for working mothers.”

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You get 24/7 support services. McKinsey teams have 24/7 support for IT, graphics, research, and analytics, and we have expert design and communication professionals in-house. This allows the consultants on your team to spend 100% of their time working with you and thinking about how to improve DOI.

You have a say in your solutions. We prefer to work on site and to co-create solutions, arm-in-arm with you. We find that this deep collaboration leads to better solutions that are more tailored to your needs and your context.

We build your capabilities. We believe that our work with you will create meaningful change and drive lasting impact only if your employees are empowered with the skills and capabilities they will need to continue leading the effort after our formal call order has ended. Each of our teams works directly with members of your organization to provide formal training and one-on-one coaching during the course of our project. We have also developed, tested, and refined formal training materials and programs that we use to teach hundreds of topics to our clients, using everything from instructional videos to simulations in our dedicated, hands-on training centers. At the end of each project, you will have a team of energized colleagues, with new skills and mindsets, to implement and extend our work.

We put ourselves in your shoes. We value long-term peer-based relationships with our clients, where we focus relentlessly on the agenda of your enterprise. We think beyond any one call order and seek to advise you holistically on how you can succeed personally and how you can help your organization make positive change. In working with McKinsey, you'll have a true partner.

YOU CAN BE CONFIDENT THAT MCKINSEY WILL DELIVER

Our mission is to help you make distinctive, lasting, and substantial improvements in your performance. We commit to results. You can be confident that we will deliver, for the following reasons:

We put ourselves on the hook to deliver for you. All of our work for the U.S. government is firm-fixed price. If the work is more complex than we thought, or requires more resources than we thought, we add whatever resources are required to deliver what we promised, at no additional cost to you. This approach delivers a high return on your investment, with minimal risk to you. In the more than 500 projects we have conducted for the U.S. government since 2007, we have successfully completed the project without even once seeking an “equitable adjustment.”

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Our clients say we deliver. We receive exceptional ratings from U.S. government clients, via the Contractor Performance Assessment Reporting System (CPARS). We received perfect scores on every dimension of over half these reports, and we've never gotten any rating worse than Very Good, the second-highest rating. (See Exhibit 1.) Literally 100% of Contract Officers remarked, "Given what I know today about the Contractor's ability to execute what they promised in their proposal, I definitely would award to them today given that I had a choice." (See box for additional comments.)

What our clients say about us
(verbatim CPARS comments)

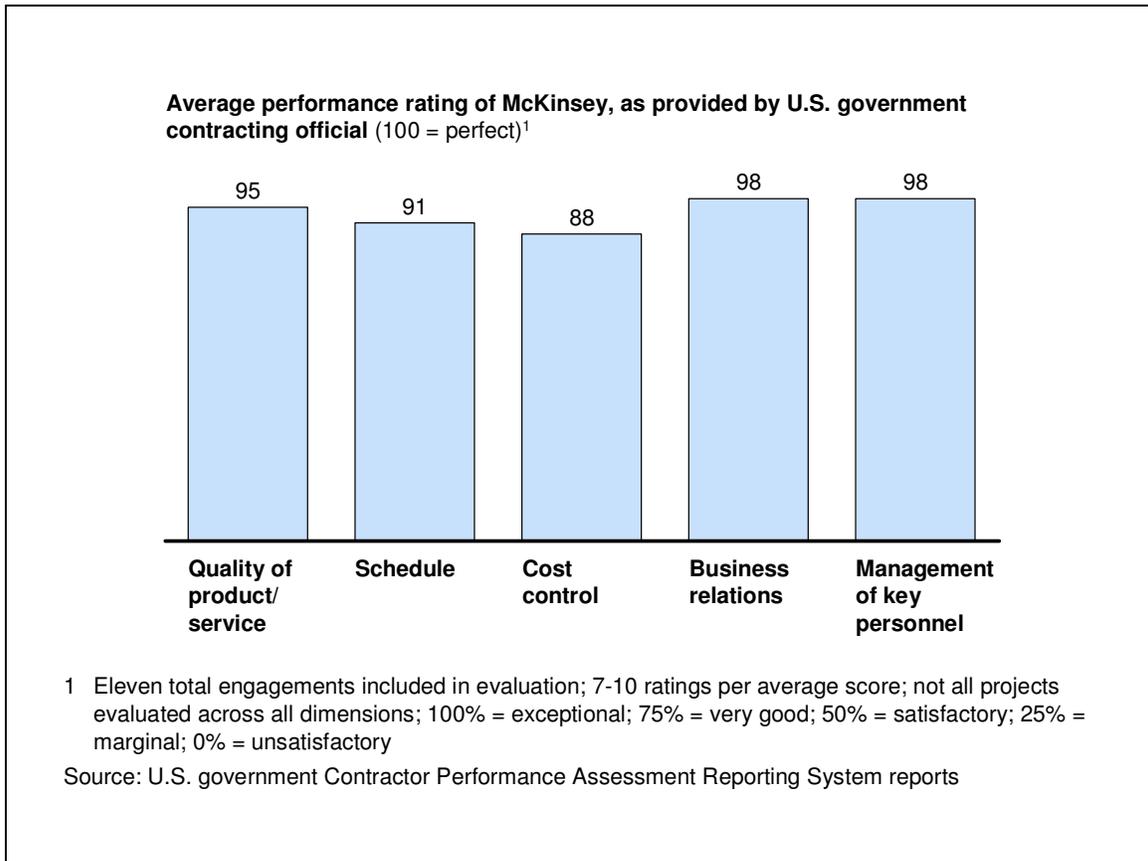
"The insights McKinsey provided were meaningful, informed, and clearly indicated not only a deep knowledge of industry best practices, but also an ability to right-size those recommendations for our organization."

"The work products delivered were of high quality and value to the government. Needs were anticipated, resulting in a highly usable set of deliverables."

"The vendor's ability to manage their resources and time was incredible given the task at hand. The sheer volume of work and analyses generated within the timeframe was incredible."

"McKinsey has experts who have experience in all fields that they can use to assist with guidance and recommendations."

Exhibit 1: Contract officers give McKinsey exceptional ratings



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HOW MCKINSEY WORKS WITH YOU

Your McKinsey team is hand-picked to ensure that you get the right people and right team configuration for your unique problem. Our teams are a collaborative and flexible resource that works with you to address your most pressing needs. You get four types of resources in a McKinsey team. Below is a description of skills and experience for each:

- **Leadership.** We build each team around a core set of partners who are responsible for the successful delivery of services. These partners lead individual call orders, are actively engaged in providing the services and manage the overall relationship with you, across call orders. Partners typically have 10+ years of experience in public and private sector operational transformations.
- **Expert advisors.** We regularly call upon our network of functional, industry, and geographic experts, based on your needs. This is a global pool of experts who invest their careers in developing knowledge in one area, such as organization, operations, or supply-chain management, through client work and research. We also have a robust group of research and information specialists, including advanced analytics and communications specialists, to help teams quickly find the best and latest data and information to inform our work. Expert advisors typically have extensive experience in their area of expertise.
- **Task team.** The partners leading the call order personally select a set of consultants, our “task team,” with skills and experiences tailored to the specific needs of the task, drawn from our worldwide pool of over 8,000 consultants. Members of the task team work full time on the call order, gathering data, conducting interviews, performing analysis, synthesizing results, and formulating recommendations. The leadership works directly with the task team, leading the effort and engaging directly on the work the team conducts. Task team members typically have extensive relevant experience in the public and private sector, and hold advanced degrees such as PhDs, MBAs, MDs, and JDs from top universities.
- **Support services.** The McKinsey team can tap into 24/7 support to create graphics, take care of administrative issues, solve IT challenges, and coordinate meeting arrangements. This enables the team to work efficiently and effectively, and to stay focused on working directly with you, to meet your needs. Support services professionals typically have relevant experience in their functional area.

Our teams are flexible. We commit to bringing to bear whatever resources are necessary to help you achieve your desired outcomes. Our team structure provides much of the flexibility in our approach, as we can adapt our team size and timeline to best meet your needs. Even within a single team, we adapt quickly to your changing needs, ramping up partner, expert, and support resources as needed.

Our “team bundle” and firm-fixed price approach ensures that you receive the best of McKinsey when you work with us. Because we do not believe that hourly contracts provide the best value to DOI, McKinsey does not quote its prices on an hourly or per-person basis.

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The amount of time invested by the each type of resource depends on the nature of the call order. For example, some call orders require more research, while others require more partner time. We fully bear the risks of managing this variability with our fixed price approach.

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Exhibit 2 shows the average resource breakdown on McKinsey projects with the U.S. government.¹ The full-time members of the task team typically work 60 hours per week or more, and they typically provide 56% of the total hours invested by McKinsey resources. The following table shows the estimated number of person-hours of investment for different sized McKinsey teams:

Type of McKinsey team (as listed on MOBIS schedule)	Typical person hours of services rendered per week¹	Number of consultants on the full-time task team	Additional resources deployed by the team
Team A	220	2	Leadership, expert advisors, support services
Team B	330	3	
Team C	440	4	
Team E	110	1	

¹ McKinsey prices on a firm-fixed price model and not on an hourly basis. The estimated hours are not a commitment but are reflective of the average time spent on similar projects and are for evaluation purposes only. These figures are averages, calculated based on case studies of several of our U.S. government projects. In our sample, the range of time leadership typically invests in a study was 40-100 hours per week. Support hours typically ranged from 30-60 hours per week. Actual hours will vary based on your specific needs. McKinsey will invest the resources necessary to deliver on your needs.

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Exhibit 2: You get several types of resources²

	Team members	Role on team	Average percent of total hours contributed
Leadership	<ul style="list-style-type: none"> Directors, Partners, and Junior Partners 	<ul style="list-style-type: none"> Direct the overall engagement, provide thought leadership, structure and ensure quality of work, coordinate across teams, and interact with senior clients 	21
Expert Advisors	<ul style="list-style-type: none"> Experts Researchers 	<ul style="list-style-type: none"> Provide specific industry, functional, or geographic expertise Support range of analysis including general support, geospatial analysis, focus groups, site visits, etc. 	13
Task Team	<ul style="list-style-type: none"> Engagement manager Associates / Business Analysts 	<ul style="list-style-type: none"> Leads full-time team and is on-site client contact, reports to leadership Work collaboratively with client team members, manage discrete workstreams, and conduct analysis 	56
Support services	<ul style="list-style-type: none"> Graphics and IT specialists Administrative assistants 	<ul style="list-style-type: none"> Provide document formatting and IT support Support meeting preparation and provide other administrative support 	10

YOU WOULD GET THE LARGEST DISCOUNTS WE’VE EVER OFFERED

Due to our commitment to the Department of Interior (DOI) and our enthusiasm for the potential of Service First to have impact, McKinsey and The Bronner Group are offering DOI significant discounts off of our MOBIS rates, as shown in the following table:

² McKinsey prices on a firm-fixed price model and not on an hourly basis. The estimated hours are not a commitment but are reflective of the average time spent on similar projects and are for evaluation purposes only. These figures are averages, calculated based on case studies of several of our U.S. government projects. In our sample, the range of time leadership typically invests in a study was 40-100 hours per week. Support hours typically ranged from 30-60 hours per week. Actual hours will vary based on your specific needs. McKinsey will invest the resources necessary to deliver on your needs.

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Cumulative call awards under BPA	Discount applied to new call orders, percent, relative to then-current MOBIS rates	Value of discount to DOI, \$ million
\$0 – \$5 million ³	10.0	0.5
\$5 million – \$15 million	2.0	0.2
\$15 million – \$25 million	3.5	0.35
Greater than \$25 million	5.0	1.25
Total	4.6	2.30

Per the table above, DOI would get a 10% discount on the first \$5 million of work we performed under the Service First BPA, a 2% discount on the next \$10 million of work, a 3.5% discount for the next \$10 million of work, and a 5% discount on any work beyond that. These discounts apply to new call orders and are not retroactively applicable to previous call orders. In the table above, “cumulative call awards” would be calculated after discounts were applied.

We are offering such a large discount on the first \$5 million of work because of our belief in the strategic importance of Service First for DOI and the importance of getting Service First off to a strong start. We are offering discounts of 2-5% on subsequent work because economies of scale would allow us to serve DOI with greater and greater efficiency.

These discounts represent the largest discounts McKinsey has ever offered the U.S. government, on both a percentage and a dollar basis.

Appendix 2 and 3 provide the current MOBIS rates of McKinsey and The Bronner Group, before discounts are applied.

³ This 10% discount applies to Calls 1 and 2.

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MCKINSEY CORPORATE DATA

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NAICS: 541611
CCR: McKinsey maintains a current registration in CCR
ORCA: McKinsey has completed the annual representations and certifications in ORCA
under www.orca.bpn.gov DUNS 825229318

Link to MOBIS Schedule:

https://www.gsaadvantage.gov/ref_text/GS10F0118S/GS10F0118S_online.htm

Please wire transfer payment to:

McKinsey & Company, Inc. United States
Citibank N.A.
Bank Account No.: 30420698
Bank ABA Routing No.: 021000089

POINTS OF CONTACT

Please contact our representatives below if you have any questions or need additional information regarding this Price Proposal.

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APPENDIX 1: PRICE ASSUMPTIONS, CONDITIONS, AND EXCEPTIONS

McKinsey's work for DOI is confidential and intended for DOI's internal use only. In order to promote true neutrality on issues, provide an environment for uncensored guidance for our clients, ensure compliance with our contract confidentiality requirements, and to better empower our clients, McKinsey does not advocate, present findings, or consent to public references in any public meeting, writing, or other public forum. Consistent with this, McKinsey does not make public the names of its clients, client materials, or reports prepared for clients without their prior written permission. DOI agrees not to use McKinsey's name, refer to McKinsey's work, or make the Deliverables or the existence or terms of this agreement available outside its organization without McKinsey's prior written permission and understands that McKinsey will not advocate, present findings, or speak on DOI's behalf in any public forum without specific written authorization and agreement.

McKinsey's timely performance at the proposed firm-fixed price strictly relies and is contingent upon DOI providing any and all necessary data, information, and access to personnel in a timely fashion. DOI understands that any delays in the provision of necessary data, information, and personnel may result in corresponding schedule delays and an equitable adjustment of the proposed price. As such, timely provision of the aforementioned resources is essential. McKinsey seeks to mitigate risks of delay through several methods, such as by requesting data of its clients well in advance and starting projects only once we and our clients are confident in that conditions are right for success. As a result of these efforts, in the more than 500 projects we have conducted for the U.S. government since 2007, we have successfully completed the project without even once seeking an "equitable adjustment."

This proposal is contingent on DOI's affirmative confirmation and ability to properly demonstrate, if necessary, that the funds allocated to this contract are not funds obligated under the 2009 Recovery Act and that DOI can, if necessary, properly demonstrate that such funds do not stem from the Recovery Act, and that FAR Part 52.204-11 shall not apply to this procurement.

It is McKinsey's longstanding policy to serve a variety of clients, including clients with potentially conflicting interests, and to do so without compromising McKinsey's professional responsibility to maintain the confidentiality of client information. To avoid situations of potential conflict, consultants serving DOI will not be assigned to a competitively sensitive project for a significant period of time (typically two years) following an assignment for DOI. Due to McKinsey's confidentiality obligations to its other clients, McKinsey is not able to advise or consult with DOI about McKinsey's service to other parties.

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APPENDIX 2: GSA RATES OF MCKINSEY AND THE BRONNER GROUP

The rates on the following pages are the GSA-approved MOBIS rates of McKinsey and the Bronner Group, as of May 2012, with forecasts of those rates for subsequent years.

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McKinsey Service First BPA Pricing

Task Order Volume up to \$5M - 10% Discount	Task Order Volume Between \$5 - \$15M - 2% Discount	Task Order Volume Between \$15 - \$25M - 3.5% Discount	Task Order Volume Greater than \$25M - 5% Discount
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Contract Year One

MOBIS Team	GSA Rate	Discount	DOI Price									
Team A	\$112,195.12	10%	\$100,975.61	\$112,195.12	2%	\$109,951.22	\$112,195.12	3.5%	\$108,268.29	\$112,195.12	5%	\$106,585.36
Team B	\$141,463.41	10%	\$127,317.07	\$141,463.41	2%	\$138,634.14	\$141,463.41	3.5%	\$136,512.19	\$141,463.41	5%	\$134,390.24
Team C	\$164,165.10	10%	\$147,748.59	\$164,165.10	2%	\$160,881.80	\$164,165.10	3.5%	\$158,419.32	\$164,165.10	5%	\$155,966.85
Team E	\$46,904.32	10%	\$42,213.89	\$46,904.32	2%	\$45,966.23	\$46,904.32	3.5%	\$45,262.67	\$46,904.32	5%	\$44,559.10

Contract Year Two

MOBIS Team	GSA Rate	Discount	DOI Price									
Team A	\$116,121.95	10%	\$104,509.76	\$116,121.95	2%	\$113,799.51	\$116,121.95	3.5%	\$112,057.68	\$116,121.95	5%	\$110,315.85
Team B	\$146,414.63	10%	\$131,773.17	\$146,414.63	2%	\$143,486.34	\$146,414.63	3.5%	\$141,290.12	\$146,414.63	5%	\$139,093.90
Team C	\$169,910.88	10%	\$152,919.79	\$169,910.88	2%	\$166,512.66	\$169,910.88	3.5%	\$163,964.00	\$169,910.88	5%	\$161,415.34
Team E	\$48,545.97	10%	\$43,691.37	\$48,545.97	2%	\$47,575.05	\$48,545.97	3.5%	\$46,846.86	\$48,545.97	5%	\$46,118.67

Contract Year Three

MOBIS Team	GSA Rate	Discount	DOI Price									
Team A	\$120,186.22	10%	\$108,167.60	\$120,186.22	2%	\$117,782.50	\$120,186.22	3.5%	\$115,979.70	\$120,186.22	5%	\$114,176.91
Team B	\$151,539.14	10%	\$136,385.23	\$151,539.14	2%	\$148,508.36	\$151,539.14	3.5%	\$146,235.27	\$151,539.14	5%	\$143,962.18
Team C	\$175,857.76	10%	\$158,271.98	\$175,857.76	2%	\$172,340.60	\$175,857.76	3.5%	\$169,702.74	\$175,857.76	5%	\$167,064.87
Team E	\$50,245.08	10%	\$45,220.57	\$50,245.08	2%	\$49,240.18	\$50,245.08	3.5%	\$48,486.50	\$50,245.08	5%	\$47,732.83

Contract Year Four

MOBIS Team	GSA Rate	Discount	DOI Price									
Team A	\$124,392.74	10%	\$111,953.47	\$124,392.74	2%	\$121,904.89	\$124,392.74	3.5%	\$120,038.99	\$124,392.74	5%	\$118,173.10
Team B	\$156,843.01	10%	\$141,158.71	\$156,843.01	2%	\$153,706.15	\$156,843.01	3.5%	\$151,353.50	\$156,843.01	5%	\$149,000.86
Team C	\$182,012.78	10%	\$163,811.50	\$182,012.78	2%	\$178,372.52	\$182,012.78	3.5%	\$175,642.33	\$182,012.78	5%	\$172,912.14
Team E	\$52,003.66	10%	\$46,803.29	\$52,003.66	2%	\$50,963.59	\$52,003.66	3.5%	\$50,183.53	\$52,003.66	5%	\$49,403.48

Contract Year Five

MOBIS Team	GSA Rate	Discount	DOI Price									
Team A	\$128,746.49	10%	\$115,871.84	\$128,746.49	2%	\$126,171.56	\$128,746.49	3.5%	\$124,240.36	\$128,746.49	5%	\$122,309.17
Team B	\$162,332.52	10%	\$146,099.27	\$162,332.52	2%	\$159,085.87	\$162,332.52	3.5%	\$156,650.88	\$162,332.52	5%	\$154,215.89
Team C	\$188,383.23	10%	\$169,544.91	\$188,383.23	2%	\$184,615.57	\$188,383.23	3.5%	\$181,789.82	\$188,383.23	5%	\$178,964.07
Team E	\$53,823.79	10%	\$48,441.41	\$53,823.79	2%	\$52,747.31	\$53,823.79	3.5%	\$51,939.96	\$53,823.79	5%	\$51,132.60

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Bronner Group Service First BPA Pricing

Task Order Volume up to \$5M - 10% Discount		Task Order Volume Between \$5 - \$15M - 2% Discount				Task Order Volume Between \$15 - \$25M - 3.5% Discount				Task Order Volume Greater than \$25M - 5% Discount			
Contract Year One													
MOBIS Category	GSA Rate	Discount	DOI Price	GSA Rate	Discount	DOI Price	GSA Rate	Discount	DOI Price	GSA Rate	Discount	DOI Price	DOI Price
Project Director	\$264.84	10%	\$238.36	\$264.84	2%	\$259.54	\$264.84	3.5%	\$255.57	\$264.84	5%	\$251.60	\$251.60
Senior Strategist	\$206.00	10%	\$185.40	\$206.00	2%	\$201.88	\$206.00	3.5%	\$198.79	\$206.00	5%	\$195.70	\$195.70
Senior Management Consultant	\$206.00	10%	\$185.40	\$206.00	2%	\$201.88	\$206.00	3.5%	\$198.79	\$206.00	5%	\$195.70	\$195.70
Project Manager	\$206.00	10%	\$185.40	\$206.00	2%	\$201.88	\$206.00	3.5%	\$198.79	\$206.00	5%	\$195.70	\$195.70
Database Administrator	\$194.23	10%	\$174.81	\$194.23	2%	\$190.35	\$194.23	3.5%	\$187.43	\$194.23	5%	\$184.52	\$184.52
Management Consultant	\$194.23	10%	\$174.81	\$194.23	2%	\$190.35	\$194.23	3.5%	\$187.43	\$194.23	5%	\$184.52	\$184.52
System Architect	\$194.23	10%	\$174.81	\$194.23	2%	\$190.35	\$194.23	3.5%	\$187.43	\$194.23	5%	\$184.52	\$184.52
Training Consultant	\$176.58	10%	\$158.92	\$176.58	2%	\$173.05	\$176.58	3.5%	\$170.40	\$176.58	5%	\$167.75	\$167.75
Trainer	\$117.71	10%	\$105.94	\$117.71	2%	\$115.36	\$117.71	3.5%	\$113.59	\$117.71	5%	\$111.82	\$111.82
Training Assistant	\$100.07	10%	\$90.06	\$100.07	2%	\$98.07	\$100.07	3.5%	\$96.57	\$100.07	5%	\$95.07	\$95.07
Analyst	\$88.28	10%	\$79.45	\$88.28	2%	\$86.51	\$88.28	3.5%	\$85.19	\$88.28	5%	\$83.87	\$83.87
Administrative Support	\$58.86	10%	\$52.97	\$58.86	2%	\$57.68	\$58.86	3.5%	\$56.80	\$58.86	5%	\$55.92	\$55.92

Contract Year Two													
MOBIS Category	GSA Rate	Discount	DOI Price	DOI Price									
Project Director	\$272.79	10%	\$245.51	\$272.79	2%	\$267.33	\$272.79	3.5%	\$263.24	\$272.79	5%	\$259.15	\$259.15
Senior Strategist	\$212.18	10%	\$190.96	\$212.18	2%	\$207.94	\$212.18	3.5%	\$204.75	\$212.18	5%	\$201.57	\$201.57
Senior Management Consultant	\$212.18	10%	\$190.96	\$212.18	2%	\$207.94	\$212.18	3.5%	\$204.75	\$212.18	5%	\$201.57	\$201.57
Project Manager	\$212.18	10%	\$190.96	\$212.18	2%	\$207.94	\$212.18	3.5%	\$204.75	\$212.18	5%	\$201.57	\$201.57
Database Administrator	\$200.06	10%	\$180.05	\$200.06	2%	\$196.06	\$200.06	3.5%	\$193.06	\$200.06	5%	\$190.06	\$190.06
Management Consultant	\$200.06	10%	\$180.05	\$200.06	2%	\$196.06	\$200.06	3.5%	\$193.06	\$200.06	5%	\$190.06	\$190.06
System Architect	\$200.06	10%	\$180.05	\$200.06	2%	\$196.06	\$200.06	3.5%	\$193.06	\$200.06	5%	\$190.06	\$190.06
Training Consultant	\$181.87	10%	\$163.68	\$181.87	2%	\$178.23	\$181.87	3.5%	\$175.50	\$181.87	5%	\$172.78	\$172.78
Trainer	\$121.24	10%	\$109.12	\$121.24	2%	\$118.82	\$121.24	3.5%	\$117.00	\$121.24	5%	\$115.18	\$115.18
Training Assistant	\$103.07	10%	\$92.76	\$103.07	2%	\$101.01	\$103.07	3.5%	\$99.46	\$103.07	5%	\$97.92	\$97.92
Analyst	\$90.93	10%	\$81.84	\$90.93	2%	\$89.11	\$90.93	3.5%	\$87.75	\$90.93	5%	\$86.38	\$86.38
Administrative Support	\$60.62	10%	\$54.56	\$60.62	2%	\$59.41	\$60.62	3.5%	\$58.50	\$60.62	5%	\$57.59	\$57.59

Contract Year Three													
MOBIS Category	GSA Rate	Discount	DOI Price	DOI Price									
Project Director	\$280.97	10%	\$252.87	\$280.97	2%	\$275.35	\$280.97	3.5%	\$271.14	\$280.97	5%	\$266.92	\$266.92
Senior Strategist	\$218.54	10%	\$196.69	\$218.54	2%	\$214.17	\$218.54	3.5%	\$210.89	\$218.54	5%	\$207.61	\$207.61
Senior Management Consultant	\$218.54	10%	\$196.69	\$218.54	2%	\$214.17	\$218.54	3.5%	\$210.89	\$218.54	5%	\$207.61	\$207.61
Project Manager	\$218.54	10%	\$196.69	\$218.54	2%	\$214.17	\$218.54	3.5%	\$210.89	\$218.54	5%	\$207.61	\$207.61
Database Administrator	\$206.06	10%	\$185.45	\$206.06	2%	\$201.94	\$206.06	3.5%	\$198.85	\$206.06	5%	\$195.76	\$195.76
Management Consultant	\$206.06	10%	\$185.45	\$206.06	2%	\$201.94	\$206.06	3.5%	\$198.85	\$206.06	5%	\$195.76	\$195.76
System Architect	\$206.06	10%	\$185.45	\$206.06	2%	\$201.94	\$206.06	3.5%	\$198.85	\$206.06	5%	\$195.76	\$195.76
Training Consultant	\$187.33	10%	\$168.60	\$187.33	2%	\$183.58	\$187.33	3.5%	\$180.77	\$187.33	5%	\$177.96	\$177.96
Trainer	\$124.88	10%	\$112.39	\$124.88	2%	\$122.38	\$124.88	3.5%	\$120.51	\$124.88	5%	\$118.64	\$118.64
Training Assistant	\$106.16	10%	\$95.54	\$106.16	2%	\$104.04	\$106.16	3.5%	\$102.44	\$106.16	5%	\$100.85	\$100.85
Analyst	\$93.65	10%	\$84.29	\$93.65	2%	\$91.78	\$93.65	3.5%	\$90.37	\$93.65	5%	\$88.97	\$88.97
Administrative Support	\$62.44	10%	\$56.20	\$62.44	2%	\$61.19	\$62.44	3.5%	\$60.25	\$62.44	5%	\$59.32	\$59.32

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Contract Year Four

MOBIS Team	GSA Rate	Discount	DOI Price									
Project Director	\$289.40	10%	\$260.46	\$289.40	2%	\$283.61	\$289.40	3.5%	\$279.27	\$289.40	5%	\$274.93
Senior Strategist	\$225.10	10%	\$202.59	\$225.10	2%	\$220.60	\$225.10	3.5%	\$217.22	\$225.10	5%	\$213.85
Senior Management Consultant	\$225.10	10%	\$202.59	\$225.10	2%	\$220.60	\$225.10	3.5%	\$217.22	\$225.10	5%	\$213.85
Project Manager	\$225.10	10%	\$202.59	\$225.10	2%	\$220.60	\$225.10	3.5%	\$217.22	\$225.10	5%	\$213.85
Database Administrator	\$212.24	10%	\$191.02	\$212.24	2%	\$208.00	\$212.24	3.5%	\$204.81	\$212.24	5%	\$201.63
Management Consultant	\$212.24	10%	\$191.02	\$212.24	2%	\$208.00	\$212.24	3.5%	\$204.81	\$212.24	5%	\$201.63
System Architect	\$212.24	10%	\$191.02	\$212.24	2%	\$208.00	\$212.24	3.5%	\$204.81	\$212.24	5%	\$201.63
Training Consultant	\$192.95	10%	\$173.66	\$192.95	2%	\$189.09	\$192.95	3.5%	\$186.20	\$192.95	5%	\$183.30
Trainer	\$128.62	10%	\$115.76	\$128.62	2%	\$126.05	\$128.62	3.5%	\$124.12	\$128.62	5%	\$122.19
Training Assistant	\$109.35	10%	\$98.42	\$109.35	2%	\$107.16	\$109.35	3.5%	\$105.52	\$109.35	5%	\$103.88
Analyst	\$96.46	10%	\$86.81	\$96.46	2%	\$94.53	\$96.46	3.5%	\$93.08	\$96.46	5%	\$91.64
Administrative Support	\$64.32	10%	\$57.89	\$64.32	2%	\$63.03	\$64.32	3.5%	\$62.07	\$64.32	5%	\$61.10

Contract Year Five

MOBIS Team	GSA Rate	Discount	DOI Price									
Project Director	\$298.08	10%	\$268.27	\$298.08	2%	\$292.12	\$298.08	3.5%	\$287.65	\$298.08	5%	\$283.18
Senior Strategist	\$231.85	10%	\$208.67	\$231.85	2%	\$227.21	\$231.85	3.5%	\$223.74	\$231.85	5%	\$220.26
Senior Management Consultant	\$231.85	10%	\$208.67	\$231.85	2%	\$227.21	\$231.85	3.5%	\$223.74	\$231.85	5%	\$220.26
Project Manager	\$231.85	10%	\$208.67	\$231.85	2%	\$227.21	\$231.85	3.5%	\$223.74	\$231.85	5%	\$220.26
Database Administrator	\$218.61	10%	\$196.75	\$218.61	2%	\$214.24	\$218.61	3.5%	\$210.96	\$218.61	5%	\$207.68
Management Consultant	\$218.61	10%	\$196.75	\$218.61	2%	\$214.24	\$218.61	3.5%	\$210.96	\$218.61	5%	\$207.68
System Architect	\$218.61	10%	\$196.75	\$218.61	2%	\$214.24	\$218.61	3.5%	\$210.96	\$218.61	5%	\$207.68
Training Consultant	\$198.74	10%	\$178.87	\$198.74	2%	\$194.77	\$198.74	3.5%	\$191.78	\$198.74	5%	\$188.80
Trainer	\$132.48	10%	\$119.23	\$132.48	2%	\$129.83	\$132.48	3.5%	\$127.84	\$132.48	5%	\$125.86
Training Assistant	\$112.63	10%	\$101.37	\$112.63	2%	\$110.38	\$112.63	3.5%	\$108.69	\$112.63	5%	\$107.00
Analyst	\$99.36	10%	\$89.42	\$99.36	2%	\$97.37	\$99.36	3.5%	\$95.88	\$99.36	5%	\$94.39
Administrative Support	\$66.25	10%	\$59.63	\$66.25	2%	\$64.93	\$66.25	3.5%	\$63.93	\$66.25	5%	\$62.94

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