

Walker & Company, LLP

Small

Disadvantaged

Financial and Business Solutions

***SINs AWARDED: 520-7, 520-8, 520-9, 520-11,
520-12, 520-13, 520-14, 520-15, and 520-16,***

Contract: GS-23F-0286N

Contract Period: July 21, 2003 through July 20, 2008

Option Period: July 21, 2008 through July 20, 2013

Federal Supply Schedule Catalog

Walker & Company, LLP

4200 Wisconsin Avenue, NW

Suite 300

Washington, DC 20016

Ph: 202-363-9300 Fax: 202-363-0531

Contact: Karen Garner-Wing

Email: kgwing@walkerllp.com

Web Address: <http://www.walkerllp.com/>

Walker & Company, LLP

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Awarded Special Item Numbers (SINs)

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Walker & Company, LLP

Customer Information

1. SPECIAL ITEM NUMBERS AWARDED: 520-7, 520-8, 520-9, 520-11, 520-12, 520-13, 520-14, 520-15, and 520-16,
2. AWARDED PRICES: See Below.
3. PROMPT PAYMENT DISCOUNT: None
4. FOB: Destination
5. MINIMUM ORDER: \$300
1. MAXIMUM ORDER: \$1,000,000
2. CONTRACT PERIOD: July 21, 2003 to July 20, 2008 with three five-year options.
3. GEOGRAPHIC COVERAGE: National/International
4. POINT(S) OF PRODUCTION: Washington, DC
5. DISCOUNT FORM LIST PRICES OR STATEMENT OF NET PRICE: Net Price
6. QUANTITY DISCOUNTS: Negotiable
7. PROMPT PAYMENT TERMS: Net 30 days
8. GOVERNMENT PURCHASE CARD ACCEPTED AT BELOW MICRO-PURCHASE THRESHOLD: Yes
9. GOVERNMENT PURCHASE CARD ACCEPTED AT ABOVE MICRO-PURCHASE THRESHOLD: Yes
10. FOREIGN ITEMS: None
11. TIME OF DELIVERY: As agreed
12. EXPEDITED DELIVERY: As agreed

13. ORDERING ADDRESS(ES):	14. Payment address(es)
Walker & Company, LLP 4200 Wisconsin Avenue, NW, Suite 300 Washington, DC 20016 (202) 363-9300	Walker & Company, LLP 4200 Wisconsin Avenue, NW, Suite 300 Washington, DC 20016 (202) 363-9300

Walker & Company, LLP

15. 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).
16. WARRANTY PROVISION: Standard Commercial
17. EXPORT PACKING CHARGES: Not Applicable
18. TERMS AND CONDITIONS OF GOVERNMENT PURCHASE CARD ACCEPTANCE:
Net 30 Days
19. TERMS AND CONDITIONS OF RENTAL, MAINTENANCE, AND REPAIR: Not Applicable
20. TERMS AND CONDITIONS OF INSTALLATION: Not applicable
21. TERMS AND CONDITIONS OF REPAIR: Not applicable
22. TERMS AND CONDITIONS FOR ANY OTHER SERVICES: Determined by Individual Order
23. DATA UNIVERSAL NUMBER SYSTEM (DUNS) NUMBER: 78-5225822
24. CURRENT CENTRAL CONTRACTOR REGISTRATION (CCR): Registered.

Walker & Company, LLP

Background, Experience and Capabilities

After two decades in business, Walker & Company, LLP has built an exceptional reputation of top quality work with a variety of clients in the private and public sectors. We have emerged as one of Washington's preeminent full-service financial and business advisory consulting firms—a success we attribute to our unyielding efforts toward setting new standards of excellence in the accounting field.

Walker & Company is built on a solid foundation of accuracy, quality, and confidence. In 1984, Ronald P. Walker decided to up the ante on accounting services offered in the Washington, DC metropolitan area. He focused on creating a firm that could provide quality, proactive, and practical assurance and consultative services in every arena—from accounting and auditing to financial and business management. His objective was simple: produce accurate, quality results, allowing all of his clients to be confident in their decision-making skills, comfortable with their choices, and clear in their directions.

Today, this proud tradition continues at Walker & Company. As the benchmark for excellence in the accounting and financial service industry, the firm is recognized by its peers as one of the premier groups of financial experts in the Washington, DC metropolitan area and as one of the city's best CPA firms by *Washingtonian* magazine.

Excellence in process as well as outcome. *Innovative* thoughts and performance. Consistent focus on *integrity*. Firm *commitment* to staff, clients, and community. Strong *partnerships*. These are attributes that separate Walker & Company from its competitors. Our professional team consists of some of today's most astute financial minds—professionals with the right attitude, knowledge, and skills to offer clients competent technical business and practical advice.

We specialize in developing proactive, practical assurance and consultative services in accounting, auditing, and financial and business management for government agencies, non-profits and community organizations. Our clients include healthcare facilities, corporations, foundations, professional service firms, and venture capitalists.

Those with whom we work benefit from our advice on financial matters, which ranges from complex accounting and auditing analysis and reviews to business and information technology management services. We help to augment our clients' staff and resources by coupling an “outsider's” perspective with on-site workshops to ensure management systems and business processes are well designed, refined, and deployed to keep the pace as they grow and change.

Our services are personalized and custom-designed to help each client gain a better understanding of financial planning and management issues. We provide the tools and the knowledge to help them make informed decisions, capitalize on opportunities, maximize profitability, and improve bottom-line performance—in short; we design our services with client success in mind.

Walker & Company, LLP

Services

Assurance and Attestation

Our accounting and auditing practices adhere to the principles and standards established by the American Institute of Certified Public Accountants (AICPA), United States Government Accounting Office (GAO), Federal legislation, Office of Management and Budget (OMB), and U.S. Department of the Treasury guidelines. Our solutions are designed to help clients improve operating infrastructure and exceed their most lofty financial objectives.

- ?? **Financial Statement Audits.** We give assurance that your company's financial statements are fairly presented in accordance with generally accepted accounting principles.
- ?? **Attestation.** We attest to whether assertions about financial and other information can be relied upon to conform to representations.
- ?? **Compilation and Review Services.** We prepare un-audited financial statements, without our assurance on them.
- ?? **Financial Forecasts and Projections.** We outline and assist in the assessment of significant assumptions for everything from expected financial position to operating results and cash flow.
- ?? **Indirect Cost Analysis.** We examine cost structures and accounting practices, then present government contracting agencies with indirect costs incurred or projected during a contract or grant period.
- ?? **Internal Audit Support.** We collaborate with management or internal audit staff to examine key business and financial processes and ensure required compliance.

Taxation

Our Tax team has the experience, patience, and ingenuity to weed through the confusion and uncover solutions that benefit your company. Our services include:

- ✍ **Tax Planning and Preparation.** We prepare personal and business income tax returns and design customized financial strategies.
- ✍ **Investment or Tax Shelter Analysis.** We help clients make informed decisions about business and real estate transactions relative to current or proposed tax laws, regulations, and rulings.
- ✍ **Estate and Trust Planning.** We assist clients with tax and administrative issues.
- ✍ **Tax Audits.** We represent clients before the IRS, State, and local tax authorities, offering technical advice and support on issues relative to income, sales, and use taxation.
- ✍ **Tax Exempt Status.** We review documents and prepare required data for Federal and local authorities on behalf of qualified nonprofit organizations.
- ✍ **Entity Structuring.** We structure business entities including sole proprietorships, Limited Liability Partnerships (LLP), Limited Liability Companies (LLC), and corporations.
- ✍ **Personal Financial Planning.** We ensure that your financial goals and objectives are based upon sound advice and realistic assumptions about savings and investments.

Information Technology

Whether fine-tuning or changing your administrative, financial, or management information systems, our Information Technology experts provide current knowledge-based guidance to improve your systems. Skilled in designing systems that will improve information and operations management, test data security adequacy, and enhance management control procedures, our team can help facilitate meeting your operation efficiency goals.

Walker & Company, LLP

- ✍ **Planning and Evaluation.** We review strategic systems planning processes, conduct feasibility studies on cost effective alternatives, and evaluate hardware and software.
- ✍ **Rapid Application Development (RAD).** We help organizations create systems and processes demanding precise integration for business planning, systems development, and field implementation.
- ✍ **Information Systems Development Support.** We assist large-scale system development projects using state-of-the-art CASE tools. These valuable tools provide technical expertise in developing life-cycles, such as review of new or converted system module designs, programming of assigned modules, development and implementation of the test plans consistent with systems requirements, provision of necessary on-line or manual documentation, and installation of modules. This includes system configuration, implementation, scheduling, system rollout, and post-implementation problem identification and resolution.
- ✍ **Database Design and Development.** We utilize the latest system design and development tools, along with cutting edge architectures to devise database structures that operate with primary applications to support strategic functions—these include executive information systems, data warehouse structures or data mining operations necessary to address internal management priorities or respond to external market pressures.
- ✍ **Financial Management System, Internal Control, and Computer Security Reviews.** We analyze capabilities of manual or computerized internal and administrative control procedures to safeguard financial, personnel, time and material, and information assets consistent with applicable security and integrity guidelines of the American Institute of Certified Public Accountants (AICPA) Software Engineering Institute (SEI) and Office of Management and Budget (OMB).

Management and Outsourcing Advisory Services

Our clients benefit from our comprehensive and holistic approach to building operational infrastructures that not only work, but also work well. We listen to the facts and issues and analyze your strengths, weaknesses, threats, and opportunities, before strategically proposing ways to help your institution or company operate at peak efficiency or maximum profitability.

- ✍ **Business Process Redesigns.** We analyze workflow processes, incorporate administrative and program information systems, and establish measurable goals for innovative structural solutions.
- ✍ **Strategic Planning.** We identify and analyze factors affecting your business or organization, then help you set and refine goals, objectives, and priorities to ensure maximum organizational performance.
- ✍ **Financial Advisory Services.** We prepare financial modeling and deal structuring, develop business plans and market analyses, design organizational infrastructures, and conduct financial analysis for mergers or acquisitions.
- ✍ **Organizational Improvement.** We ensure systems are performing at their peak by analyzing facts, examining data, and establishing effective evaluation criteria.
- ✍ **Government Services.** Walker & Company's Government Services Team consults exclusively with Government clients on issues related to financial management. We conduct financial training and management oversight reviews, and offer technical assistance and financial capacity assessment.
- ✍ **Outsourcing Advisory.** Our Outsourcing Advisory Practice offers clients a fresh perspective on customer service and issues that affect their bottom line, and provides knowledge-based comptroller and operations management services, particularly to government clients.

**FINANCIAL AND BUSINESS SOLUTIONS SCHEDULE
LIST OF SPECIAL ITEM NUMBERS**

SIN: 520-7 Financial and Performance Audits

SIN: 520-8 Complementary Audit Services

SIN: 520-9 Recovery Audits

SIN: 520-11 Accounting

SIN: 520-12 Budgeting

SIN: 520-13 Complementary Financial Management Services

SIN: 520-14 Financial and Audit Training Services

SIN: 520-15 Outsourcing Recurring Commercial Activities for Financial Management Services

SIN: 520-16 Business Information Services

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**North American Industry Classification System
(NAICS)**

- 5412 Accounting, Tax Preparation, Bookkeeping, and Payroll Services
- 54121 Accounting, Tax Preparation, Bookkeeping, and Payroll Services
- 541211 Offices of Certified Public Accountants
- 541213 Tax Preparation Services
- 541214 Payroll Services
- 541219 Other Accounting Services
- 54161 Management Consulting Services

Walker & Company, LLP

FINANCIAL AND BUSINESS SOLUTIONS PRICE LIST

SIN: 520-7 Financial and Performance Audits

LABOR CATEGORY	GSA Price Rates/Hr. 7/21/2003 – 7/20/				
	2004	2005	2006	2007	2008
Partner	\$147.38	\$152.54	\$157.88	\$163.40	\$169.12
Sr. Consulting Analyst	\$134.97	\$139.69	\$144.58	\$149.64	\$154.88
Sr. Manager	\$122.40	\$126.68	\$131.12	\$135.71	\$140.46
Project Director	\$117.37	\$121.48	\$125.73	\$130.13	\$134.68
Manager	\$101.00	\$104.54	\$108.19	\$111.98	\$115.90
Supervisory Accountant	\$82.98	\$85.88	\$88.89	\$92.00	\$95.22
Sr. Accountant II	\$78.76	\$81.52	\$84.37	\$87.32	\$90.38
Sr. Accountant I	\$74.91	\$77.53	\$80.25	\$83.05	\$85.96
Network Administrator	\$62.16	\$64.34	\$66.59	\$68.92	\$71.33
Staff Accountant II	\$65.65	\$67.95	\$70.33	\$72.79	\$75.33
Staff Accountant I	\$59.27	\$61.34	\$63.49	\$65.71	\$68.01
Associate Accountant II	\$45.45	\$47.04	\$48.69	\$50.39	\$52.15
Associate Accountant I	\$36.69	\$37.97	\$39.30	\$40.68	\$42.10
Sr. Accounting Technician	\$44.17	\$45.72	\$47.32	\$48.97	\$50.69
Accounting Technician	\$31.79	\$32.87	\$34.02	\$35.21	\$36.45
Project Adm. Assist.	\$73.37	\$75.94	\$78.60	\$81.35	\$84.19
Clerical I	\$23.77	\$24.60	\$25.46	\$26.35	\$27.28

Walker & Company, LLP

FINANCIAL AND BUSINESS SOLUTIONS PRICE LIST

SIN: 520-8 Complementary Audit Services

LABOR CATEGORY	GSA Price Rates/Hr. 7/21/2003 – 7/20/				
	2004	2005	2006	2007	2008
Partner	\$147.38	\$152.54	\$157.88	\$163.40	\$169.12
Sr. Consulting Analyst	\$134.97	\$139.69	\$144.58	\$149.64	\$154.88
Sr. Manager	\$122.40	\$126.68	\$131.12	\$135.71	\$140.46
Project Director	\$117.37	\$121.48	\$125.73	\$130.13	\$134.68
Manager	\$101.00	\$104.54	\$108.19	\$111.98	\$115.90
Supervisory Accountant	\$82.98	\$85.88	\$88.89	\$92.00	\$95.22
Sr. Accountant II	\$78.76	\$81.52	\$84.37	\$87.32	\$90.38
Sr. Accountant I	\$74.91	\$77.53	\$80.25	\$83.05	\$85.96
Network Administrator	\$62.16	\$64.34	\$66.59	\$68.92	\$71.33
Staff Accountant II	\$65.65	\$67.95	\$70.33	\$72.79	\$75.33
Staff Accountant I	\$59.27	\$61.34	\$63.49	\$65.71	\$68.01
Associate Accountant II	\$45.45	\$47.04	\$48.69	\$50.39	\$52.15
Associate Accountant I	\$36.69	\$37.97	\$39.30	\$40.68	\$42.10
Sr. Accounting Technician	\$44.17	\$45.72	\$47.32	\$48.97	\$50.69
Accounting Technician	\$31.79	\$32.87	\$34.02	\$35.21	\$36.45
Project Adm. Assist.	\$73.37	\$75.94	\$78.60	\$81.35	\$84.19
Clerical I	\$23.77	\$24.60	\$25.46	\$26.35	\$27.28

Walker & Company, LLP

FINANCIAL AND BUSINESS SOLUTIONS PRICE LIST

SIN: 520-9 Recovery Audits

LABOR CATEGORY	GSA Price Rates/Hr.				
	7/21/2003 – 7/20/				
	2004	2005	2006	2007	2008
Partner	\$147.38	\$152.54	\$157.88	\$163.40	\$169.12
Sr. Consulting Analyst	\$134.97	\$139.69	\$144.58	\$149.64	\$154.88
Sr. Manager	\$122.40	\$126.68	\$131.12	\$135.71	\$140.46
Project Director	\$117.37	\$121.48	\$125.73	\$130.13	\$134.68
Manager	\$101.00	\$104.54	\$108.19	\$111.98	\$115.90
Supervisory Accountant	\$82.98	\$85.88	\$88.89	\$92.00	\$95.22
Sr. Accountant II	\$78.76	\$81.52	\$84.37	\$87.32	\$90.38
Sr. Accountant I	\$74.91	\$77.53	\$80.25	\$83.05	\$85.96
Network Administrator	\$62.16	\$64.34	\$66.59	\$68.92	\$71.33
Staff Accountant II	\$65.65	\$67.95	\$70.33	\$72.79	\$75.33
Staff Accountant I	\$59.27	\$61.34	\$63.49	\$65.71	\$68.01
Associate Accountant II	\$45.45	\$47.04	\$48.69	\$50.39	\$52.15
Associate Accountant I	\$36.69	\$37.97	\$39.30	\$40.68	\$42.10
Sr. Accounting Technician	\$44.17	\$45.72	\$47.32	\$48.97	\$50.69
Accounting Technician	\$31.79	\$32.87	\$34.02	\$35.21	\$36.45
Project Adm. Assist.	\$73.37	\$75.94	\$78.60	\$81.35	\$84.19
Clerical I	\$23.77	\$24.60	\$25.46	\$26.35	\$27.28

Walker & Company, LLP

FINANCIAL AND BUSINESS SOLUTIONS PRICE LIST

SIN: 520-11 Accounting

LABOR CATEGORY	GSA Price Rates/Hr.				
	7/21/2003 – 7/20/				
	2004	2005	2006	2007	2008
Partner	\$147.38	\$152.54	\$157.88	\$163.40	\$169.12
Sr. Consulting Analyst	\$134.97	\$139.69	\$144.58	\$149.64	\$154.88
Sr. Manager	\$122.40	\$126.68	\$131.12	\$135.71	\$140.46
Project Director	\$117.37	\$121.48	\$125.73	\$130.13	\$134.68
Manager	\$101.00	\$104.54	\$108.19	\$111.98	\$115.90
Supervisory Accountant	\$82.98	\$85.88	\$88.89	\$92.00	\$95.22
Sr. Accountant II	\$78.76	\$81.52	\$84.37	\$87.32	\$90.38
Sr. Accountant I	\$74.91	\$77.53	\$80.25	\$83.05	\$85.96
Network Administrator	\$62.16	\$64.34	\$66.59	\$68.92	\$71.33
Staff Accountant II	\$65.65	\$67.95	\$70.33	\$72.79	\$75.33
Staff Accountant I	\$59.27	\$61.34	\$63.49	\$65.71	\$68.01
Associate Accountant II	\$45.45	\$47.04	\$48.69	\$50.39	\$52.15
Associate Accountant I	\$36.69	\$37.97	\$39.30	\$40.68	\$42.10
Sr. Accounting Technician	\$44.17	\$45.72	\$47.32	\$48.97	\$50.69
Accounting Technician	\$31.79	\$32.87	\$34.02	\$35.21	\$36.45
Project Adm. Assist.	\$73.37	\$75.94	\$78.60	\$81.35	\$84.19
Clerical I	\$23.77	\$24.60	\$25.46	\$26.35	\$27.28

Walker & Company, LLP

FINANCIAL AND BUSINESS SOLUTIONS PRICE LIST

SIN: 520-12 Budgeting

SIN: 520-13 Complementary Financial Management Services

LABOR CATEGORY	GSA Price Rates/Hr.				
	7/21/2003 – 7/20/				
	2004	2005	2006	2007	2008
Partner	\$147.38	\$152.54	\$157.88	\$163.40	\$169.12
Sr. Consulting Analyst	\$134.97	\$139.69	\$144.58	\$149.64	\$154.88
Sr. Manager	\$122.40	\$126.68	\$131.12	\$135.71	\$140.46
Project Director	\$117.37	\$121.48	\$125.73	\$130.13	\$134.68
Manager	\$101.00	\$104.54	\$108.19	\$111.98	\$115.90
Supervisory Accountant	\$82.98	\$85.88	\$88.89	\$92.00	\$95.22
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Network Administrator	\$62.16	\$64.34	\$66.59	\$68.92	\$71.33
Staff Accountant II	\$65.65	\$67.95	\$70.33	\$72.79	\$75.33
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Associate Accountant II	\$45.45	\$47.04	\$48.69	\$50.39	\$52.15
Associate Accountant I	\$36.69	\$37.97	\$39.30	\$40.68	\$42.10
Sr. Accounting Technician	\$44.17	\$45.72	\$47.32	\$48.97	\$50.69
Accounting Technician	\$31.79	\$32.87	\$34.02	\$35.21	\$36.45
Project Adm. Assist.	\$73.37	\$75.94	\$78.60	\$81.35	\$84.19
Clerical I	\$23.77	\$24.60	\$25.46	\$26.35	\$27.28

Walker & Company, LLP

FINANCIAL AND BUSINESS SOLUTIONS PRICE LIST

SIN: 520-14 Financial and Audit Training Services

LABOR CATEGORY	GSA Price Rates/Hr. 7/21/2003 – 7/20/				
	2004	2005	2006	2007	2008
Partner	\$147.38	\$152.54	\$157.88	\$163.40	\$169.12
Sr. Consulting Analyst	\$134.97	\$139.69	\$144.58	\$149.64	\$154.88
Sr. Manager	\$122.40	\$126.68	\$131.12	\$135.71	\$140.46
Project Director	\$117.37	\$121.48	\$125.73	\$130.13	\$134.68
Manager	\$101.00	\$104.54	\$108.19	\$111.98	\$115.90
Supervisory Accountant	\$82.98	\$85.88	\$88.89	\$92.00	\$95.22
Sr. Accountant II	\$78.76	\$81.52	\$84.37	\$87.32	\$90.38
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Sr. Accounting Technician	\$44.17	\$45.72	\$47.32	\$48.97	\$50.69
Accounting Technician	\$31.79	\$32.87	\$34.02	\$35.21	\$36.45
Project Adm. Assist.	\$73.37	\$75.94	\$78.60	\$81.35	\$84.19
Clerical I	\$23.77	\$24.60	\$25.46	\$26.35	\$27.28

Walker & Company, LLP

FINANCIAL AND BUSINESS SOLUTIONS PRICE LIST

SIN: 520-15 Outsourcing Recurring Commercial Activities for Financial Management Services

LABOR CATEGORY	GSA Price Rates/Hr.				
	7/21/2003 – 7/20/				
	2004	2005	2006	2007	2008
Partner	\$147.38	\$152.54	\$157.88	\$163.40	\$169.12
Sr. Consulting Analyst	\$134.97	\$139.69	\$144.58	\$149.64	\$154.88
Sr. Manager	\$122.40	\$126.68	\$131.12	\$135.71	\$140.46
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Network Administrator	\$62.16	\$64.34	\$66.59	\$68.92	\$71.33
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Sr. Accounting Technician	\$44.17	\$45.72	\$47.32	\$48.97	\$50.69
Accounting Technician	\$31.79	\$32.87	\$34.02	\$35.21	\$36.45
Project Adm. Assist.	\$73.37	\$75.94	\$78.60	\$81.35	\$84.19
Clerical I	\$23.77	\$24.60	\$25.46	\$26.35	\$27.28

Walker & Company, LLP

FINANCIAL AND BUSINESS SOLUTIONS PRICE LIST

SIN: 520-16 Business Information Services

LABOR CATEGORY	GSA Price Rates/Hr.				
	7/21/2003 – 7/20/				
	2004	2005	2006	2007	2008
Partner	\$147.38	\$152.54	\$157.88	\$163.40	\$169.12
Sr. Consulting Analyst	\$134.97	\$139.69	\$144.58	\$149.64	\$154.88
Sr. Manager	\$122.40	\$126.68	\$131.12	\$135.71	\$140.46
Project Director	\$117.37	\$121.48	\$125.73	\$130.13	\$134.68
Manager	\$101.00	\$104.54	\$108.19	\$111.98	\$115.90
Supervisory Accountant	\$82.98	\$85.88	\$88.89	\$92.00	\$95.22
Sr. Accountant II	\$78.76	\$81.52	\$84.37	\$87.32	\$90.38
Sr. Accountant I	\$74.91	\$77.53	\$80.25	\$83.05	\$85.96
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Staff Accountant II	\$65.65	\$67.95	\$70.33	\$72.79	\$75.33
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Associate Accountant I	\$36.69	\$37.97	\$39.30	\$40.68	\$42.10
Sr. Accounting Technician	\$44.17	\$45.72	\$47.32	\$48.97	\$50.69
Accounting Technician	\$31.79	\$32.87	\$34.02	\$35.21	\$36.45
Project Adm. Assist.	\$73.37	\$75.94	\$78.60	\$81.35	\$84.19
Clerical I	\$23.77	\$24.60	\$25.46	\$26.35	\$27.28

Walker & Company, LLP

Selected Clients Served

Client: U.S. Department of Transportation-Federal Transit Administration

Challenge

The U.S. Department of Transportation Federal Transit Administration (FTA) dealt with a significant financial risk involving one of the transit agencies it funded to build or improve transportation systems. The grantee's system costs were overrun and not meeting anticipated completion dates. The FTA engaged Walker & Company to review the grantee's financial plans to ensure financial projections were realistic and that the grantee would be able to meet its financial commitments.

Strategy

We knew from the start that technical proficiency and political diplomacy was key to resolving this issue, so we wore two hats—communication liaisons and financial management experts. Walker & Company immediately obtained full cooperation of federal and local officials involved in the analysis of all project-financing plans. Through meetings and correspondence, we acquired the information and underlying assumptions used in the financial plans. After careful inspection of the situation, Walker & Company reviewed and critiqued revenue and financing assumptions, key economic indicators, and sensitivity analyses of changes in significant assumption variables.

Results

Based in part on our report to FTA, the grantee was given funding to construct the project. Since then, two major operating segments have opened on time and within the cost parameters outlined in the financial plan.

Walker & Company, LLP

Client: U.S. Department of Housing and Urban Development

The Federal Housing Administration (“FHA”), an agency of the U.S. Department of Housing and Urban Development, insures mortgage lenders against default on residential mortgages of low-to-moderate-income families. FHA insures loans, compensating the lender when a borrower defaults. Because the lender is protected by this insurance, it can offer mortgages to prospective homeowners who might otherwise be ineligible. The lenders originate and underwrite mortgage loans to the borrowers and select the appraisers to estimate the value of the properties. HUD assumes 100 percent of the risks for mortgages it insured and reviews authorized lenders and appraisers on their performance.

Challenge

The Single Family Insurance Operations Division is responsible for providing customer service to mortgagors in need of insurance premium refund payments. When an FHA insured single family mortgage is terminated for reasons other than a claim payment, the mortgagor (homebuyer) may be due a refund of unearned premiums or distributive shares. Since the mortgagor is likely not to be living in the mortgaged property after termination, the Department had been unable to locate hundreds of thousands of persons due a refund. Unpaid refunds fall into two categories – over two years old and under two years old. Mortgagor information the older premiums covered under the Freedom of Information Act (FOIA) is accessible by the public. Skip tracers access these information files and contact persons to help obtain refunds for a fee.

In late 2002 there were 348,000 un-located persons who were due refunds in excess of \$300 million. The Secretary of HUD was concerned about this getting out of control in a low interest, high refinancing rate environment. These persons needed to be rapidly located and paid their refunds after presentation of supporting documentation.

Solution

Walker & Company, LLP obtains data from HUD that provides preliminary mortgagor information. We begin with this information and use state-of-the-art technology to load, batch and sort data for computer and telephone verification. Our staff uses a compilation of proprietary databases to verify customer identities and location using public records and commercially available data sources and consumer information. Once former mortgagor is located, a telephone call is made to provide them with the information and resources needed to obtain their insurance premium refund. Walker and Company utilizes telecommunications and computer equipment specifically configured for locating large numbers of borrowers. We have developed an on-line database to manage the projects massive quantities of data so that locator effectiveness is assured. We have been able to successfully merge HUD data and our own technology to effectively and efficiently locate thousands of former FHA mortgagors who are owed an insurance premium refund.

Benefits

Since beginning work on this task order, Walker & Company has completed locator reports on 277,000 former FHA mortgagors who are due insurance premium refunds exceeding \$180 million. These services have provided a benefit not only to those individuals who receive the refund, but is enabling HUD to reconcile its mortgage insurance fund accounts which have shown significant sums of money owed but not paid form many years.

Walker & Company, LLP

Client: District of Columbia Office of the Recorder of Deeds

The Office of Recorder of Deeds (ROD) gives official notice of all recordings relating to right, title, and interest in real and personal property records and other documents related to personal debt and obligations are filed with this agency including Federal and District of Columbia Tax Liens, Mechanics Liens, Judgments, and Hospital Liens. The office also records service discharge documents for members of the Armed Forces. This office performs all requisite services connected therewith, including maintenance and proper custody of all the records, papers, and property appertaining to the office, as well as making this information accessible to the public in a timely fashion.

ROD is also responsible for the collection of approximately \$70 million in annual revenue for the administration of the Recordation and Transfer taxes for the District of Columbia. Functions include determination of taxability, eligibility for exemptions, issuance of binding written revenue rulings, information telephone consultation, issuance of final agency administrative decisions on tax protest hearings, and promulgation of rulemaking with regard to taxation and fees administered by the Office of the Recorder of Deeds.

Challenge

The ROD required the services of a support contractor to develop a software acceptance methodology to be used by the contractor and ROD to perform independent Software Verification Acceptance and Reporting (SVAR) on the system development and acquisition support contract for OTR. The newly developed and installed system must fully support ROD land records and General Documents management needs including maintenance and proper custody and timely electronic access to all records maintained. In this solicitation ROD stated several objectives for the Automated Records Management System as follows:

- ? Electronic access to all records dating from 1973
- ? A more efficient ROD processing work flow
- ? Effective interface with new systems in OTR including:
 - o Integrated Tax System (ITS)
 - o Computer Assisted Mass Appraisal (CAMA)
 - o General Information System (GIS)
 - o Financial Management System (FMS)
 - o Compatible architectures and data acceptance

Solution

Walker & Company reviewed the connectivity analysis performed by the SDAS Contractor between the ROD system, the CAMA system and the ITS system to ensure a seamless integration of all of the systems. The ROD system will be developed in a manner which effectuates the flow of data from the ROD system to feed into the ITS and CAMA and FMS systems ensuring compatibility of architectures. We also reviewed the conversion of ROD data, and test the conversion to insure and verify compatibility and acceptance of data as it feeds into the ITS, CAMA and FMS systems.

We reviewed the application of BPR methodologies such as quality assurance, configuration management, work breakdown structures, etc. that will modernize and reengineer District tax and land records management processing to gain the maximum benefits from the systems acquired.

We verified the testing of the complete system from project commencement to completion. The system acceptance testing includes pre-installation pilot testing, in which major system components are tested for

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functionality and reliability with a subset of the ROD user population. A review of the full test of system functionality and availability for 30 consecutive days followed the successful pilot test.

Benefits

Walker & Company established an Independent Verification and Acceptance Reporting (**IVAR**) Project structure that met the requirements with the minimum number of personnel, while virtually eliminating risk.

We provided an Acceptance Methodology document – this methodology provides the benefit of a blueprint for a software verification acceptance and reporting (SVAR) document, which explains expectations, the review and evaluation procedure, provides verification checklist, and references for this project, with ROD and OTR policies, procedures, standards and guidelines.

Problem Tracking Report – this report provides the benefit of a report that immediately informs managers and technical personnel of any problems that may arise. This report reduces the possible of project failure with system essential information needed for project success

Verification and Validation Plan – documented information on critical system verification and validation parameters required for system level testing. This plan includes previous test cases with results, and shall form the basis for system functionality verification and validation testing. Manager will have documented information on test scripts, test case preparation guidelines, data capture requirements, and specific instruction on logging and retention of results.

Archive CM Files – documentation of all configuration management files to be used for review of system specifications and interfaces with other systems. This documentation provides a means of traceability for future requirements or system changes.