



DEPARTMENT OF VETERANS AFFAIRS
Veterans Health Administration
Washington DC 20420

January 11, 2006

In Reply Refer To:

Mr. Michael Collins _____

Dear Mr. Collins:

This is in response to your Freedom of Information Act (FOIA) request dated December 20, 2005 in which you asked for a copy of the Price Waterhouse Coopers (PWC) contract with the Department of Veterans Affairs (VA) related to the Capital Asset Realignment for Enhanced Services (CARES) program. Your request was received in my office on January 9, 2006.

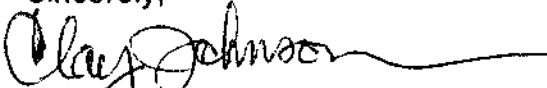
We have enclosed the releasable requested records. However, all privileged or confidential commercial or financial information obtained from a person has been withheld under FOIA Exemption 4, [5 U.S.C. § 552 (b)(4)]. A total of 21 pages have been withheld in their entirety under FOIA Exemption 4 as cited above.

Your request was processed by the undersigned. You may appeal the determination made in this response to:

General Counsel (024)
Department of Veterans Affairs
810 Vermont Avenue, N.W.
Washington, D.C. 20420

If you should choose to file an appeal, please include a copy of this letter with your appeal and clearly indicate why you disagree with our determination.

Sincerely,


Clay Johnson
VHA FOIA Officer

Enclosure

In Response to RFP: 776-04-241

Capital Asset Realignment for Enhanced Services (CARES) Business Plan Studies

Volume II
Revised Final Offer Price Proposal

December 13, 2004

Submitted to:

Sadya M. Armstrong
Contracting Officer
Department of Veterans Affairs
Cleveland Business Center (CBC-A)
Building 3, Second Floor
10000 Brecksville Road
Brecksville, OH 44141

Dr. Susan Pendergrass
Director of Office of Strategic Initiatives
810 Vermont Avenue
Washington, D.C.

Submitted by:

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↓
[REDACTED]
PricewaterhouseCoopers LLP
1301 K Street NW
Washington, D.C. 20005
202-414-1844
[REDACTED]

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed - in whole or in part-for any purpose other than to evaluate PricewaterhouseCoopers LLP's proposal submitted on behalf of Veterans Affairs Capital Asset Realignment for Enhanced Services (CARES) requirement. If, however, a contract is awarded to this offeror as a result of - or in connection with - the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction.

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1.0 INTRODUCTION

This Price Proposal provides understanding and insight into the Team PwC solution assumptions and pricing.

Team PwC has discounted its GSA Management, Organizational and Business Improvement Services (MOBIS) Schedule rates by 49.05% to offer the Department of Veterans Affairs a very competitive price for the level of effort and seniority of the team required for this high profile, most-important, and challenging study.

Team PwC analyzed and processed detailed data providing visibility into the pricing as required by the RFP. The structure

Team PwC analyzed and processed detailed data for pricing

travels to each site with specialized planning teams as required. Other expenses include production and printing of reports and meeting materials, and website development and maintenance.

Specifically the Price Volume sections following this introduction are:

[Redacted]

[Redacted]

Project Management, Stakeholder Management, and Issue Resolution are also included in the labor estimates.

Travel and other expenses are included in this volume as a separate section. Team PwC

The PwC GSA MOBIS schedule is the reference for the Team PwC labor categories.

Other information includes the Representations and Certifications and any other data that is pertinent to the proposal.

PwC GSA MOBIS Schedule (Contract# GS-10F-0456N)

Labor Category	Schedule Rate (Fy 2005)	Discount	Offered Rate
Partner	\$ 412.89		\$
Functional Specialist/Facilitator	\$ 337.16		\$
Manager II	\$ 283.21		\$
Management Analyst	\$ 199.18		\$
Cost Analyst	\$ 199.18		\$
Associate	\$ 134.87		\$
Interviewer/Document Processor	\$ 73.65		\$





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2.0 PRICING ASSUMPTIONS

The following is a summary of Team PwC's pricing

[REDACTED]

[REDACTED]

[REDACTED]



3.0 LABOR CATEGORY DESCRIPTIONS

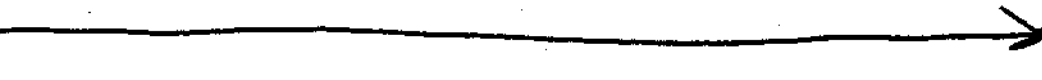
*GSA MOBIS
Labor
Category*

Labor Category Description

Partner	Experience of ten or more years. An advanced degree may be substituted for equivalent years of experience. Has overall responsibility for projects. Possesses expertise in change management, strategic planning, quality management, financial and administrative systems, or related fields.
Functional Specialist/Facilitator	Experience of eight or more years. An advanced degree may be substituted for equivalent years of experience. Has overall responsibility for project management of large projects, methodology and team performance. Experience in business systems consulting, logistics management, strategic planning, business process reengineering, change management, and/or other management or operational consulting.
Manager-II	Experience of five or more years. An advanced degree may be substituted for equivalent years of experience. Holds a four-year degree from an accredited college/university, or greater. Experience in total quality management, quality assessment, change management, activity based management and/or other management or operational consulting.
Management Analyst	Experience of three or more years. An advanced degree may be substituted for equivalent years of experience. Holds a four-year degree from an accredited college/university, or greater. Is responsible for preparing and delivering briefings, leading discussions, motivating personnel and conducting workshops and seminars. Possesses specialized knowledge, such as, analytical and evaluative methods and techniques concerning the efficiency and effectiveness of various program's operations, management practices, organizational theory and structure, as well as, database management and IT resource management/acquisition.
Cost Analyst	Experience of three or more years. An advanced degree may be substituted for equivalent years of experience. Holds a four-year degree from an accredited college/university, or greater. Reviews, analyzes and evaluates financial management processes within an organization, as well as identifies and corrects transactions. Develops and applies finance and accounting processes in order to maintain or improve the efficiency of continuing or new processes.
Associate	Experience of one or more years. An advanced degree may be substituted for equivalent years of experience. Holds a four-year degree from an accredited college/university, or greater. Performs data collection, materials development roles and other tasks relevant to client projects. Experience in total quality management, benchmarking, business process reengineering and/or other management or operational consulting.
Administrative Support	Holds an Associate degree from an accredited college/university. Some college level courses, technical training or appropriate years of experience in a relevant field may be substituted for an Associate degree. Provides general computer, financial, editing, word-processing, graphics, and administrative support for project teams.

1 CARES 115

PwC Labor Categories (Contract# GS-10F-0466N)



PLANNING PHASE
 STAGE I
 STAGE II

PLANNING PHASE
 STAGE I
 STAGE II

PLANNING PHASE
 STAGE I
 STAGE II

PLANNING PHASE
 STAGE I
 STAGE II

Shipping Totals
 Cost Air tickets (C)
 Car Hire / Truck (C)
 Other Travel (C)
 \$ Per Diem
 Cost Per Diem (C)

Pub. Period, Frequency, Vol.
 Title Field
 SEA Date
 Cost for shipping/return
 Expenses for mailing/return
 Expenses for printing for Business Plans
 Environmental Database Search
 Miscellaneous Other Direct Costs

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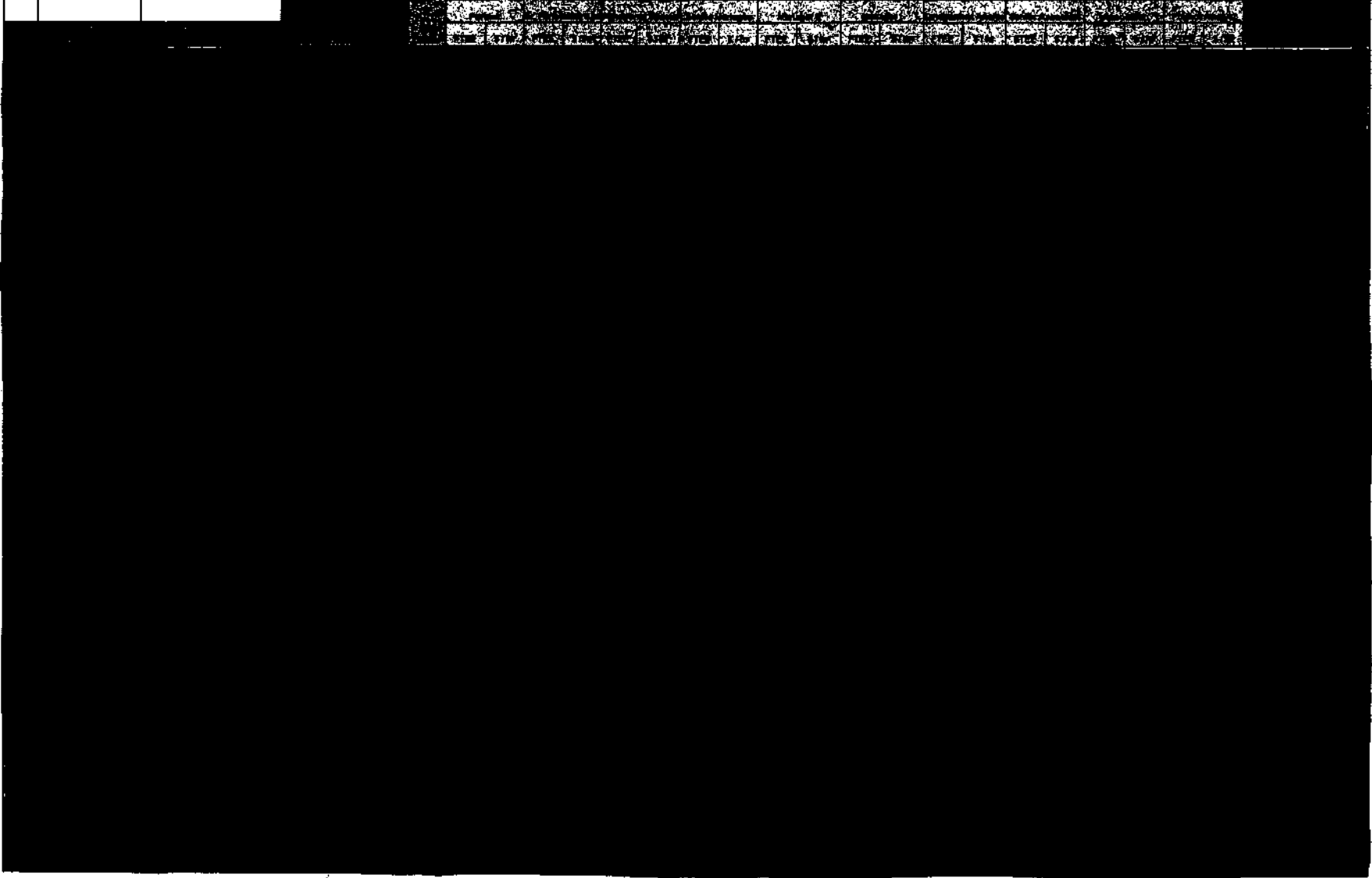


Sr. Functional Specialist	Sr. Functional Specialist
Functional Specialist	Functional Specialist
Sr Managers	Snr Managers
Manager II	Manager II
Manager I	Manager I
Management Analyst	Management Analyst
Senior Associate	Senior Associate
Associate	Associate
	Partner I
	Snr Managers
	Manager II
Manager I	Manager I
Associate	Associate
Project Analyst	Project Analyst
	Snr Managers
	Snr Managers
	Snr Managers
Senior Associate	Senior Associate
Associate	Associate
	Senior Manager
	Senior Manager
	Senior Manager
	Senior Manager
	Senior Manager
	Senior Manager
	Senior Manager
	Senior Manager
Senior Associate	Senior Associate
Associate	Associate
	Partner
	Partner
	Partner
	Partner
	Partner
	Partner
Sr. Functional Specialists	Sr. Functional Specialist
Functional Specialists	Functional Specialists
Snr Managers	Snr Managers
Manager II	Manager II
Manager I	Manager I
Management Analyst	Management Analyst
Senior Associate	Senior Associate
Associate	Associate
	Partner I
	Snr Managers
	Manager II
Manager I	Manager I
Associate	Associate
Project Analyst	Project Analyst
	Snr Managers
	Snr Managers
	Snr Managers
Senior Associate	Senior Associate
Associate	Associate

TOTAL

██████ = coordination and site leadership only.

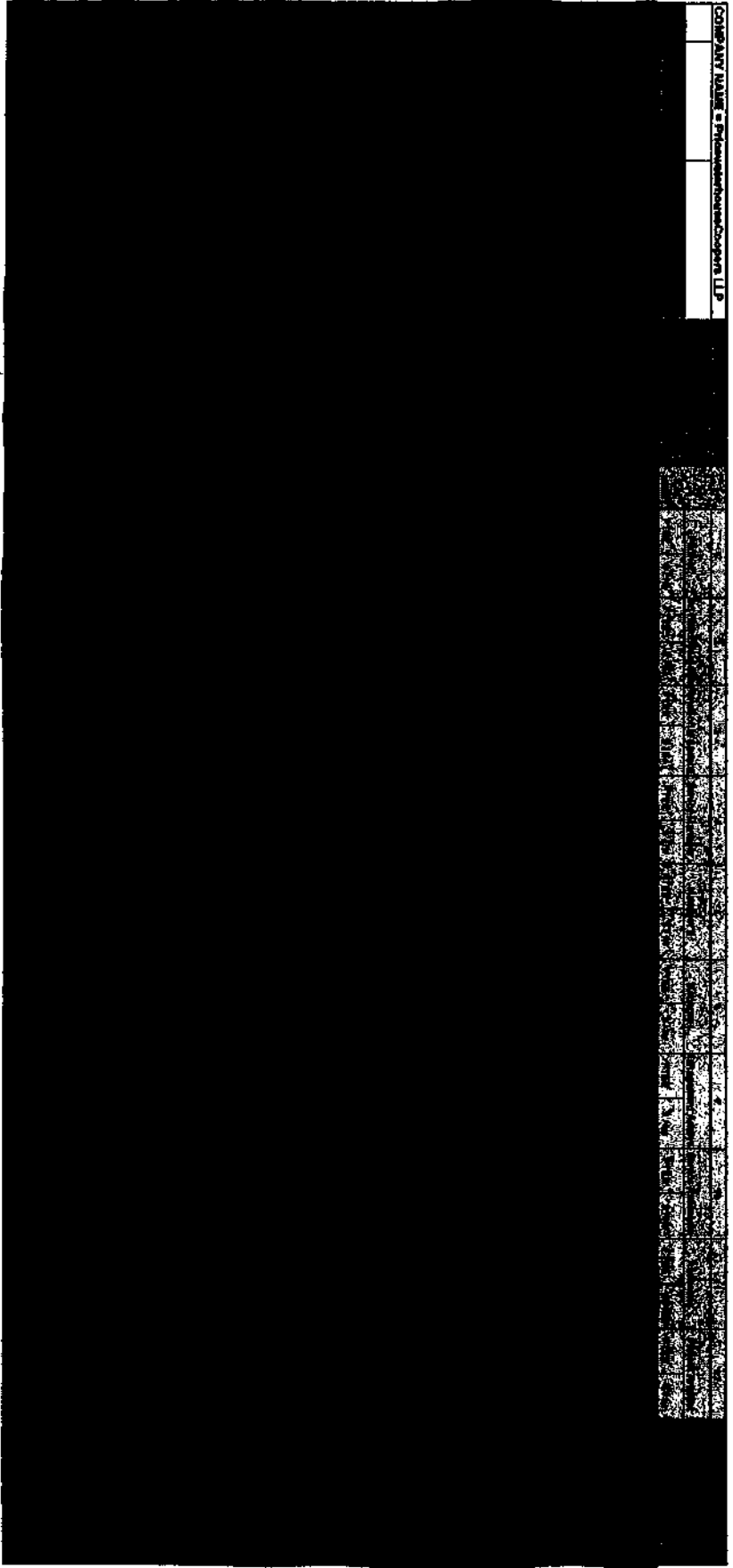
COMPANY NAME = PricewaterhouseCoopers LLP



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COMPANY NAME - PhoenixHealthCompany, LLP



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TRAVEL

City	State	Country	Region	Continent	Latitude	Longitude
Boston						
NY						
Waco Texas						
Walla Walla						
Montgomery, AL						
Louisville						
Muskogee						
Big Springs TX						
Canandaigua, Ny						
Gulfport, MS						
Livermore, CA						
West LA, CA						
Castle Point, Ny						
St Albans, NY						
Perry Point, MD						
Lexington, KY						
White City, OR						
Popular Bluff, MO						
Washington DC						
Boston						
NY						
Waco Texas						
Walla Walla						
Montgomery, AL						
Louisville						
Big Springs TX						
Canandaigua, Ny						
Gulfport, MS						
Livermore, CA						
West LA, CA						
Castle Point, Ny						
St Albans, NY						
Perry Point, MD						
Lexington, KY						
White City, OR						
Montgomery, AL						
Perry Point, MD						
Gulfport, Miss.						
Boston, MA						
Louisville, KY						
Lexington, KY						
Washington DC						
Waco, TX						
Big Spring, TX						
Muskogee, OK						
Walla Wall, WA						
Livermore, CA						
White City, OR						
West LA, CA						
NYC, NY						
Canandaigua, NY						
Castle Point, NY						
Castle Point, NY						
St. Albans, NY						
Boston, MA						
NYC, NY						
Louisville, KY						
Waco, TX						

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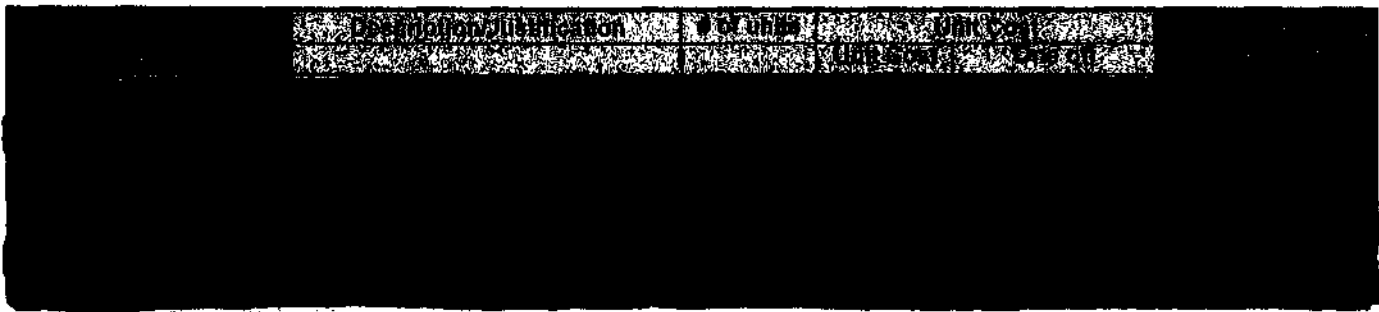
REPRODUCTION / REVIEW MATERIALS

	Initial Copies			Final Copies		
	Pages	# of Copies	Total Cost	Cost/ Pages	# of Copies	Total Cost
Stage I Options, Draft, Revised and Final Business Plans						
General	-	20		-	20	
Boston	137	30		258	90	
NY	109	30		207	90	
Louisville	66	30		125	90	
Waco Texas	89	30		168	90	
Big Springs TX	89	30		130	90	
Montgomery, AL	73	30		138	90	
Walla Walla	62	30		117	90	
Muskogee	44	30		82	90	
Canandaigua, Ny	47	30		89	90	
Montrose/Castle Point	46	30		86	90	
St Albans	30	30		57	90	
Lexington, KY	51	30		97	90	
Livermore, CA	54	30		101	90	
White City, OR	43	30		82	90	
Perry Point, MD	38	30		73	90	
Gulfport, MS	60	30		113	90	
West LA, CA	60	30		113	90	
Popular Bluff	4	20		21	20	
Presentation materials for FAC's etc						
Boston	-	1		-	2	
NYC	-	1		-	2	
Louisville	-	1		-	2	
Waco	-	1		-	2	
Big Spring	-	1		-	2	
Walla Walla	-	1		-	2	
Montgomery	-	1		-	2	
Muskogee	-	-		-	-	
Canandaigua	-	1		-	2	
Montrose/Castle Point	-	1		-	2	
St Albans	-	1		-	2	
Lexington	-	1		-	2	
Livermore	-	1		-	2	
White City	-	1		-	2	
Perry Point	-	1		-	2	
Gulfport	-	1		-	2	
West LA	-	1		-	2	
Poplar Bluff	-	-		-	-	
Misc Reprographics & Record Docs						
Boston	-	19		-	35	
NYC	-	19		-	35	
Louisville	-	18		-	35	
Waco	-	19		-	33	
Big Spring	-	17		-	35	
Walla Walla	-	18		-	33	
Montgomery	-	19		-	33	
Muskogee	-	17		-	35	
Canandaigua	-	18		-	31	
Montrose/Castle Point	-	17		-	30	
St Albans	-	16		-	31	
Lexington	-	16		-	31	
Livermore	-	18		-	31	
White City	-	18		-	32	
Perry Point	-	16		-	31	
Gulfport	-	19		-	32	
West LA	-	18		-	31	
Poplar Bluff	-	15		-	27	
Shipping and ODCs	-	881		-	2,183	
TOTAL	-	-		-	-	

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Equipment & Other



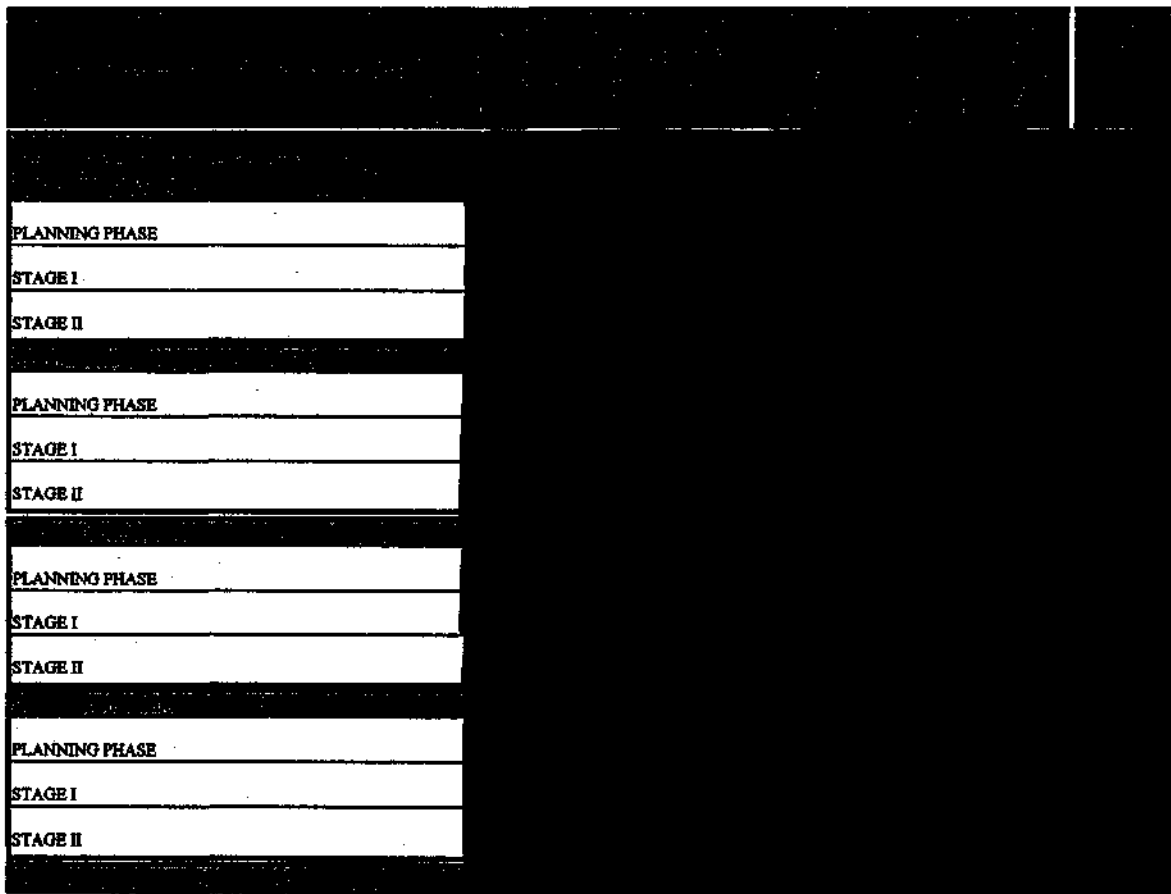
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PLANNING PHASE	
STAGE I	
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PLANNING PHASE	
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PLANNING PHASE	
STAGE I	
STAGE II	
PLANNING PHASE	
STAGE I	
STAGE II	

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PLANNING PHASE
STAGE I
STAGE II
PLANNING PHASE
STAGE I
STAGE II
PLANNING PHASE
STAGE I
STAGE II
PLANNING PHASE
STAGE I
STAGE II

b4



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Partner	-
Sr. Functional Specialist	-
Functional Specialist/Facilitator	-
Senior Mgr	-
Manager II	-
Manager I	-
Management Analyst	-
Operational Research Analyst	-
Cost Analyst	-
Senior Associate	-
Associate	-
Project Analyst	-
Admin Support	-
Interviewer/Documenter	-

Partner	-
Sr. Functional Specialist	-
Functional Specialist/Facilitator	-
Senior Mgr	-
Manager II	-
Manager I	-
Management Analyst	-
Operational Research Analyst	-
Cost Analyst	-
Senior Associate	-
Associate	-
Project Analyst	-
Admin Support	-
Interviewer/Documenter	-

Partner	
Sr. Functional Specialist	
Functional Specialist/Facilitator	
Senior Mgr	
Manager II	
Manager I	
Management Analyst	
Operational Research Analyst	
Cost Analyst	
Senior Associate	
Associate	
Project Analyst	
Admin Support	
Interviewer/Documenter	

Partner	
Sr. Functional Specialist	
Functional Specialist/Facilitator	
Senior Mgr	
Manager II	
Manager I	
Management Analyst	
Operational Research Analyst	
Cost Analyst	
Senior Associate	
Associate	
Project Analyst	
Admin Support	
Interviewer/Documenter	

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Partner	-
Sr. Functional Specialist	-
Functional Specialist/Facilitator	-
Senior Mgr	-
Manager II	-
Manager I	-
Management Analyst	-
Operational Research Analyst	-
Cost Analyst	-
Senior Associate	-
Associate	-
Project Analyst	-
Admin Support	-
Interviewer/Documenter	-

Partner/Principal	-
Sr. Functional Specialist	-
Functional Specialist/Facilitator	-
Senior Mgr	-
Manager II	-
Manager I	-
Management Analyst	-
Operational Research Analyst	-
Cost Analyst	-
Senior Associate	-
Associate	-
Project Analyst	-
Admin Support	-
Interviewer/Documenter	-

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Partner	
Sr. Functional Specialist	
Functional Specialist/Facilitator	
Senior Mgr	
Manager II	
Manager I	
Management Analyst	
Operational Research Analyst	
Cost Analyst	
Senior Associate	
Associate	
Project Analyst	
Admin Support	
Interviewer/Documenter	
Partner/Principal	
Sr. Functional Specialist	
Functional Specialist/Facilitator	
Senior Mgr	
Manager II	
Manager I	
Management Analyst	
Operational Research Analyst	
Cost Analyst	
Senior Associate	
Associate	
Project Analyst	
Admin Support	
Interviewer/Documenter	



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Partner	-
Sr. Functional Specialist	-
Functional Specialist/Facilitator	-
Senior Mgr	-
Manager II	-
Manager I	-
Management Analyst	-
Operational Research Analyst	-
Cost Analyst	-
Senior Associate	-
Associate	-
Project Analyst	-
Admin Support	-
Interviewer/Documenter	-



Partner	-
Sr. Functional Specialist	-
Functional Specialist/Facilitator	-
Senior Mgr	-
Manager II	-
Manager I	-
Management Analyst	-
Operational Research Analyst	-
Cost Analyst	-
Senior Associate	-
Associate	-
Project Analyst	-
Admin Support	-
Interviewer/Documenter	-

[REDACTED]	Partner
[REDACTED]	Sr Managers
[REDACTED]	Manager II
Manager I	Manager I
Associate	Associate
Project Analyst	Project Analyst
[REDACTED]	Sr Managers
[REDACTED]	Sr Managers
[REDACTED]	Sr Managers
[REDACTED]	Senior Associate
Senior Associate	Senior Associate
Associate	Associate
[REDACTED]	Sr Managers
[REDACTED]	Sr Managers
[REDACTED]	Sr Managers
Manager II	Manager II
Manager I	Manager I
Senior Associate	Senior Associate
Associate	Associate
[REDACTED]	Partner
[REDACTED]	Senior Manager
[REDACTED]	Senior Manager
Manager I	Manager I
Senior Associate	Senior Associate
Associate	Associate

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- Notes:
- 1) The data in these tables are for evaluation purposes only
 - 2) Resumes are available for any personnel identified above not already provided in the proposal on request

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WEBSITE Count/Copy Total Count Rate COST

PMO Tool Count/Copy Total Count Rate COST

EA Tool Count/Copy Total Count Rate COST

Environmental Database Search Count/Copy Total Count Rate COST

Business Plan Reprintings Copies Count/Copy Total Count Rate COST

Vendors Copies Count/Copy Total Count Rate COST

Reprintings for meetings venues	Presentations		Site Specific Reports (color repro & binding at each stage)					Misc Reprintings					Record Docs		Total		
	cost	total	copies	Stage I	Stage II	Final	R&M	cost report	total	# of works	monthly rpt	minutes	reproduction	over time cost		total	Meeting notes
Boston																	
NYC																	
Louisville																	
Waco																	
Big Spring																	
Walla Walla																	
Montgomery																	
Mustogee																	
Canandaigua																	
Castle Point																	
St Albans																	
Lexington																	
Livermore																	
White City																	
Perry Point																	
Gulfport																	
West LA																	
Poplar Bluff																	
Total																	

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