



December 7, 2018

Mr. Robert Goad  
Ms. Kearstyn Murphy  
Central Purchasing  
Office of Management and Enterprise Services  
5005 N. Lincoln Blvd. Ste 300  
Oklahoma City, OK 73105

RE: Solicitation No. 4230000003

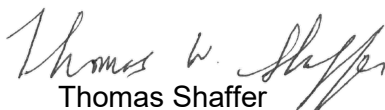
Dear Mr. Goad and Ms. Murphy,

Alvarez & Marsal Public Sector Services LLC (A&M) is pleased to submit to the State of Oklahoma our full rate structure for the Performance Audit contract (solicitation number 42300000030).

<b>OK Performance Audit Labor Categories</b>	<b>Rate</b>
Senior Executive / Subject Matter Expert	\$479.38
Managing Director	\$450.84
Principal	\$422.30
Director	\$382.36
Manager I	\$319.59
Senior Associate	\$299.04
Associate	\$251.68
Analyst	\$191.75
Public Safety SME	\$300.00
Corrections SME	\$250.00
Juvenile Justice SME	\$175.00

Please let us know if you have any questions.

Best Regards,

  
Thomas Shaffer  
Managing Director