



333 John Carlyle Street, Suite 500 | Alexandria, VA 22314  
P: 703.836.6701 | F: 703.836.0941 | [www.cottoncpa.com](http://www.cottoncpa.com)

March 16, 2021

James F. Russell, Director  
Purchasing Department  
4400 University Drive, Mailstop 3C5  
Fairfax, VA 22030

Subject: Response to Request for Revised Pricing for Cotton & Company's Proposal to Provide Internal Audit Co-Sourcing Services to George Mason University

Dear Mr. Russell,

Thank you for your e-mail regarding Cotton & Company's proposal in response to RFP GMU-1709-21 (*Proposal to Provide Internal Audit Co-Sourcing Services to George Mason University*, dated February 24, 2021). In response to your email dated March 16, 2021, we have re-evaluated the hourly rate ranges in our proposal and have determined that Cotton & Company can provide the proposed services at the following reduced hourly rate ranges without sacrificing quality:

Years of Experience	Non-IT Specialty		IT Specialty	
	Low* Range	High** Range	Low* Range	High** Range
1–3 Years	\$75	\$95	\$75	\$95
3–5 Years	100	125	100	125
>5 Years	130	155	130	155
Manager	160	205	160	195
In-Depth Subject Matter Expert (SME)	200	250	200	250

\* Low – Just entered position (0–2 years in position, plus progressive audit experience leading up to the level)

\*\* High – Long-term in position (2+ years in position, plus progressive audit experience leading up to the level) or a demonstrated set of highly specialized skills needed for engagement.

We appreciate the opportunity to re-evaluate our proposed rates and look forward to the opportunity to assist George Mason University's Office of Audit, Risk and Compliance Committee in meeting its internal audit and other compliance and process improvement-related responsibilities.

Please let me know if you have any questions or concerns regarding the information presented above, or if I can provide any additional information to clarify other aspects of our proposal.

Please feel free to contact me via phone at 703.836.6701 or via email at [MMesko@cottoncpa.com](mailto:MMesko@cottoncpa.com).

Best regards,  
Cotton & Company LLP

A handwritten signature in black ink, appearing to read "M.P. Mesko". The signature is written in a cursive, slightly stylized font.

Megan Mesko, CPA, CFE  
Partner