TECHNICAL PROPOSAL
TO PROVIDE PURCHASING PERFORMANCE AUDIT

December 4, 2020

Marshall University
MU21PAUDIT – Purchasing Performance Audit

Ron Steinkamp, CPA, CIA, CFE, CGMA, CRMA, CCA, CCP
rsteinkamp@bswllc.com
314.983.1238

Brown Smith Wallace LLP
6 CityPlace Drive, Suite 900
St. Louis, MO 63141
314.983.1200 Main
314.983.1300 Fax
DESIGNATED CONTACT: Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to the Contract.

(Name, Title)

Ron Steinkamp, Partner
(Printed Name and Title)

6 Cityplace Dr., Suite 900, Saint Louis, Missouri 63141
(Address)

(314) 983-1238 (314) 983-1300
(Phone Number) (Fax Number)
rsteinkamp@bswlcc.com
(Email Address)

CERTIFICATION AND SIGNATURE: By signing below, or submitting documentation through BONFIRE, I certify that I have reviewed this Solicitation in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to Marshall University that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor’s behalf; that I am authorized to bind the Vendor in a contractual relationship; and that to the best of my knowledge, the Vendor will properly register with the WV Purchasing Division and Marshall University.

Brown Smith Wallace, LLP
(Company)

Ron Steinkamp
(Authorized Signature)

Ron Steinkamp, Partner - Advisory Services
(Printed Name and Title of Authorized Representative)

November 11, 2020
(Date)

(314) 983-1238 (314) 983-1300
(Phone Number) (Fax Number)
ADDENDUM ACKNOWLEDGEMENT FORM
SOLICITATION NO.: RFP #MU21PAUDIT
(If Applicable)

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgement form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

Acknowledgment: I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specifications, etc.

Addendum Numbers Received:
(Check the box next to each addendum received)

- [x] Addendum No. 1
- [x] Addendum No. 2
- [x] Addendum No. 3
- [x] Addendum No. 4
- [ ] Addendum No. 5
- [ ] Addendum No. 6
- [ ] Addendum No. 7
- [ ] Addendum No. 8
- [ ] Addendum No. 9
- [ ] Addendum No. 10

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that any verbal representation made or assumed to be made during any oral discussion held between Vendor’s representatives and any University personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

________________________________________
Company

________________________________________
Authorized Signature

November 27, 2020
Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.
December 4, 2020

Marshall University
Office of Purchasing
Attn: Angela White Negley
One John Marshall Drive
Huntington, WV 25755-4100

Dear Board of Governors:

We would like to thank you for the opportunity to present our proposal to provide purchasing performance audit services for Marshall University ("the University").

Brown Smith Wallace is a recognized leading provider of audit and advisory services to governmental organizations, public universities and higher education institutions across the country. We are confident that we are the most prepared, qualified and cost-effective partner to provide a comprehensive performance audit report of your institution for the following reasons:

✓ Our **highly experienced** engagement team. Our team’s experience and familiarity with the public sector, and higher education in particular, will facilitate efficient and effective services with little disruption to your personnel. The engagement team will be led by our Public Sector Partner, Ron Steinkamp, and the leader of our Higher Education Industry Group, Keenan McKinney. Together, Ron and Keenan have over 55 years of experience in internal audit and consulting with public sector and higher education clients.

✓ Our **purchasing performance audit expertise** shows in the team we have assembled for this engagement. Both Ron and Keenan have performed several purchasing audits in their careers and recently led a P-Card audit at the University of Missouri along with Chrisy Pedroli, our data analysis expert. We have also added Amy Julian to the team; Amy is an expert in purchasing and procurement. Prior to joining Brown Smith Wallace, Amy worked at Anheuser-Busch, where she led a team of sourcing managers and supported projects across all spend categories.

✓ **Substantial higher education experience and expertise.** A few of our higher education clients include Arkansas State University, Columbia College, Lindenwood University, Maryville University, Southern Illinois University, St. Louis Community College, University of Denver, University of Missouri, University of Oklahoma and Washington University St. Louis.

✓ You can feel confident in our **ability to deliver** value as a result of our experience and the active involvement of our most experienced team members.

Each member of this engagement team has read and understands all the terms and conditions of doing business with Marshall University in response to this request for proposal. The University may rely on all proposal commitments and quoted pricing included herein for 120 days from the date of submission. Should this proposal be accepted, for the purpose of contract negotiations, it shall remain valid until superseded by a contract or until rejected by Marshall University. If you have any questions about our proposal or qualifications, please contact Ron Steinkamp at 314.983.1238 or by email at rsteinkamp@bswllc.com.

Sincerely,

Brown Smith Wallace LLP

Ron Steinkamp, CPA, CIA, CFE, CRMA, CGMA, CCA, CCP
Partner
# Table of Contents

SCOPE OF SERVICES (4.1 - 4.2) .................................................................................................................. 1

GOALS AND OBJECTIVES (4.2.1) .............................................................................................................. 2

QUALIFICATIONS AND EXPERIENCE (4.2.1.1) ..................................................................................... 3

PROPOSED MANAGEMENT STRUCTURE (4.2.1.2) .................................................................................. 6

MANAGEMENT APPROACH AND PROJECT TIMELINES (4.2.1.3) ......................................................... 9

MANDATORY PROJECT REQUIREMENTS (4.2.2) ...................................................................................... 20

FIRM’S FINANCIAL CAPABILITY (4.2.2.1) .......................................................................................... 21

CORPORATE EXPERIENCE (4.2.2.2) .................................................................................................. 22

MANDATORY REQUIREMENTS 3-6 (4.2.2.3 – 4.2.2.6) ......................................................................... 25

APPENDIX A: ENGAGEMENT TEAM RESUMES .................................................................................. 26

APPENDIX B: ACKNOWLEDGEMENTS AND AFFIDAVITS .................................................................. 34

APPENDIX C: FAMILY OF SERVICES .................................................................................................... 36
Scope of Services (4.1 - 4.2)

OUR UNDERSTANDING OF YOUR NEEDS

We understand that Marshall University is soliciting the services of a qualified firm to conduct a purchasing performance audit for fiscal years 2018, 2019 and 2020, in conformance with West Virginia Code Chapter 18b. More specifically, you wish to obtain an audit of Marshall University’s Procurement and P-Card Services to evaluate the efficiency and effectiveness of the University’s Purchasing Processes.

Our goal is to provide you with more than just an audit; we want to supply actionable information, insights and recommendations for how to improve these processes. On the following pages, you will find an outline of our qualifications and experience to demonstrate our readiness and capability to take on work of this nature.

FROM OUR CLIENTS

“The University of Missouri System requested that Brown Smith Wallace provide data analysis expertise to analyze our purchasing card transactions over a two-year period. They developed testing criteria in collaboration with the UM System Internal Audit team and other UM System personnel familiar with current p-card processes. Brown Smith Wallace took the time to understand our policies, process workflows, system inputs, reports, prior audit findings and available files for data analysis use. They also worked with UM System personnel to identify and develop data analytic tests, risk assessment criteria, and sampling strategies. We appreciate Brown Smith Wallace being a collaborative partner as we work to continuously improve our processes and procedures within the UM System.”

— Michelle Piranio, Chief Audit Executive | UNIVERSITY OF MISSOURI
Goals and Objectives (4.2.1)
Qualifications and Experience (4.2.1.1)

SCOPE OF STAFF RESOURCES AND EXPERTISE
Brown Smith Wallace LLP is a nationally ranked, Top 100, full-service CPA and business advisory firm headquartered in St. Louis and providing services across the United States. We have a total staff of more than 330 employees to serve your needs and help you achieve your goals. The firm provides compliance audits, internal audit, IT audit, data analysis, cybersecurity, fraud and forensics, business performance consulting, independent insurance consulting, and other related professional and risk services to private and public companies and organizations in many industries.

WHO WE ARE

**330+ EMPLOYEES**

**34 PARTNERS**

MOORE GLOBAL NETWORK LIMITED
Independent firm associated with Moore Global Network Limited, a leading accounting and consulting network with more than 30,000 dedicated people in 112 countries and more than 260 independent firms.

SERVICES
- Audit
- Business Performance Consulting
- Entrepreneurial Services
- Fraud & Forensics
- Litigation Support
- Marketing Advisory
- Risk Advisory
- Tax
- Transaction Advisory

INDUSTRIES
- Broker-Dealers & Investment Advisors
- Cannabis & Hemp
- Captive Insurance
- Construction
- Craft Beverage
- Financial Institutions
- Health Care
- High-Net-Worth Individuals
- Insurance
- Manufacturing & Distribution
- Not-For-Profit
- Private Equity
- Public Sector
- Real Estate
- Retail
- Startups
- Technology and Services

AWARDS AND RECOGNITION
Brown Smith Wallace has been nationally recognized as a Top 100 Firm by *Accounting Today* and *INSIDE Public Accounting*. The firm was recognized in the 2021 Vault Accounting 50, a ranking of the 50 best accounting employers to work for in North America. Brown Smith Wallace ranked #16 out of the 50 firms ranked nationwide.

Further, the firm has been named a Top Workplace by the *St. Louis Post-Dispatch* 8 times and recognized 8 times by *Accounting Today* as one of the Best Accounting Firms to Work For in the country.
REGISTRATIONS

We are registered with the Government Audit Quality Center (GAQC), the Public Company Accounting Oversight Board (PCAOB), the American Institute of Certified Public Accountants (AICPA), the Center for Public Company Accounting Firms and the AICPA Employee Benefit Plan Quality Center.

Brown Smith Wallace has successfully completed all peer review examinations administered by the National Peer Review Committee of the AICPA. We received the highest rating—“pass”—in our latest review, conducted by Dixon Hughes Goodman, a nationally accredited public accounting firm.

Our Public Sector Advisory Services provide a variety of compliance, internal audit, fraud and forensic, consulting, process improvement, risk reviews, and control services to higher education organizations of all sizes. We use a flexible approach that helps University officials effectively manage risks inherent to their organizations.

We provide full outsourcing and co-sourcing solutions with specialized resources and functional expertise. Our service offerings are diverse, and the talent pool is strong. We provide the following internal audit services to support organizations through internal audit co-sourcing:

- Internal Audit Strategic Planning
- Internal Audit Infrastructure Development
- Risk Assessment
- Audit Planning
- Financial Audits
- Operational/Performance Audits
- Compliance Audits
- Contract Audits
- Construction Audits
- Cybersecurity Reviews
- Data Analysis
- Data Monitoring
- Information Technology Audits
- Grant Fiscal Monitoring
- Internal Control Assessments
- Process Assessments
- Fraud Risk Assessments
- Fraud Prevention and Detection
- Fraud Investigation
- Quality Assessment Reviews

Our team’s experience and expertise is demonstrated by the certifications we possess:

- Certified Public Accountant (CPA)
- Certified Internal Auditor (CIA)
- Certified Fraud Examiner (CFE)
- Certification in Risk Management Assurance (CRMA)
- ACL Certified Data Analyst (ACDA)
- Chartered Global Management Accountant (CGMA)
- Certified Construction Auditor (CCA)
- Construction Control Professional (CCP)
HIGHER EDUCATION EXPERIENCE & EXPERTISE

Our team leverages knowledge and resources provided by professional organizations focused on college and university environments, such as the National Association of College and University Business Officers (NACUBO), the Central Association of College and University Business Officers (CACUBO) and the Association of College and University Auditors (ACUA).

Our participation in various professional development and training activities (e.g., conferences, seminars and webinars) offered by these organizations has enhanced our understanding of the risks and challenges that are unique to colleges and universities. Moreover, Advisory Services Manager Keenan McKinney leads this focus as our Higher Education Industry Group Leader. Keenan brings more than 25 years of internal auditing and project management experience to his work on our Advisory team.

The following is a list of similar clients in higher education with whom the members of this engagement team have previously worked:

- Arkansas State University
- Columbia College
- Concordia Seminary
- Lindenwood University
- Houston Baptist University
- Maryville University
- Southern Illinois University
- St. Louis Community College
- St. Louis University
- University of Denver
- University of Missouri
- University of Oklahoma
- Washington University

RECENT PROJECT HIGHLIGHT: P-CARD AUDIT FOR THE UNIVERSITY OF MISSOURI

Dates of Services: Jan 2019 – Dec 2019

Location: 1105 Carrie Francke Drive, Suite G001, Columbia, MO 65211

Contact: Michelle Piranio, Chief Audit & Compliance Officer; piraniom@umsystem.edu; 573.882.6151

Project Description: The University of Missouri System requested that Brown Smith Wallace perform an internal audit to evaluate the purchasing card process and controls from card issuance through transaction/expense approvals, monitoring, and recommend any opportunities for improvement. We worked with University Internal Audit Services to complete the audit. As a result of the audit, we made recommendations to the University to strengthen controls and monitoring over purchasing card processes.

A complete list of relevant past work with detailed project descriptions can be found under “Corporate Experience” on Page 22.
DATA ANALYSIS EXPERTISE

Our Data Analysis experts provide services that enable clients and auditors to perform complex analyses using large volumes of data. We have had significant success integrating data analysis tools into our clients’ internal control compliance programs, reducing resources dedicated to compliance while achieving greater assurance. These tools allow us to be more efficient and effective in our audit approach for areas with significant volumes of data. Our team includes individuals who have been trained in the implementation and use of data analysis tools (e.g., ACL, Excel, and Access), which enables us to analyze 100 percent of the data in a population and can be used to select samples.

- Automate the testing of specified attributes.
- Identify exceptions that exist within the data population.
- Focus on unusual data or trends.
- Implement continuous monitoring solutions to identify exceptions that need to be investigated throughout the year (versus testing at a single point in time).
Proposed Management Structure (4.2.1.2)

STAFFING PLAN & STATEMENT OF QUALIFICATIONS (4.2.1.2.1)

As previously mentioned, our firm and the proposed engagement team have substantial experience and expertise providing these services to organizations of similar size and complexity to the University. Our team leaders have worked extensively with public sector organizations, including higher education. In our work, we leverage knowledge and resources gleaned from interactions and involvement with professional organizations within higher education, such as the National Association of College and University Business Officers (NACUBO), Central Association of College and University Business Officers (CACUBO), and Association of College and University Auditors (ACUA).

Below is an overview of the engagement team, including their roles, experience and relevant certifications. Additional staff may be utilized as needs arise.

<table>
<thead>
<tr>
<th>PROFESSIONAL</th>
<th>ROLE</th>
<th>EXPERIENCE (YEARS)</th>
<th>% DEDICATED TO PROJECT</th>
<th>CERTIFICATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ron Steinkamp</td>
<td>Project Leader</td>
<td>30</td>
<td>25%</td>
<td>CPA, CIA, CFE, CGMA, CRMA, CCA, CCP</td>
</tr>
<tr>
<td>Keenan McKinney</td>
<td>Project Manager</td>
<td>25</td>
<td>50%</td>
<td>CIA, CCA</td>
</tr>
<tr>
<td>Amy Julian</td>
<td>Purchasing Subject Matter Expert (SME)</td>
<td>14</td>
<td>25%</td>
<td>Lean Six Sigma Green Belt</td>
</tr>
<tr>
<td>Christine Pedroli</td>
<td>Data Analysis Manager</td>
<td>13</td>
<td>50%</td>
<td>ACDA</td>
</tr>
<tr>
<td>Dennis Jung</td>
<td>Consultant</td>
<td>32</td>
<td>50%</td>
<td>CIA, CFE, CCA</td>
</tr>
<tr>
<td>Bret Simmons</td>
<td>Consultant</td>
<td>6</td>
<td>50%</td>
<td>CRCR, CCSFP</td>
</tr>
<tr>
<td>Anthony Odarczenko</td>
<td>Consultant</td>
<td>8</td>
<td>50%</td>
<td>DoD FM – Level 2</td>
</tr>
</tbody>
</table>

The roles and responsibilities of each team member are described below:

**Project Leader** – Provide overall direction, guidance, review and quality assurance of the project team and deliverables. The Project Leader will be engaged in the routine project governance and cadence around project kick-off, stakeholder updates, milestone and stage gate reviews, and project closure, including client satisfaction surveys.

**Project Manager** – Develop and execute the project plan and review all work according to the success criteria set forth in the request for proposal and provide subject matter expertise as needed. The Project Manager will manage the high-level milestones and critical path, as well as the project plan and facilitation of the routine status updates. Our Project Manager will be
responsible for identifying any additional resources that are needed to fit specific needs identified throughout the project and coordinate with the University on how best to deploy.

**Purchasing Subject Management Expert (SME)** – Assist the Project Manager as needed and provide expert guidance and direction related to purchasing as well as recommendations for performance improvement and best practices.

**Data Analysis Manager** – Assist the Project Manager in developing and executing the project plan to make the best and most efficient use of data analytic techniques and testing.

**Consultant** – Assist the Project Manager with the execution of the project plan. Conduct interviews, test and identify findings and present opportunities for improvement.

**ENGAGEMENT TEAM ORGANIZATIONAL CHART**

Below is an organizational chart depicting our key team members for this project:

To view individual resumes for each team member, please refer to **Appendix A**.

**APPROACH AND CRITERIA FOR HIRING EMPLOYEES (4.2.1.2.2)**

Brown Smith Wallace is an equal employment opportunity employer and complies with all applicable federal, state, and local fair employment practices laws. The Firm strictly prohibits and does not tolerate discrimination against applicants, employees, and any other covered persons because of race, color, religion, sex, age, national origin, ethnicity, sexual orientation, gender identity, genetic information, physical or mental disability, citizenship, past, current, or prospective service in the uniformed services, or any other characteristic protected by applicable federal, state, or local law. This policy applies to all terms, conditions, or privileges of employment, including, but not limited to, recruitment, hiring, training, transfer, promotion, discipline, compensation, benefits, and termination.

The Firm requires all employees to sign a non-contractual employment agreement with the Firm as a condition of employment. It addresses terms of employment, non-compete, and negotiated
terms. No manager or representative of Brown Smith Wallace other than the Managing Partner has authority to enter into an agreement for employment for any specified period or to make any agreement contrary to the foregoing. Any such agreement must be in writing and signed by the Managing Partner in order to be a binding agreement.

**COMMITMENT TO TRAINING, DEVELOPMENT AND CONTINUING EDUCATION (4.2.1.2.3)**

Our commitment to a “Growth Culture” is what enables Brown Smith Wallace to differentiate ourselves in our chosen market. Once we recruit talent, we understand how important it is to retain and further develop our employees. At Brown Smith Wallace, intentional steps are taken to help our staff develop personalized career strategies that articulate the type of work, desired feedback, learning plans and flexibility they request.

**Brown Smith Wallace University** is a valuable way we continue to invest in our talented staff and strengthen our commitment to clients. Through this platform, Performance Managers/Practice Deans work with each individual employee to design a learning plan targeting key curriculum for professional growth. Internal and external experts teach technical, professional and firm courses to ensure our employees are well rounded. Brown Smith Wallace University offers more than 150 courses or continuing professional education (CPE) opportunities each year and provides credentialed employees with a smooth and efficient means of CPE recordkeeping. Our staff is innately motivated to move forward in their education and enhance their expertise with additional professional certifications or degrees.

**Continuing Professional Education (CPE)** is an essential part of a professional’s lifelong learning and is important to provide competent services to our clients while sharpening the knowledge of your field. Brown Smith Wallace believes that lifelong learning promotes a culture of growth and supports the Firm’s Vision. We require professionals to complete a minimum of forty (40) hours of CPE per year. The Firm has developed Brown Smith Wallace University (“Brown Smith Wallace University”) to provide all employees the development and growth opportunities desired, and credentialed employees with a smooth and efficient means of CPE recordkeeping.

**In-House Training** – Brown Smith Wallace University sponsors over 80 hours of internal CPE training sessions each year. Professional staff are encouraged to attend these sessions. The skill level for all in-house courses is deemed as basic and unless notified by the instructor, no advance training or prerequisites are necessary prior to attending the course. The Firm establishes learning objectives and instructional delivery methods for all in-house course presentations.
Management Approach and Project Timelines

(4.2.1.3)

PROJECT MANAGEMENT APPROACH

Our audits will be performed in accordance with professional standards set forth by the Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing.

Our approach combines our experience and expertise in Procurement, Internal Audit, Data Analytics, Process Improvement, and Fraud Prevention and Detection. We will customize our approach to assess regulatory and policy requirements, and process enhancement opportunities that are applicable to Marshall University.

Our methodology incorporates project management, a customized approach and best practices for procurement/purchasing and purchasing card management and monitoring. Our proposed approach is a general overview that serves as a guide during planning. This will be customized and revised to take into consideration statutory regulations, University policies and procedures, project budget, and/or decisions made by University management.

The Purchasing Performance and Compliance Audit will include a review of the University’s compliance with the Governing Boards Purchasing procedures manual, provisions of the Marshall University Board of Governor’s Policy, State Law and the duly adopted Purchasing Manual as they apply to purchasing, receiving, supplies and equipment. The audit will also include objective and systematic examination of evidence to provide an independent assessment of the performance and management of procurement functions against objective criteria. The audit may encompass a wide variety of objectives, including assessing program effectiveness and results, economy and efficiency, internal controls, compliance with legal or other requirements or other analysis.

The Purchasing Card Audit will determine if the purchasing card program is being managed by the University in conformance with West Virginia code Section 12-3-10a and Title 148CSR7, and the State Purchase Card Manual for Marshall University.

In the event we believe there is fraud and/or theft by any employee or vendor, we will immediately notify appropriate management at the University.

We will use a phased approach for the completion of the audits. Communication is key to our approach and we will work closely with our liaison at the University throughout each project phase as described below.
PHASE #1 - PLANNING AND DISCOVERY

- Conduct initial planning discussions with University Internal Audit focused on:
  - Background.
  - Statutory and other regulatory compliance requirements.
  - University procurement/purchasing and purchasing card policies and procedures.
  - Prior audit results.
  - Organization overview.
  - Identification of key points of contact at Internal Audit and in Procurement.
  - Approach, scope and project plan.
  - Available data and use of data analysis.
  - Project messaging/branding.
  - Timeline and concerns.

- Review statutory and other regulatory compliance requirements in effect during project period.
- Review most recent purchasing performance and compliance audit reports and purchasing card reports.
• Conduct kick-off meeting with the Chief Procurement Officer and others (e.g., procurement staff) as identified with Internal Audit in initial planning meeting to discuss:
  o Statutory and other regulatory compliance requirements.
  o University procurement/purchasing and purchasing card policies and procedures.
  o Status of prior audit results.
  o Data request.
  o Documentation request.
  o Interview/process walk-through schedule.
  o Organization overview.
  o Identification of key points of contact.
  o Approach, scope and project plan.
  o Timeline.
  o Concerns.

• Update Project Plan and Approach and discuss with Internal Audit and the Chief Procurement Officer.

PHASE #2 – IDENTIFY AND TEST CONTROLS & COMPLIANCE

• Schedule and conduct meetings/walkthrough discussions and observations of the procurement/purchasing and purchasing card processes to better understand procedures, controls, reports, document retention systems, system inputs, available data files/extracts and data sources.

• Purchasing review will focus on the following:
  o Proper application of the Competitive Bidding, Request For Quotes, Request for Bids, Request For Proposal (Competitive Proposals), Request for Expression of Interest, Competitive Selection, Sole/Single Source, and Emergency Procurement processes.
  o Use of statewide contracts, blanket orders or price agreements.
  o Use of cooperative buying groups, consortia, the federal government and from federal government contracts.
  o Seller/Vendor registration with the West Virginia Department of Administration, Purchasing Division.
  o Approval and processing of requisition and purchase orders.
  o After-the-Fact Purchases.
  o Adherence to the University Purchasing Planning Calendar.
  o Appropriate separation of duties.
  o Maintenance of appropriate Procurement Files.
  o Lease-purchase arrangements shall be made in accordance with West Virginia Code §18B-5-4 (d and e) and §18B -19-11.
  o Lease Agreements due diligence (fair market value determination, contractual provisions, and required approvals).
  o Determine whether the CPO has been properly designated as CPO and is performing the CPO’s responsibilities, duties and remedies outlined in the Marshall University Board of Governors Policy, State Law and duly adopted Purchasing Manual.
o Determine if Buyer delegations been made according to the Marshall University Board of Governors Policy, West Virginia Code and duly adopted Purchasing Manual.

o Determine that Delegation of Authority is properly applied.

o Receiving functions performed in accordance with administrative procedures established by the Director of Physical Plant.

o Maintenance of an equipment inventory for all qualifying equipment based on dollar threshold established in the policy.

o We will assess whether “Best Business Practices” in procurement are employed and identify opportunities to improve program operations and facilitate decision making.

- Purchasing Card review will focus on the following:
  
  o Issuance of cards to eligible employees and partners.
  
  o Completion of the registration process and appropriate approvals.
  
  o Completion of the required training upon initial issuance of card and every two years.
  
  o Reconciliation of transactions in wvOASIS.
  
  o Review and approval of Purchase Card transactions by the Department Card Coordinator and/or employee Supervisor.
  
  o Purchase Card Department transaction audits.
  
  o Purchase Card maintenance and changes.
  
  o Ensuring single transactions and monthly spending limits exceeding policy are documented and approved.
  
  o Timely termination of cards.

- Identify potential control gaps/deficiencies and opportunities to enhance the control environment based on walkthrough discussions and observations.

- Identify opportunities to improve efficiency or effectiveness of processes based on policy and procedures review and walkthrough.

- Test controls for adequacy, efficiency and effectiveness. Assess compliance of policies and procedures based upon regulatory requirements.

- Identify potential data analytic tests for procurement/purchasing and purchase card processes and transactions.

- Review preliminary control gap and process assessment results and opportunities with Internal Audit and the Chief Procurement Officer.

**PHASE #3 – DATA ANALYSIS AND RESULT VERIFICATION**

If data exists in an appropriate format and access to the data is available, we will perform tests of transactions and controls using data analytics to assist in the evaluation of compliance and assessment of performance. The objectives listed below include common analytics we have performed in relation to procurement/purchasing and purchasing card processes at other
government entities and/or universities. We will work with management to customize and select specific objectives that will be most valuable based upon your risks and controls, data/systems, and budget for this project.

- Obtain data files identified in the Planning and Discovery phase and perform data integrity testing to validate the accuracy of the data to be utilized for analysis.

- Perform data analytics procedures to analyze selected **Procurement/Purchasing** controls, transactions, and activity over the period of the review (for potential policy or regulatory exceptions, control irregularities, or fraudulent considerations and transactions. Typical items of focus may include, but are not limited to:
  - Identify potential split requisitions/purchase orders issued to circumvent purchasing limits.
  - Identify non-PO purchases (especially high dollar) and evaluate compliance with policy.
  - Identify POs created after the invoice date.
  - **Vendor Master File Integrity** – Identify the following:
    - Potential duplicate vendors (which could potentially cause duplicate payments).
    - Potential conflicts of interest (vendors with the same TaxID, address, email address, or bank account as an employee)
    - Frequent changes to vendor master on sensitive fields such as bank account number or remit to addresses (identify “flip-flops”).
    - Unusual contact information (Gmail, Hotmail, AOL, Yahoo domain names in e-mail addresses).
    - PO Box or no address.
    - Unusual payment terms.
    - Payments prior to due date.
    - Vendor type does not match add vendor spend.
    - Vendor type does not match employee purchasing.
    - Inactive vendor with activity.
    - One-time vendors (govt used one-time vendors to get around reporting requirements to city council for true amount of spend, one-time was not reported).
    - Identify Prohibited/Suspended/Debarred/High risk vendors (SDN, EPLS, FCPA, CPI countries).

- Perform data analytics procedures to analyze selected **Purchasing Card** controls, transactions, and activity over the period of the review for potential policy or regulatory exceptions, control irregularities, or fraudulent considerations and transactions. Typical items of focus may include, but are not limited to:
  - Statutory or Regulatory violations.
  - Policy violations.
• Invalid cardholders (e.g. ineligible employees or non-employees) and related activity.
• Cardholders with multiple cards.
• Activity above limits (transaction or monthly) or over credit limit.
• Purchases at a prohibited merchant category code.
• Potential personal spending (e.g. spend on holidays or weekends, online vendor activity, transactions with unauthorized vendor types).
• Potential split purchases to keep purchase amount below approval level.
• Unusual cardholder changes (e.g. recurring limit increases, frequent card cancellations)
• Round dollar transactions.
• Trends and outliers for spend activity based upon department, title, or other meaningful cardholder grouping criteria.
• Identification of the top spenders by month to compare over audit period for trends/outliers.
• Purchases by terminated employees after termination date.
• Unused cards.
• Highest risk MCC codes and merchants.
• Keywords in vendor and descriptions.
• Large credit limits or no transaction limits.
• Unreconciled transactions.
• Discrepancies in transaction audits.
• Trends in spend denials, policy violations, or potential unidentified violations.

• Develop preliminary data analysis result output and review with the appropriate University team to consider potential false positives or analysis approach enhancements.
• Discuss and verify preliminary data analysis results prior to risk scoring and sample testing.
• Update Project Plan.
• Status update and discussion of project plan for next phase with Internal Audit and the Chief Procurement Officer including logistics for remote or onsite testing.
• Combine potential exception transaction results to risk score transactions and identify a sample subset for detail testing/further investigation.
• Define further investigation steps, such as: review of supporting documentation/system attachments or notes, vendor legitimacy investigation, independent invoice reprint from vendor, physical confirmation of item purchase.
• Define expectations and requirements for supporting documentation/system attachments or notes. Specify what would constitute additional follow-up and when potential situations should be escalated to other stakeholders, such as Legal or University Leadership.
• Review support documentation received and/or system.
• Discuss on-site follow-up for unclear and outstanding responses and meetings with approver/card holder
  o Schedule visits with approvers and/or card holders to review source documents or observe items purchased.
  o Schedule staff and logistics of visits.
  o Conduct visits.
    ▪ Meet with approvers and/or card holders.
    ▪ Review supporting documents and items purchased (where possible).
• Develop conclusions based upon the results of the testing procedures performed.
• Review detail testing results and conclusions with Internal Audit and the Chief Procurement Officer.

PHASE #4 – RECOMMENDATION DEVELOPMENT AND REPORTING

• Combine control gap and process assessment results and opportunities, data analysis results and detail testing conclusions.
• Develop recommendations to address issues and/or enhance processes/controls and improve efficiency or effectiveness of processes.
• Prepare a draft report of the findings, conclusions, and recommendations.
• Provide a draft report to Internal Audit and the Chief Procurement Officer for review and comments. Arrange an exit conference with the Chief Procurement Officer and Senior Vice President of Operations.
• Obtain a written response to the draft report and review the response, in conjunction with the procurement staff, to determine if a rebuttal is warranted. If a rebuttal is warranted, we will prepare the rebuttal and include it after the University’s response into the final report.
• Present the final report to the Senior Vice President of Operations (and possibly to the Marshall University Board of Governors) as requested by the University.
PROPOSED (ESTIMATED) PROJECT TIMELINES

The timeline is dependent on many variables starting with the award date and contract execution and including the availability of Marshall resources, documentation and data. Below is our best estimate:

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>TIMELINE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Award Date</td>
<td>January 4, 2021</td>
</tr>
<tr>
<td>Start Phase #1</td>
<td>January 11, 2021</td>
</tr>
<tr>
<td>Complete Phase #1</td>
<td>January 22, 2021</td>
</tr>
<tr>
<td>Start Phase #2 (*)</td>
<td>January 25, 2021</td>
</tr>
<tr>
<td>Complete Phase #2 (*)</td>
<td>March 12, 2021</td>
</tr>
<tr>
<td>Start Phase #3 (*)</td>
<td>January 25, 2021</td>
</tr>
<tr>
<td>Complete Phase #3 (*)</td>
<td>March 12, 2021</td>
</tr>
<tr>
<td>Start Phase #4</td>
<td>March 15, 2021</td>
</tr>
<tr>
<td>Complete Phase #4</td>
<td>March 26, 2021</td>
</tr>
<tr>
<td>Final Report</td>
<td>March 26, 2021</td>
</tr>
</tbody>
</table>

(*) PHASE 2 & 3 WILL RUN CONCURRENTLY

ESTIMATED LEVEL OF PARTICIPATION BY KEY PERSONNEL

As previously stated in the chart on Page 7, we intend to devote 25% of partner time to this project.

COVID-19 CONSIDERATIONS

Since the dawn of COVID-19, Brown Smith Wallace has worked proactively to prevent exposure to our employees and clients, regularly adjusting our procedures to mitigate risk. To protect our clients, we are taking every precaution to help prevent the spread of COVID-19. We encourage phone, video and WebEx meetings as an alternative to in-person meetings and visits. If a visit to the client site is necessary, we require our staff to answer and submit our External Meetings to Client Sites Questionnaire. If deemed safe as a result of this questionnaire, we will participate in client visits and in-person meetings.
Mandatory Project Requirements (4.2.2)
Firm’s Financial Capability (4.2.2.1)

Brown Smith Wallace, LLP

### Income Statement
($000s)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$49,605</td>
<td>$45,728</td>
<td>$42,319</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>38,404</td>
<td>34,887</td>
<td>32,172</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>10,180</td>
<td>9,463</td>
<td>8,871</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>470</td>
<td>288</td>
<td>244</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$551</td>
<td>$1,090</td>
<td>$1,032</td>
</tr>
</tbody>
</table>

### Balance Sheet
($000s)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Assets</td>
<td>8,716</td>
<td>8,413</td>
<td>8,029</td>
</tr>
<tr>
<td>Fixed Assets, Net</td>
<td>1,099</td>
<td>1,381</td>
<td>1,720</td>
</tr>
<tr>
<td>Intangible Assets, Net</td>
<td>8,479</td>
<td>5,418</td>
<td>5,459</td>
</tr>
<tr>
<td>Other Assets</td>
<td>74</td>
<td>33</td>
<td></td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$18,294</td>
<td>$15,286</td>
<td>$15,241</td>
</tr>
<tr>
<td>Liabilities and Equity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>2,547</td>
<td>2,210</td>
<td>2,867</td>
</tr>
<tr>
<td>Other Liabilities</td>
<td>6,645</td>
<td>2,920</td>
<td>3,689</td>
</tr>
<tr>
<td>Partners’ Equity</td>
<td>9,102</td>
<td>10,156</td>
<td>8,685</td>
</tr>
<tr>
<td><strong>Total Liabilities and Equity</strong></td>
<td>$18,294</td>
<td>$15,286</td>
<td>$15,241</td>
</tr>
</tbody>
</table>

I, Anthony J. Caleca, Managing Partner of Brown Smith Wallace, LLP, do hereby certify that these financial statements are accurate.

Signed: 
Date: Nov 18, 2020
Corporate Experience (4.2.2.2)

Our experience providing performance audit services to public sector and higher education entities far exceeds the mandatory five (5) years stipulated in Section 4.2.2.2 – Corporate Experience. As a firm, we have been providing performance audit services for over 20 years. This engagement team offers a combined 100 years of performance auditing services to the public sector. Furthermore, we have a designated a Higher Education Industry Group within our Advisory Practice. As the leader of this group, Keenan McKinney ensures our team remains on the cutting edge of issues that impact colleges and universities, enabling us to offer structured, clear suggestions for improvement to your purchasing process as a result of our audit.

As you will find in the tables below, our current and past engagements span a variety of clients in the public sector. We would be happy to provide additional references upon request.

CURRENT CLIENTS (4.2.2.2.3)

The following table outlines a current list of active contracted accounts of comparable size, dollar volume in gross sales and number of transactions to the University.

<table>
<thead>
<tr>
<th>NAME OF CLIENT</th>
<th>SERVICE PROVIDED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington University St. Louis</td>
<td>Construction audit and related services.</td>
</tr>
<tr>
<td>Metropolitan St. Louis Sewer District (MSD)</td>
<td>Internal audit, IT audit, data analysis, construction audit, and cybersecurity services.</td>
</tr>
<tr>
<td>U.S. Department of Agriculture</td>
<td>SOC 1, Type 2 examination services.</td>
</tr>
</tbody>
</table>

PAST CLIENT REFERENCES (4.2.2.2.4)

The following clients have given us permission to use them as references. You are welcome to call them regarding our services, our people, our commitment to service and our client-provider relationship.

<table>
<thead>
<tr>
<th>CLIENT CONTACT</th>
<th>DURATION</th>
<th>SERVICES, METHODS, RESULTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Missouri Systems</td>
<td>April 2017 – August 2018</td>
<td>The University of Missouri System requested that Brown Smith Wallace provide data analysis expertise to analyze the purchasing card transactions. This included testing criteria and identifying and developing data analytic tests, risk assessment criteria, and sampling strategies.</td>
</tr>
<tr>
<td>Michelle Piranio, Chief Audit &amp; Compliance Officer</td>
<td>1105 Carrie Francke Drive, Suite G001, Columbia, MO 65211</td>
<td>573.882.6151 <a href="mailto:piraniom@umsystem.edu">piraniom@umsystem.edu</a></td>
</tr>
<tr>
<td>CLIENT CONTACT</td>
<td>DURATION</td>
<td>SERVICES, METHODS, RESULTS</td>
</tr>
<tr>
<td>--------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Washington University St. Louis, Office of University Compliance and Internal Audit</strong></td>
<td>January 2010 - Present</td>
<td>Washington University requested that Brown Smith Wallace provide construction audit services. The services include: pre-construction contract review, review change order pricing and mark-ups; closeout audit; settlement meeting and reporting any overcharges; identification of potential cost exceptions; overcharges or duplicate payments; assessment of costs related to labor, materials and rental equipment.</td>
</tr>
<tr>
<td>Gail A. Peters, Executive Director of Compliance &amp; Audit</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
LOST ACCOUNTS (4.2.2.2.5)

Brown Smith Wallace has not been dismissed by a client due to poor performance, dispute, or conflict during an engagement. While we do not enter client relationships and engagements anticipating catastrophic problems or failures, there is always the potential, and we need to be prepared to resolve any problems should they occur. Should any problems be encountered, we will first try to resolve them ourselves. However, should we not be able to resolve a problem or conflict, we will notify the appropriate University official to assist us with resolving the matter.
Mandatory Requirements 3-6 (4.2.2.3 – 4.2.2.6)

Pursuant to Mandatory Requirements Sections 3-6, or 4.2.2.3 – 4.2.2.6, we acknowledge these requested services and confirm they are included in our proposed scope. This reference table identifies the pages on which these requirements are included in our Approach section:

<table>
<thead>
<tr>
<th>MANDATORY REQUIREMENT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4.2.2.3.1: Assessment of Compliance and Procedures.</strong> The performance audits should entails objective and systematic examination of evidence to provide an independent assessment of the performance and management of procurement functions against objective criteria. Compliance with state law and the rules, policies, and procedures of the Marshall U. Board of Governors as they apply to purchasing, receiving, supplies and equipment.</td>
<td>10</td>
</tr>
<tr>
<td><strong>4.2.2.3.2: Assessment of Compliance and Procedures.</strong> Determine whether the CPO has been properly designated as CPO and is performing the CPO’s responsibilities, duties and remedies outlined in the Marshall University Board of Governors Policy, State Law and duly adopted Purchasing Manual. Determine if Buyer delegations been made according to the Marshall University Board of Governors Policy, West Virginia Code and duly adopted Purchasing Manual.</td>
<td>14</td>
</tr>
<tr>
<td><strong>4.2.2.3.3: Assessment of Compliance and Procedures.</strong> Determine whether professional procurement procedures are established and maintained within the University. Determine if the requirements of the Governing Boards Purchasing procedures manual, provisions of the Marshall University Board of Governor’s Policy, State Law and duly adopted Purchasing Manual are being followed for purchases within adopted authority levels.</td>
<td>10, 15</td>
</tr>
<tr>
<td><strong>4.2.2.4.1: Best Business Practices and Improvements.</strong> The performance audit will provide information to improve program operations and facilitate decision making by parties with responsibility to oversee or initiate corrective actions and improve public accountability.</td>
<td>15</td>
</tr>
<tr>
<td><strong>4.2.2.4.2: Best Business Practices and Improvements.</strong> Identify whether “Best Business Practices” in procurement are employed at Marshall University. Identify factors inhibiting efficient and satisfactory performance and identify ways of making purchasing work better. Make recommendations that the audit firm believes would improve efficiency and accountability at the institution level and systemwide.</td>
<td>15</td>
</tr>
<tr>
<td><strong>4.2.2.5.1: P-Card Efficiencies and Compliance.</strong> The performance audits shall encompass a wide variety of objectives, including assessing program effectiveness and results, economy and efficiency, internal control, compliance with legal or other requirements or other analysis. Identify internal controls that should be implemented at the university. Determine if the Purchasing Card Program is being managed by the University in conformance with West Virginia code Section 12-3-10a and Title 148CSR7.</td>
<td>10, 16</td>
</tr>
<tr>
<td><strong>4.2.2.6.1: Reporting.</strong> The work will be summarized in a report with findings, conclusions, and recommendations. A presentation to the Senior Vice President of Operations and possibly to the Marshall University Board of Governors may be requested. Final reports are sent to the State of West Virginia Executive Offices, as required […] The firm shall provide a hard copy and an electronic copy of the final audit report.</td>
<td>18</td>
</tr>
</tbody>
</table>
Appendix A
ENGAGEMENT TEAM RESUMES
Engagement Team Bios

RON STEINKAMP, CPA, CIA, CFE, CGMA, CRMA, CCA, CCP
ADVISORY SERVICES PARTNER & PUBLIC SECTOR LEADER

Ron is a Partner in the Advisory Services practice of Brown Smith Wallace and our Public Sector Industry Leader focused on Public Sector clients. He has almost 30 years of Public Sector internal audit and consulting experience to include oversight and monitoring of grants to sub-recipients.

Ron’s service expertise includes:

- Consulting
- Construction Audit
- Internal Audit
- IT Risk Assessment
- Fraud Prevention and Detection
- Fraud Investigation
- Process Improvement
- Policies and Procedures

Major clients of Ron’s have included the University of Missouri, University of Oklahoma, Southern Illinois University, Columbia College, Lindenwood University, St. Louis Community College, Washington University, State of Missouri, State of Illinois, City of Moberly, Bi-State Development Agency, City of St. Louis, St. Louis Lambert International Airport, St. Louis Metropolitan Sewer District, St. Louis County, St. Louis Port, St. Louis Public Library, St. Louis Public Schools, University City, U.S. Department of Agriculture, U.S. VA. Ron has been with the firm for over 10 years now. Before joining Brown Smith Wallace, Ron spent several years providing internal and construction audit and fraud and forensic audit and internal control consulting services to his clients. He also previously served as the Internal Audit Executive for the City of St. Louis where he was responsible for all City audits conducted by a staff of 23 auditors and was a Federal Government auditor with the U.S. Army.

He has led the development of a methodology for internal audit quality assessment reviews, developed the internal audit infrastructure for a large metropolitan city, and directed grant sub-recipient monitoring and oversight. He has also identified over $300 million in questioned costs/savings while an auditor with the federal government.
KEENAN T. MCKINNEY, CIA, CCA
MANAGER, ADVISORY SERVICES

Keenan is a Manager in the Brown Smith Wallace Advisory Services practice and leads focused efforts within the Public Sector and College & University Sector Industry Groups. His primary area of expertise is internal audit and assessing and testing internal controls systems, evaluating processes and working with management to develop recommendations for improvement.

Keenan has more than 25 years of internal auditing and project management experience. Keenan has worked with Brown Smith Wallace for over 7 years. He has more than 10 years of public sector internal auditing experience, including serving as internal audit manager with the City of St. Louis for two years; working for accounting/professional services firms for six years; and working for a pipeline rehabilitation company for three years, where he served just over a year as internal audit manager.

Keenan’s work experience includes performance of internal audits, process improvement reviews, construction audits, Sarbanes-Oxley (SOX) reviews and Quality Assessment Reviews (QAR) of internal audit shops using the guidelines of the Institute of Internal Auditors (IIA) for various clients in multiple industries.

Keenan’s experience also includes several projects for colleges and universities as follows:
- Purchasing Card Review
- Internal Controls Performance Review and Assessment
- Utilities Billings and Cost Analysis
- Information Technology Logical Access Procedures Development
- Construction Audit

Keenan earned his Bachelor of Science degree in Accounting from the University of Missouri-Columbia. He is a Certified Internal Auditor (CIA) and Certified Construction Auditor (CCA). Keenan has been active in the Institute of Internal Auditors (IIA), serving as a Committee Chair and Secretary.
AMY J. JULIAN  
ADVISORY SERVICES DIRECTOR  

Amy Julian is a Director in the Advisory Services practice of Brown Smith Wallace where she helps businesses create and implement their strategy for business process transformation with a specialization in sourcing, procurement and working capital.

Amy’s approach brings together insights on data, tools, people and processes to recommend changes and lead transformative projects. She uses her hands-on project management experience to deliver results that clearly tie to the project objectives. She also identifies capability gaps and puts in place actions to close them. Her focus on change management and team engagement has helped ensure long-term sustainable results. Her project portfolio includes M&A related changes, functional re-designs and business leadership for system integrations.

Prior to joining Brown Smith Wallace, Amy worked for Anheuser-Busch, where she led a team of sourcing managers and was responsible for project support across all spend categories. Her extensive knowledge in procurement best practices enables her to identify process improvement opportunities and develop value-added sourcing initiatives. Her experience in sourcing also led her to develop a passion for negotiation strategy that is often implemented through a strong business process. Her core procurement experience includes:

- Building procurement technology and process strategy
- Category management of multiple categories with total spend between $20 million and $2 billion
- Authored procurement policies and developed supplier relationship program
- Supported design to value and other innovation focused sourcing activities
- Led strategic re-design of procurement operations including procure to pay and contract to implementation process re-design
- Ownership of annual procurement planning and variance reporting for North America

EDUCATION

Masters in Business Administration from Saint Louis University
Bachelor of Science degree in Economics from Arizona State University

CERTIFICATIONS

Lean Six Sigma Green Belt Certification (prior employer adapted program)
CHRISTINE J. PEDROLI, ACDA
ADVISORY SERVICES MANAGER

Christine Pedroli is a Manager in Advisory. She is an experienced Galvanize (formerly ACL) data analyst with a great ability to dig in and understand new information, whether analyzing data or quickly learning new software tools. Christine has been working with ACL since 2009 and has seen the difference in audit results when it is part of the audit plan.

Christine joined Brown Smith Wallace in 200 as an intern. Since then, she has worked on a variety of engagements ranging from external audits to litigation support. Her experience centers around data analysis, internal audit, financial statement and benefit plan audits, self-funded health plan and TPA audits, Bank Secrecy Act/Anti-Money Laundering monitoring, and process improvement. In addition, Christine leads data analysis training efforts within the firm and for our clients.

Christine has experience serving the following industries:

- Insurance
- Government
- Higher Education
- Financial Services
- Manufacturing
- Commodities

Christine earned her Bachelor of Science degree in Business Administration and a Master of Science in Accounting from Saint Louis University. She is a member of the St. Louis Galvanize User Group and the Institute of Internal Auditors. Christine is an ACL Certified Data Analyst.

314.983.1261
cpedroli@bswllc.com

EDUCATION
Bachelor of Science degree in Business Administration from Saint Louis University
Master of Science degree in Accounting from Saint Louis University

CERTIFICATIONS
ACL Certified Data Analyst

COMMUNITY AND INDUSTRY INVOLVEMENT
St. Louis Galvanize User Group
- Member
Institute of Internal Auditors (IIA)
- Committee Chair
- Secretary
BRET SIMMONS, CRCR, CCSFP
ADVISORY SERVICES SENIOR CONSULTANT

Bret is a Senior Consultant in the Brown Smith Wallace Advisory Services practice, where he has responsibility for providing consulting services to the Firm’s clients in industries including financial services and government industries.

Bret’s service expertise includes:

- Internal Audit
- Strategic Planning
- SOC Examinations
- IT Audit
- Process Improvement
- Policies and Procedures Review
- Interim Management
- Fraud and Risk Assessments

Bret utilizes strong knowledge of consulting concepts, practices, and procedures to assess complex business operations and financial processes. He conducts research to evaluate business risks and opportunities related to standard operating procedures, and he collaborates with client management and key stakeholders to gather and analyze information, resolve problems, and make written recommendations for business and process improvements.

Bret has worked on projects for many clients in the public sector, including school districts, colleges and universities, state departments and quasi-governmental agencies.

Prior to joining Brown Smith Wallace, Bret worked at a local firm where he was a consultant. He is a Certified Revenue Cycle Representative.

Bret’s community and industry involvement includes serving as the Chair of Programs and Golf Committee and Treasurer-Elect of the Healthcare Financial Management Association. Bret is currently the Vice President and President elect of NEXT, a group for emerging leaders at Brown Smith Wallace.
ANTHONY ODARCZENKO  
ADVISORY SERVICES CONSULTANT

Anthony is a Consultant in the Advisory Services group at Brown Smith Wallace. He provides a variety of internal audit services to the firm’s clients. Anthony’s service expertise includes:

- Internal Audit
- SOC Examinations
- Process Improvement
- Risk Assessment
- Data Analysis

Prior to Brown Smith Wallace, Anthony worked as an auditor for the Defense Contract Audit Agency (DCAA). He performed several audits under a $4.1 billion proposal in annual incentive plan costs and a $405 million proposal in incurred indirect labor costs to ensure companies were complying with the Generally Accepted Government Auditing Standards (GAGAS), Federal Acquisition Regulation (FAR), Defense Federal Acquisition Regulation Supplement (DFARS), Cost Accounting Standards (CAS), and Generally Accepted Accounting Principles (GAAP). During his time at the DCAA, he was able to identify over $100 million in questioned costs/savings.

Before the DCAA, Anthony was a tax compliance auditor for the Missouri Department of Revenue (MODR). Anthony’s tax experience includes corporate income tax and franchise tax. At MODR, he was responsible for analyzing federal and state tax documents to ensure companies were following the state’s corporate income and franchise tax regulations.

Anthony earned his Bachelor of Science degree in Accounting and Management Information Systems from Illinois College. He has also attained the Department of Defense (DoD) Level 2 Financial Management certification.

314.687.2390  
aodarczenko@bswllc.com

EDUCATION

Bachelor of Science in Accounting and Management Information Systems – Illinois College

INDUSTRY EXPERTISE

Internal Audit  
Construction  
Government  
Department of Defense  
Other Civilian Agencies

CERTIFICATIONS

Department of Defense (DoD) Level 2 Financial Management (FM) Certification

COMMUNITY AND INDUSTRY INVOLVEMENT

Institute of Internal Auditors (IIA)
DENNIS W. JUNG, CCA, CIA, CFE
SENIOR CONSULTANT, ADVISORY SERVICES

Dennis is a Senior in the Brown Smith Wallace Advisory Services practice, where his primary areas of expertise include construction cost review, internal controls, operational auditing, and process improvements. His accomplishments stem from creatively using his broad experience to adapt best industry practices to new situations.

Dennis's service expertise includes:

- Internal Audit
- Construction Audit
- Process Improvement
- IT Audit
- Third Party Assurance

Dennis has over 13 years of construction audit experience. Major construction audit clients include Washington University, Mercy Health systems, St. Louis Metropolitan Sewer District, City of St. Louis, Bass Pro Shops, and World Wide Technology. He has worked on projects ranging from $2 to $700 million in the U. S. and Canada. Project types include hospitals, casinos, office buildings, warehouse, pipelines and light rail.

In addition to his construction experience, Dennis has more than 25 years of broad internal audit experience with a diverse group of organizations in governmental and corporate settings. He has conducted reviews in operational and IT auditing for Sarbanes-Oxley clients; operational improvement reviews and purchasing transaction audits; and in the banking industry audits of trusts, bond operations, item processing, and branch operations. Dennis has managed an audit staff for a multi-state, non-profit organization conducting operational audits and provided support to its external audit firm for IT, operational and compliance audits.

EDUCATION

Bachelor of Science degree in Business Administration from the University of Missouri—St. Louis

CERTIFICATIONS

Certified Construction Auditor
Certified Internal Auditor
Certified Fraud Examiner

COMMUNITY AND INDUSTRY INVOLVEMENT

Institute of Internal Auditors (IIA)
Association of Certified Fraud Examiners (ACFE)
National Association of Construction Auditors (NACA)
Appendix B
ACKNOWLEDGEMENTS AND AFFIDAVITS
STATE OF WEST VIRGINIA
Purchasing Division

PURCHASING AFFIDAVIT

CONSTRUCTION CONTRACTS: Under W. Va. Code § 5-22-1(i), the contracting public entity shall not award a construction contract to any bidder that is known to be in default on any monetary obligation owed to the state or a political subdivision of the state, including, but not limited to, obligations related to payroll taxes, property taxes, sales and use taxes, fire service fees, or other fines or fees.

ALL CONTRACTS: Under W. Va. Code § 55A-3-10a, no contract or renewal of any contract may be awarded by the state or any of its political subdivisions to any vendor or prospective vendor when the vendor or prospective vendor or a related party to the vendor or prospective vendor is a debtor and: (1) the debt owed is an amount greater than one thousand dollars in the aggregate; or (2) the debtor is in employer default.

EXCEPTION: The prohibition listed above does not apply where a vendor has contested any tax administration pursuant to chapter eleven of the W. Va. Code, workers' compensation premium, permit fee or environmental fee or assessment and the matter has not become final or where the vendor has entered into a payment plan or agreement and the vendor is not in default of any of the provisions of such plan or agreement.

DEFINITIONS:

"Debt" means any assessment, premium, penalty, fine, tax or other amount of money owed to the state or any of its political subdivisions because of a judgment, fine, permit violation, license assessment, defaulted workers' compensation premium, penalty or other assessment presently delinquent or due and required to be paid to the state or any of its political subdivisions, including any interest or additional penalties accrued thereon.

"Employer default" means having an outstanding balance or liability to the old fund or to the uninsured employers' fund or being in policy default, as defined in W. Va. Code § 23-2c-2, failure to maintain mandatory workers' compensation coverage, or failure to fully meet its obligations as a workers' compensation self-insured employer. An employer is not in employer default if it has entered into a repayment agreement with the Insurance Commissioner and remains in compliance with the obligations under the repayment agreement.

"Related party" means a party, whether an individual, corporation, partnership, association, limited liability company or any other form of business association or other entity whatsoever, related to any vendor by blood, marriage, ownership or contract through which the party has a relationship of ownership or other interest with the vendor so that the party will actually or by effect receive or control a portion of the benefit, profit or other consideration from performance of a vendor contract with the party receiving an amount that meets or exceed five percent of the total contract amount.

AFFIRMATION: By signing this form, the vendor's authorized signer affirms and acknowledges under penalty of law for false swearing (W. Va. Code § 61-5-3) that: (1) for construction contracts, the vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, that neither vendor nor any related party owe a debt as defined above and that neither vendor nor any related party are in employer default as defined above, unless the debt or employer default is permitted under the exception above.

WITNESS THE FOLLOWING SIGNATURE:

Vendor's Name: Brown Smith Wallace, LLP

Authorized Signature: Ron Steinkamp, Partner Date: November 17, 2020

State of Missouri

County of Saint Louis, to wit:

Taken, subscribed, and sworn to before me this 19 day of November, 2020.

My Commission expires 01/25/2022

AFFIX SEAL HERE

PAULINE O'CONNOR
NOTARY PUBLIC
Purchasing Affidavit (Revised 01/15/2016)
OUR FAMILY OF SERVICES

Top 100 Business Advisory & CPA Firm

Innovative Strategies & Industry Expertise

We Bring Midwest Value to Clients Coast to Coast

ADVISORY
• Business Performance Consulting
• Internal Audit & Enterprise Risk
• Internal Control Compliance
• IT Audit & Advisory
• Cybersecurity

• Data Analysis
• Construction Audit
• Fraud & Forensics
• Enterprise Software Selection & Systems Consulting

• Strategic Planning
• Third Party Assurance
• Health Care Reform
• Independent Insurance Review
• Marketing Advisory

AUDIT
• Financial Statement Audits
• Reviews & Compilations
• Employee Benefit Plan Audits

• Agreed Upon Procedures
• Contractual Audits
• Collateral Audits

• Peer Reviews
• Bankruptcy/Liquidation Support

ENTREPRENEURIAL SERVICES GROUP
• Outourced Accounting
• Quickbooks & Other Accounting Software

• Payroll
• CFO Services
• Interim Staffing

• Check Writing
• 1099 Services

TAX
• Individual Income Tax Compliance & Consulting
• Business Income Tax Compliance & Consulting

• State & Local Tax Planning & Strategy
• Sales & Use Tax Planning & Recovery
• Property Tax Planning, Appeals & Strategy

• International Tax Planning
• Cost Segregation Studies
• Estate, Gift & Trust Planning

TRANSACTION ADVISORY & LITIGATION SUPPORT
• Mergers & Acquisitions
• Due Diligence
• Business Valuations
• Intangible Valuations

• Exit & Business Succession Planning
• Litigation Support
• Forensic Accounting

• Dispute Advisory

INDUSTRIES SERVED
• Broker-Dealers & Investment Advisors
• Cannabis & Hemp
• Captive Insurance
• Construction, Engineering & Architecture
• Craft Beverage

• Financial Institutions
• Health Care
• High-Net-Worth Individuals
• Insurance
• Manufacturing & Distribution
• Not for Profit

• Private Equity
• Public Sector
• Real Estate
• Retail
• Startups

Visit brownsmithwallace.com for more information.
<table>
<thead>
<tr>
<th>Status</th>
<th>Bid/No Bid Decision</th>
<th>#</th>
<th>Item Name</th>
<th>Quantity Required</th>
<th>Unit Price</th>
<th>Estimated Hours</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Success: All values provided</td>
<td>Bid</td>
<td>#0-1</td>
<td>INTERVIEWS, DATA COLLECTION, UPDATES</td>
<td>1</td>
<td>$175.00</td>
<td>60</td>
<td>$175.00</td>
</tr>
<tr>
<td>Success: All values provided</td>
<td>Bid</td>
<td>#0-2</td>
<td>COMPLIANCE AUDIT</td>
<td>1</td>
<td>$175.00</td>
<td>290</td>
<td>$175.00</td>
</tr>
<tr>
<td>Success: All values provided</td>
<td>Bid</td>
<td>#0-3</td>
<td>PERFORMANCE REVIEW DRAFT</td>
<td>1</td>
<td>$175.00</td>
<td>100</td>
<td>$175.00</td>
</tr>
<tr>
<td>Success: All values provided</td>
<td>Bid</td>
<td>#0-4</td>
<td>FINAL REPORT</td>
<td>1</td>
<td>$175.00</td>
<td>40</td>
<td>$175.00</td>
</tr>
<tr>
<td>Success: All values provided</td>
<td>Bid</td>
<td>#0-5</td>
<td>OTHER</td>
<td>1</td>
<td>$175.00</td>
<td>0</td>
<td>$175.00</td>
</tr>
</tbody>
</table>