

# Proposal to Conduct a Purchasing Performance Audit (#MU21PAUDIT)

MARSHALL UNIVERSITY  
HUNTINGTON, WEST VIRGINIA

December 7, 2020

Submitted by:

Matrix Consulting Group  
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*Richard P. Brady*

Richard P. Brady, President

**matrix**   
consulting group

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December 7, 2020

Ms. Stephanie Smith  
Marshall University  
Old Main 125  
One John Marshall Drive  
Huntington, WV 25755

Dear Ms. Smith:

The Matrix Consulting Group is pleased to present our response to RFP MU21PAUDIT to conduct a Purchasing Performance Audit for Marshall University. This proposal is based upon our review of the requested scope of work, our participation in the pre-bid conference, a review of the issued addenda and our work conducting similar engagements throughout the nation.

Having been involved in prior purchasing audits for Marshall University (as well as similar audits for West Virginia University) we understand that this project is being undertaken in accordance with West Virginia Code Section 18B-5-4 which requires an independent performance audit of all purchasing functions and duties of at least once every three years. The audit is intended to ensure compliance with state law and the policies and procedures of the Marshall University Board of Governors relating to procurement.

Our staff possess extensive experience analyzing procurement policies, procedures, and operations for public entities as shown in the following points:

- We have proposed an extremely experienced project team. The Project Manager will be Alan Pennington. He has served as Project Manager on the three most recent purchasing audits performed for Marshall University, as well as four purchasing audits conducted for West Virginia University, and was either project manager or lead analyst on the other purchasing studies listed below.
- Other members of our project team include Khushboo Hussain and David Lee Branch. Both of these consultants have been involved in prior purchasing performance audits conducted for Marshall University and for West Virginia University and other purchasing and compliance studies conducted by the firm throughout the nation.
- We have extensive experience conducting procurement and contract management specific studies for large complex organizations over the past decade including:

Client (Year)	Project Title
Charlotte Aviation Department (2015)	Procurement Process Evaluation Audit
Charlotte, NC (2008)	Procurement Policy and Compliance Review
Imperial Irrigation District, CA (2010)	Management Audit of Procurement Division
Los Angeles County (2014)	Contract Compliance Assessment
<b>Marshall University, WV (2018, 2015 &amp; 2010)</b>	<b>Purchasing Performance and Compliance Audit</b>
Reno-Washoe County, NV (2011)	Administrative Shared Services Feasibility Study
Santa Clara Valley Water District, CA (2010)	Procurement and Contracts Function Review and Development of Procurement Policy Manual
West Virginia University (2020, 2018, 2015, 2011 and 2008)	Purchasing and Accounts Payable Performance and Compliance Audit

- We have conducted management studies of more than 75 purchasing operations in public entities throughout the country, including:

#### Organizational Studies including Purchasing / P-Card Programs Evaluation

Albuquerque, New Mexico	Half Moon Bay, California	Rancho Mirage, California
Barstow, California	Lathrop, California	Riverside, California
Brattleboro, Vermont	Johnson County, Kansas	Roseville, California
Charlotte Aviation Authority (NC)	Monroe County, Michigan	Spokane, Washington
DeKalb County, Georgia	Monrovia, California	Sunnyvale, California
Deltona, Florida	Montgomery College (MD)	University at Albany - SUNY
Franklin Township, New Jersey	Montpelier, Vermont	Waltham, Massachusetts
Fort Morgan, Colorado	Peoria County, Illinois	Washington State Ferries, Wash.
Goodyear, Arizona	Portsmouth, Virginia	Wayland, Massachusetts

In this specific project we will conduct a series of tasks to comprehensively evaluate the operations and practices of Marshall University's purchasing and p-card activities and compliance with State and University laws, regulations or policies.

I appreciate the opportunity to provide this proposal for your consideration.

*Richard P. Brady*  
**Matrix Consulting Group**

Richard P. Brady  
 President

# 1 Firm Background and Qualifications

This section provides background information regarding the firm and highlights prior experience of the firm in conducting internal control assessments, performance audits (specifically those related to procurement and warehouse operations), and management consulting services.

## 1. Firm Overview (Mandatory Requirement 4.2.2.2.1)

The Matrix Consulting Group's provides organizational, management and financial management services to the public sector. The following points provide specific information regarding the firm's background, focus and composition:

- Our *only* market and service focus is management, staffing, operational and financial analysis for the public sector.
- The Matrix Consulting Group is a national company. We are headquartered in San Mateo, CA with a satellite office in Irvine. We also have regional offices in Illinois, Texas, Massachusetts, North Carolina, Oregon, and Alaska. We also have a Canadian office in Halifax, Nova Scotia.
- We were founded in 2002 and incorporated in California on January 1, 2003. We are an independent organization and not a subsidiary of any other firm.
- The principals and senior staff of our firm have worked together in this and other consulting organizations as one team for between 10 and 30 years. The firm has four partners: Richard Brady, President / Chief Financial Officer; Alan Pennington, Secretary; Courtney Ramos; and Ian Brady.
- We have 16 full time employees and 4 part-time/per diem employees.
- Our main contract for the firm related to this proposal is: Richard Brady, President, [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net) or 650.858.0507.
- Our website address is: [www.matrixcg.net](http://www.matrixcg.net)
- We provide a wide range of management consulting services to local government, including the following functional areas:
  - Internal Control Assessments and testwork
  - Performance Audits
  - Management Consulting Services to include:
    - Administration (Finance, HR, IT, Procurement, etc.)
    - Community Development

- Fire and Emergency Medical Services
- Law Enforcement (police, corrections, courts)
- Parks, Recreation and Community Services
- Public Works and Utilities

Since our founding, we have grown into one of the premier local government management consulting firms in the nation. The following table summarizes the service areas in which we provide services.

**Law Enforcement**

Staffing analysis  
 Patrol scheduling and deployment  
 Patrol beat redesign  
 Community policing  
 Management studies  
 Regionalized & consolidation feasibility  
 Contract compliance audits  
 Overtime audits  
 Projections and growth impact

**Fire and EMS**

Master and strategic plans  
 Station location planning  
 Staffing analysis  
 Scheduling and deployment  
 Standard of coverage  
 Regionalized & consolidation feasibility  
 Management studies  
 Contract compliance audits

**Emergency Communications**

Staffing analysis  
 Operations analysis  
 Consolidation feasibility  
 Implementation assistance

**Corrections and Justice**

Operational analysis  
 Staffing analysis  
 Needs assessments and master plans  
 Community corrections alternatives

**Financial Services**

Cost allocation plans  
 Cost of services  
 User fees  
 Development impact / Nexus  
 Billable/hourly rates  
 Internal control audits

**Community Development**

Permit streamlining  
 Organization and staffing studies  
 Permitting software decisions  
 Customer service  
 Service level standards

**Administrative**

Organizational assessments  
 Staffing analysis  
 Performance management  
 Shared services analysis  
 Compliance audits  
 Information technology  
 Process improvement  
 Strategic planning

**Public Works and Utilities**

Organizational assessments  
 Staffing analysis  
 Infrastructure assessments  
 Preventive maintenance needs  
 Fleet management  
 Engineering analysis  
 Asset and maintenance mgmt.

**Fleet Management**

Program and operational analysis  
 Fleet replacement planning  
 Fleet size and composition  
 Fleet maintenance  
 Contract feasibility and compliance  
 Technology and mgmt. reporting

**Parks, Recreation, and Libraries**

Master and strategic planning  
 Staffing and program analysis  
 Customer service  
 Park condition assessments

**Citywide and Countywide**

Organizational assessments  
 Strategic planning  
 Staffing analysis  
 Management analysis  
 Customer service  
 Shared services

**Higher Education**

Administrative services  
 Campus security  
 Organizational and staffing analysis  
 University-city contract services

**State**

Administrative services  
 Organizational and staffing analysis

**2. Firm Qualifications (Mandatory Requirement 4.2.2.2.2)**

Our place in the government consulting industry is based on our experience and our approach. While more fully explained in later sections of the proposal, these strengths can be summarized as follows:

- We have conducted over 1,300 performance audits since our founding covering the majority of service areas within local government. This work has included several dedicated internal control studies within the last year.
- Our approach to providing consulting services is in-depth and client centered, recognizing that each client environment is unique.

Due to the high quality of service provided, we have many clients who have utilized us to conduct multiple engagements for their organization.

The following table summarizes our experience conducting procurement studies.

Client (Year)	Project Title
Charlotte Aviation Department (2015)	Procurement Process Evaluation Audit
Charlotte, NC (2008)	Procurement Policy and Compliance Review
Imperial Irrigation District, CA (2010)	Management Audit of Procurement Division
Los Angeles County (2014)	Contract Compliance Assessment
<b>Marshall University, WV (2018, 2015 &amp; 2010)</b>	<b>Purchasing Performance and Compliance Audit</b>
Reno-Washoe County, NV (2011)	Administrative Shared Services Feasibility Study
Santa Clara Valley Water District, CA (2010)	Procurement and Contracts Function Review and Development of Procurement Policy Manual
West Virginia University (2020, 2018, 2015, 2011 and 2008)	Purchasing and Accounts Payable Performance and Compliance Audit

As shown, we have previously conducted eight prior purchasing performance audits for Marshall University and West Virginia University. This experience has given us extensive understanding of the requirements that must be addressed to conduct the scope of work in compliance with State regulations and an in-depth understanding of the state’s purchasing and p-card regulations applicable to Marshall University. The following table summarizes, by major task, the areas reviewed and evaluated in each of these studies.

Study	Standardization of Business Processes	Process Flow Documentation and Review	Procurement Process Review and Compliance Evaluation	Contract Process Review and Evaluation	Developing / Revising Policies, Procedures, Guides	Technology Review and Evaluation
West Virginia University	✓		✓	✓		✓
Broward County, FL	✓	✓				✓
Pasadena, California	✓		✓			✓
Reno-Washoe County, NV	✓		✓			✓
Imperial Irrigation District			✓	✓		✓
Marshall University, WV	✓		✓	✓		✓
Santa Clara Valley Water	✓	✓	✓	✓	✓	✓
Charlotte, NC	✓		✓	✓		✓
Charlotte Aviation, NC	✓	✓	✓	✓		✓

It is also important to note that our project team has experience not only evaluating policies and procedures, but also developed an ISO compliant procurement manual (for the Santa Clara Valley Water District) and provided training to procurement and operating unit staff.

Finally, our experience has included over 80 organization-wide studies for a diverse group of public sector agencies. All of these studies were performance or management audits of operations, and most included assessments of procurement and warehouse operations (higher education clients shown in bold):

**Organization-wide Studies**

Albuquerque, New Mexico	Goodyear, Arizona	Portsmouth, NH
Augusta, Georgia	Half Moon Bay, California	Rancho Mirage, California
Avon, Connecticut	Johnson County, Kansas	Rancho Palos Verdes, CA
Barstow, California	Monroe County, Michigan	Raymore, Missouri
Brattleboro, Vermont	Monrovia, California	Roseville, California
Carroll County, NH	<b>Montgomery College</b>	Salt Lake County, Utah
Corp. for Public Broadcasting	Montpelier, Vermont	Sunnyvale, California
DeKalb County, Georgia	Orland Park, Illinois	Tinley Park, Illinois
Deltona, Florida	Orleans, Massachusetts	<b>University at Albany - SUNY</b>
Franklin Township, NJ	Orting, Washington	WA Dept. of Fish & Wildlife
Fort Morgan, Colorado	Palos Verdes Estates, CA	Waltham, Massachusetts

We would be happy to provide additional information about any of our prior clients.

**3. References (Mandatory Requirement 4.2.2.2.4)**

The following table provides reference information for studies completed in the last several years focused on the evaluation of procurement and related operations both for institutions of higher education and other public sector entities.



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## Organizational Studies including Purchasing / P-Card Programs Evaluation

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**West Virginia University****Procurement Audit and Compliance Study (2020, 2018, 2015, 2011 and 2008)****Project Reference:**

Ted Svehlik, Assistant VP  
304.293.8450  
[ted.svehlik@mail.wvu.edu](mailto:ted.svehlik@mail.wvu.edu)

This project included both a state mandated review evaluating compliance with State and University procurement policies and a comprehensive performance audit and evaluation of the procurement and accounts payable functions including all processes and organizational structure. A specific component of this study was an evaluation of the purchasing limits, processes, and internal controls of the University and compliance with existing procedures. Recommendations included revisions to the utilization of computerized software systems, policy revisions, purchasing approaches and staffing (and related roles and responsibility) adjustments.

**Charlotte Douglas International Airport, North Carolina****Procurement Process Evaluation Audit (2015)****Project Reference:**

Michael Hill  
Assistant Aviation Director  
704.359.4009  
[mdhill@cltairport.com](mailto:mdhill@cltairport.com)

In this study, we conducted a comprehensive review of the procurement function of the Charlotte Aviation Department. We evaluated the use of technology, policies, procedures, and staffing requirements. Key recommendations addressed recommended changes to City and State policies and procedures to provide greater flexibility and service improvements to Charlotte Aviation procurement operations, modifications to the staffing allocations, and greater centralization of procurement operations. This study is relevant to PVSC due to the evaluation of the procurement processes and staffing requirements (both numbers and type of staff) to support a large complex entity.

**Santa Clara Valley Water District (San Jose, California)****Procurement Policy Review and Analysis (2012)****Project Reference:**

Melanie Richardson  
Deputy Administrative Officer  
408.265.2607  
[mrichardson@valleywater.org](mailto:mrichardson@valleywater.org)

During this study, the Matrix Consulting Group conducted an evaluation of the procurement function, recommended changes to policies and procedures to improve efficiency and implement best practices. While no changes in staffing were recommended, we did recommend a different deployment of staff to increase customer service, focus of high dollar volume purchases, and conduct spend analysis and development of master contracts. Additionally, we developed a comprehensive ISO compliant procurement and policy manual for the District and provided training to both the Procurement Staff and Departmental Users on the new procurement manual / procedures.

**Charlotte, North Carolina****Procurement Policy and Compliance Review (2013)****Project Reference:**

Gregory McDowell  
Internal Auditor  
704.336.8085  
[gmcowell@ci.charlotte.nc.us](mailto:gmcowell@ci.charlotte.nc.us)

This project entailed an assessment and evaluation of the procurement policies against best practices in the procurement field. Specific areas of inquiry and evaluation included: evaluation of the procurement approaches utilized, compliance with established policies and procedures, enhancements to improve the transparency and fairness of the procurement of goods and services, and the management of contracts.

Compliance review of purchasing function focused on adherence to regulations and policies. Recommended increase in authority levels to eliminate unnecessary board review of small purchases. Implemented increased reporting mechanisms for accountability.

We encourage you to talk to our references about the quality of services provided by our firm. We would be happy to provide additional references upon request.

**4. Lost Accounts (Mandatory Requirement 4.2.2.2.5)**

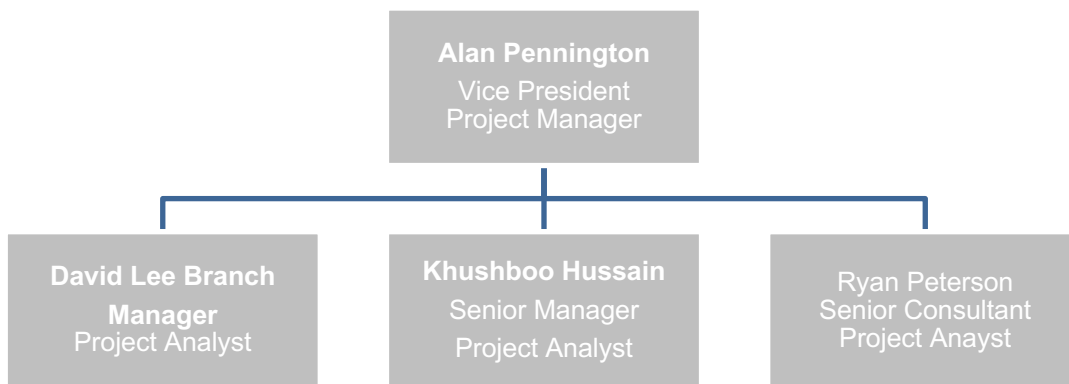
The Matrix Consulting Group has no lost accounts to disclose.

## 2 Project Team Qualifications and Experience

This section of our proposal provides information regarding our proposed project team for services required by the City of Newport Beach.

### 1. Project Team

For this engagement, we are proposing Mr. Alan Pennington as our Project Manager and Lead Analyst for this engagement. As the practice manager for our Higher Education and Procurement Practices, Mr. Pennington has been the project manager or lead analyst on all of our recent contracts related to the review of procurement services for institutions of higher education or state agencies. Additionally, Mr. Pennington has conducted the last six purchasing performance audits conducted under the West Virginia Statute governing this engagement and lead the project teams on our prior work with West Virginia University and Marshall University.



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**Alan Pennington** Mr. Pennington is a Vice President with the Matrix Consulting Group and served for over 15 years in various public sector positions in Illinois and Maine.

Vice President  
Project Manager

His analytical experience includes procurement and compliance studies conducted for Avon (CT), Charlotte (NC), Charlotte Douglas International Airport (NC), Los Angeles County (CA), Matanuska-Susitna Borough (AK), Marshall University (WV), Peoria County (IL), Reno-Washoe County (NV), Riverside (CA), Santa Clara Valley Water District (CA), Springfield (MA), and West Virginia University (WV). Additionally, he has participated in organization-wide studies that involved procurement including: Albuquerque (NM), Franklin Township (NJ), Ft. Morgan (CO), Half Moon Bay (CA), Johnson County (KS), Mt. Lebanon (PA), Orland Park (IL), Raymore (MO), Rancho Mirage (CA), Rancho Palos Verdes (CA) and Roseville (CA).

Mr. Pennington has worked with numerous higher education clients over the last several years including: Marshall University (WV), University at Albany, SUNY (NY), University of Maryland University College (MD), Montgomery College (MD), Madison Area Technical College (WI) and West Virginia University (WV).

Mr. Pennington has a BA in Public Management and an MPA in Public Administration from the University of Maine.

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**Khushboo Hussain** Khushboo Hussain is a Manager with the firm and will serve as a Project Analyst on this engagement. Ms. Hussain has assisted on numerous management audits focusing on reviewing existing operational and operational policies.

Manager  
Project Analyst

Most recently, Ms. Hussain has assisted with management studies for the following jurisdictions: Ashland (OR), Bay Area Transit Authority (CA), DeKalb County (GA), Honolulu Board of Water Supply (HI), Los Angeles (CA), Los Angeles County (CA), Riverside (CA), San Clemente (CA), and University of Maryland University College (MD). Financial services clients have included: Ashville (NC), Austin (TX), Dallas (TX), Ft. Lauderdale (CA), Kissimmee (FL), Long Beach (CA), Maui County (HI), San Bernardino (CA), and West Virginia University (WV).

Ms. Hussain received her B.A. and M.A. in International Economics from University of California, San Diego.

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**David Lee Branch** Mr. Branch is a Senior Consultant assigned to support our senior staff in all subject areas. In his time with the firm he has contributed to dozens of studies, including Coral Gables (FL), Montgomery College (MD), Springfield Water and Sewer Commission (MA), Rockingham County (NH), DeKalb County (GA), Kissimmee (FL), Niles (IL), Orland Park (IL) and Flower Mound (TX). Specific studies focused on the evaluation of procurement operations include: Riverside (CA), Peoria County (IL), Marshall University (WV) and West Virginia University (WV).

Senior Consultant  
Project Analyst

Mr. Branch received his B.S. in Public Policy, Management, and Planning from USC, and his Masters in Secondary Education from the University of Missouri – St. Louis.

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**Ryan Peterson**Senior Consultant  
Project Analyst

Ryan is a is a Consultant with the Matrix Consulting Group, specializing in GIS and data analytics. He has over five years of experience in conducting geospatial analysis for local and regional governments, having previously worked for the City of Portland and City of Beaverton, as well as the Tri-County Metropolitan Transportation District of Oregon (TriMet).

Mr. Peterson leads our GIS and Analytics unit and supports our senior staff with detailed analysis of workload data, spatial analysis and data analytics in support of our staffing and operational efficiency evaluations. During his time with the firm, selected clients where these skills were utilized for staffing and operational studies include: Aurora (CO), Boston (MA), Boulder (CO), Buckeye (AZ), Clayton (MO), Columbus (OH), Davenport (IA), Denton (TX), Dodge County (WI), Fort Worth (TX), Grand County (UT), Gulf Shores (AL), Hennepin County (MN), Littleton (CO), Los Angeles (CA), New Rochelle (NY), Orange County (FL), Pittsburgh (PA), Raleigh (NC), Rowan County (NC), San Francisco (CA), and Yarmouth (MA).

He received his BS from the University of Oregon in Geography, a Graduate Certificate in GIS from Portland State University, and holds a Certificate in Programming from Epicodus.

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On the following pages, we have provided resumes for our project team.

**ALAN D. PENNINGTON**

VICE PRESIDENT, MATRIX CONSULTING GROUP

**Background:** Alan Pennington is a Vice President with the Matrix Consulting Group and leads our General Consulting Practice. He has been employed by the Matrix Consulting Group since 2005. Prior to that he served for over 15 years in public sector positions in Maine and Illinois. He served in Peoria, Illinois (from 1992 to 2005), in various positions including Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager.

**Agency-Wide Studies:** Participated on project teams conducting evaluations of entire city organizations. Work scope included evaluation of service levels and policies and procedures, staffing levels, evaluation of spans of control, and reviewing alternatives options for organizational structure.

Avon, Connecticut	Peoria County, Illinois
DeKalb County, Georgia	Palos Verdes Estates, California
Greenbelt, Maryland	Rancho Mirage, California
Half Moon Bay, California	Rancho Palos Verdes, California
Johnson County, Kansas	Raymore, Missouri
Montgomery College, Maryland	Roseville, California
Montpelier, Vermont	Schertz, Texas
Mt. Lebanon, Pennsylvania	South Coast Water District, California
Orland Park, Illinois	Tigard, Oregon
Orleans, Massachusetts	Tinley Park, Illinois
Orting, Washington	Washington State Ferries

**Administrative Services:** Conducted studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included evaluating and revising associated business processes, performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.

Avon (CT) - HR, Finance, Maintenance	Omaha, Nebraska – Union Agreement Eval.
Carroll County (NH) – Human Resources	Peoria County (IL) - HR, Procurement, Finance
Cabarrus County (SC) – Internal Controls	Polk County (FL) – HR Assessment
Cedar Rapids (IA) – Human Resources	Portsmouth (NH) - Labor Relations, Overtime
Charlotte (NC) - Procurement	Riverside (CA) – Human Resources, Finance
Highland Park (IL) – HR	Rockingham County (NH) – Human Resources
Imperial Irrigation District - HR	Salt Lake City (UT) - Human Resources
Ketchikan (AK) – HR Division Assessment	Santa Clara Valley Water (CA) - Procurement
Lake County (IL) – HR / Payroll Assessment	Springfield (MA) - City Clerk
Los Angeles (CA) – Payroll	Springfield (MA) - Finance, Procurement
Imperial Irrigation District (CA) – HR	Sunnyvale (CA) – Finance, Procurement
Lake County – HR / Payroll	University of Maryland University College –HR
Madison Area Technical College - HR	University of Albany – SUNY – Admin Functions
Marshall University (WV) - Procurement	Vancouver (WA) – HR / Workers Compensation
Matanuska (AK) - School Site Selection	Virginia Beach (VA) - HR
Missouri Department of Conservation – HR	VTPO (FL) – Human Resources Program Study
Niles (IL) - Finance	West Virginia University (WV) – Procurement

**Community Development (Planning, Building, Code Enforcement):** Evaluated the development review and permitting processes. Conducted assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.

**ALAN D. PENNINGTON**

VICE PRESIDENT, MATRIX CONSULTING GROUP

Blacksburg, Virginia	Lee's Summit, Missouri
Boston, Massachusetts	Manatee County, Florida
Burlington, Vermont	Marion County, Oregon
Cupertino, California	Mamaroneck, New York
Dayton, Ohio	Menlo Park, California
DeKalb County, Georgia	Miami Beach, Florida
Des Moines, Washington	Milpitas, California
Downey, California	Napa County, California
East Point, Georgia	Niles, Illinois
Fort Myers, Florida	Redlands, California
Fort Worth, Texas	San Jose, California
Greenville, South Carolina	Springfield, Massachusetts
Gwinnett County, Georgia	Sunrise, Florida (two studies)
Hanover County, Virginia	ToHo Water Authority, Florida (two studies)
Hilton Head Island, South Carolina	Waukesha County, Wisconsin
Johnson City, Tennessee	West Palm Beach, Florida
Kissimmee, Florida	Westminster, Colorado
Lawrence, Kansas	Ventura, California

**Public Works and Utilities:** Conducted studies of full service public works departments including maintenance, fleet, traffic, engineering, and roads. Studies have focused on evaluation of maintenance management, crew sizes and staff utilization, technology, organizational structure, standard operating procedures, levels of performance management, and feasibility of shares services with neighboring governmental units.

Alexandria, Virginia	Nashville-Davidson County, Tennessee
Charleston County, South Carolina	Orleans, Massachusetts
Everett, Washington	Pittsburgh, Pennsylvania
Franklin, Tennessee (Water/Wastewater)	South Coast Water District, CA
Franklin, Tennessee (Fleet Management)	State of MO, Dept. of Conservation – Asset Mgmt.
Menlo Park, California	Washington County, New York
Milwaukee, Wisconsin	White Plains, New York

**Professional Associations:**

Association of Local Government Auditors (ALGA)  
 International Public Management Association for Human Resources (IPMA-HR)  
 International City-County Management Association (ICMA)

**Education:**

BA, University of Maine – Public Management; 1990.  
 MPA, University of Maine – Public Administration, 1992.

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**KHUSHBOO HUSSAIN**  
**SENIOR MANAGER, MATRIX CONSULTING GROUP**


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**Background:** Khushboo Hussain is a Senior Manager with the Matrix Consulting Group based in our Irvine, CA office. She has been employed by the Matrix Consulting Group since February 2012. Prior to joining the firm, she worked in the international relations and government industry. Ms. Hussain has contributed to numerous studies in her time with the firm as outlined below.

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**Management Services:** Contributed to studies of management departments including Human Resources, Finances, City Clerk, Community Development, Animal Services, etc. Study scope of work included performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, process analysis, and comparison to best management practices.

Austin (TX)	Sacramento County (CA)
Bay Area Rapid Transit (BART)	San Bernardino (CA)
Culver City (CA)	San Clemente (CA)
DeKalb County (GA)	Santa Monica (CA)
Honolulu Board of Water Supply (HI)	Seattle (WA)
Irvine (CA)	Sonoma County (CA)
Los Angeles County (CA)	Tomales Village Community Services District (CA)
Marshall University (WV)	University of Maryland – University College (MD)
Pasadena (CA)	Vacaville (CA)
Riverside (CA)	West Virginia University (WV)

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**Cost Allocation Plans and User Fee Studies:** Ms. Hussain has assisted and participated in several cost allocation and user fee studies. These studies determined the costs of providing local government services utilizing activity-based costing principles and led to recommendations that generated significant additional revenues for local government clients.

Asheville (NC)	Monterey Bay Unified Air Pollution Control District (CA)
Austin (TX)	Maui County (HI)
Capitola (CA)	Pasadena (CA)
Central Contra Costa Sanitary District (CA)	Perris (CA)
Cupertino (CA)	Resources Conservation District of Santa Cruz County (CA)
Elk Grove (CA)	San Bernardino (CA)
Fairfield (CA)	San Pablo (CA)
Fresno (CA)	San Mateo (CA)
Ft. Lauderdale, Florida	Santee (CA)
Huntington Park (CA)	Seal Beach (CA)
Kissimmee, Florida	Sonoma County (CA)
Livermore (CA)	Vacaville (CA)
Long Beach (CA)	Willits (CA)
Madera (CA)	
Manhattan Beach (CA)	

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**Education**

BA, University of California, San Diego – International Economics; 2010  
M.A, University of California, San Diego – International Affairs; 2011

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**DAVID BRANCH**  
MANAGER, MATRIX CONSULTING GROUP

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**Background:** David Branch is a Manager with our firm and provides a wide array of data analysis, comparative assessments, workflow / process diagramming and reengineering. Mr. Branch is responsible for reviewing and analyzing data sets for a variety of functions including review processing timelines, permit issuance time frames, inspection completion, code enforcement caseload, etc. His data analysis supports a variety of project teams, but his strong emphasis is data analysis for development service operations. He has been employed by the Matrix Consulting Group since June 2013.

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**Administrative Services:** Contributed to studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.

Carroll County (NH) – Human Resources	Peoria County (IL) – Countywide Org. Study
Cedar Rapids (IA) – Human Resources	Polk County (FL) - HR
Charlotte (NC) – Aviation Procurement	Rockingham County (NH) – General Org. Study
DeKalb County (GA) – Admin Functions	Riverside (CA) – Human Resources
Elmhurst (IL) Parks District – Staffing	Salt Lake County (UT) - General Org. Study
Lake County (IL) – HR Assessment	Seattle City Light (WA) – Worker’s Comp
Marshall University (WV) – Purchasing Audit	Springfield WSC (MA) – Human Resource
Montgomery College (MD) – General Org. Study	Secretary of State (VT) – General Org. Study
Niles (IL) Public Library – General Org. Study	West Virginia University (WV) - Purchasing

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**Public Works & Community Development (Planning, Building, Code Enforcement):** Evaluated the development review, permitting, and service delivery processes of municipalities. Contributed to assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.

Albany (NY) – Development Review	Martin County (FL) – Utilities and Solid Waste
Coral Gables (FL) – Planning & Zoning	Niles (IL) – Public Works
DeKalb County (GA) – Development Review	Ogden (UT) – Fleet & Facilities
Elmhurst (IL) – Parks & Recreation	Redlands (CA) – Planning & Permitting
Flower Mound (TX) – Code Enforcement	Rock County (WI) – Public Works
Kissimmee (FL) – Development Review	San Clemente (CA) – Public Works
Lake County (IL) – Public Works	Schaumburg (IL) – Public Works
Los Angeles (CA) – Development Review	Westminster (CO) – Planning & Permitting

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**Public Safety:** Contributed to the evaluation of Fire, Police, and EMS services. Analyzed call center, dispatch, and human resources data, conducted stakeholder surveys, and comparative research.

Anchorage (AK) – Fire	Peachtree (GA) – 911
Asheville (NC) – Police	Portland (OR) – Police
Dinuba (CA) – Fire	Sarpy County (NE) – 911
Huntington Beach (CA) – Fire	Snohomish County (WA) – 911
La Quinta (CA) – Police	Wadsworth (OH) – Police
Mat-Su County (AK) – 911	Winter Garden (FL) – Fire

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**Education**

BS, University of Southern California – Public Policy, Management, and Planning; 2011  
M.Ed., University of Missouri, St. Louis – Secondary Education; 2013

**Professional Associations:** American Public Works Association (APWA)

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**RYAN PETERSON**DATA/GIS ANALYST, MATRIX CONSULTING GROUP

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**Background:** Ryan Peterson is a Consultant with the Matrix Consulting Group, specializing in GIS and data analytics. He has over five years of experience in conducting geospatial analysis for local and regional governments, having previously worked for the City of Portland and City of Beaverton, as well as the Tri-County Metropolitan Transportation District of Oregon (TriMet). He has conducted data analysis for numerous public departments, including public safety, planning, parks and recreation, and building. His analysis for these departments includes staffing analysis, processing permit/inspection data, redistricting, police and fire workload analysis, and staffing projections.

**Community Development (Planning, Building, Code Enforcement):** Contributed to the analysis of staffing, operations, and process mapping for the following jurisdictions:

Aurora (CO)	Grand County (UT)
Boston (MA)	Gulf Shores (AL)
Boulder (CO)	Littleton (CO)
Forest Grove (OR)	Pittsburgh (PA)
Fort Worth (TX)	Rowan County (NC)

**Staffing Assessments/Analysis:** Mr. Peterson has performed a wide array of analysis public sector clients. This work includes data collection and analysis, redistricting operation boundaries, current staffing analysis and future staffing projections. Representative projects include:

Buckeye (AZ)	Los Angeles (CA)
Clayton (MO)	New Rochelle (NY)
Columbus (OH)	Orange County (FL)
Davenport (IA)	Puyallup (WA)
Denton (TX)	Raleigh (NC)
Dodge County (WI)	San Francisco (CA)
Fort Worth (TX)	Scott County (IA)
Hennepin County (MN)	Yarmouth (MA)
Lewisville (TX)	

**Education and Certification:** BS, University of Oregon – Geography, Graduate Certificate in GIS – Portland State University, Certificate in Programming - Epicodus.

### 3 Project Approach, Schedule and Cost

This section of our proposal outlines our experience, a proposed work plan for conducting the procurement audit for Marshall University, and a proposed project schedule.

#### 1. Introduction and Background to the Project

Marshall University, along with other institutions of higher education in West Virginia, is required to conduct an independent review and audit, once every three years, of its compliance with established procurement policies and regulations to comply with state regulations. The study has the objective of ascertaining if purchasing practices are being handled in conformance with regulations as set forth in the Marshall University Board of Governors Policy and duly adopted Purchasing Manual, and State of West Virginia laws and regulations. Specifically, the primary scope of services includes, but is not limited to, the following areas of review and inquiry:

- Review results of the prior purchasing audit.
- In-depth review and analysis of items processed by the Marshall University Purchasing Department for compliance with established State law and University policies and procedures. This shall be accomplished with a review of randomly selected purchases.
- Identify whether the CPO has been properly designated as CPO and buyer delegation appropriately made and that all are performing duties of the CPO position as outlined in applicable university and state regulations.
- Technical assistance in the review of Marshall University's existing procurement policies and providing input, guidance, and recommendations on modifications appropriate to ensure an efficient and effective procurement policy.
- Evaluation and audit of the p-card program and transactions during the covered three year period. This will be accomplished through an audit of randomly selected p-card transactions and a data assessment of p-card purchases.
- Identification of compliance issues against existing policies and procedures.
- Recommendations for improvement to address specific identified deficiencies as well as overall improvement to the procurement process.

The specific elements of the review are outlined in both the RFP and state requirements.

## 2. Proposed Scope of Services and Work Tasks

This section of our proposal provides a detailed description of the basic work tasks we would accomplish in conducting the Purchasing Performance Audit for Marshall University.

### **Task 1 | Conduct Current Assessment Evaluation of Purchasing and P-Card Operations and Review Status of Changes Since Prior Audit. (Mandatory Requirement 4.2.2.3.1 and 4.2.2.3.2)**

In this initial task, the project team will meet with selected Marshall University Procurement staff, and with staff handling p-card transactions, to develop a detailed understanding of the current staffing, operational practices and workload associated with purchasing and p-card activities. If needed, we will develop process diagrams of the major process flows for later use in evaluating processes. We will review the prior purchasing performance audit report to understand what changes have been implemented since the prior audit was conducted. During these interviews, we will discuss with staff internal processes utilized and the technology and software systems employed in completing work activities. This task would also ensure evaluation of the appropriateness of the CPO designation and buyer delegations in accordance with university and state regulations.

These efforts will ensure that the project team understands any staffing, process, procedure or operational changes that have been implemented since the last study was conducted. These documents, once updated, will provide a foundational level of the “as is” status of the procurement function at Marshall University and ensure the project team fully understands existing staffing and operational approaches. All current staff handling purchasing and p-card activities will be interviewed during this phase of the engagement.

Next the project team will conduct a meeting with select Marshall University Procurement staff to review the status of each recommendation made in the prior audit. This approach will allow the project team to understand which recommendations have been implemented in full, partially or not at all. This meeting will also enable the project team to understand future planned actions and potential changes in procurement practices.

#### **TASK RESULT**

**The deliverable for this task would be a current state assessment of the purchasing and p-card programs at Marshall University including staffing approaches, workload and technology utilization. Additionally, we would develop a matrix showing the status of each recommendation contained in the prior audit noting the current implementation status.**

**Task 2 | Compliance Review: Evaluate Existing State and University Policies and Procedures Related to Procurement and P-Cards and Audit Conformance to these Procedures. (Mandatory Requirement 4.2.2.3.1, 4.2.2.3.3, 4.2.2.4.1, 4.2.2.4.2, and 4.2.2.5).**

Initially, this task will involve the development of a detailed understanding of the applicable policies and procedures in use by Marshall University, and develop recommendations for revised policies and procedures as necessary. The analytical approach used by the Matrix Consulting Group is presented below.

- **Review all applicable procurement standards, statutes, and policies for compliance.** This review will focus on both ensuring that policies and procedures actually employed by staff are in accordance with the applicable state and University policies. The policies and procedures in place will also be assessed for conformance with generally accepted professional procurement standards.
- **Review procurement and p-card practices against best management practices.** This review will focus on evaluating existing practices of Marshall University in comparison to industry best management practices, particularly those in higher education, related to purchasing and p-card program administration and performance.
- **Conduct assessment of the University's compliance with existing procurement and p-card policies.** This component will focus specifically on ensuring that appropriate procedures were utilized over the last 3 years in the procurement of good and services in accordance with existing statutes, policies and procedures and will consist of tasks including, but not limited to:
  - Are policies and procedures of the Board of Governor's adopted Purchasing Manual being following for the various purchasing categories and thresholds?
  - Are the requirements of the Governing Board's Purchasing Procedures Manual being followed?
  - Is appropriate documentation provided to support the purchasing decisions made and the p-card transactions processed?
  - Is the procurement program being managed by the institution in accordance with the applicable West Virginia statutes?
  - Are p-card being utilized in accordance with Marshall University and State policies?

The project team will develop a random sampling approach to pull completed purchasing and p-card transactions over the last three years to make determinations regarding the purchasing and p-card compliance with these policies and procedures. A sufficient number of transactions (both purchasing and

p-card) would be audited and analyzed to enable the project team to assess whether compliance is being achieved.

- **Develop proposed recommendations for revising procurement or p-card policies and procedures.** In developing recommendations for these proposed policies and procedures, the key guiding principles we would utilize are presented below.
  - Simplify the processes and policies for easy understanding and to increase compliance.
  - Standardize practices except when outcomes may be compromised.
  - Apply best practices where feasible.
  - Utilize a risk based approach – recommend controls commensurate with the identified risk.
  - Empower users to be oriented to public accountability for both outcomes and adherence to policies and processes.
  - If sufficient data is available regarding prior transactions, we will conduct a data analysis to identify potential opportunities to reduce procurement workload through establishment of new master contracts for purchasing commonly purchased items. We will also evaluate for potential stringing.

Once these proposed recommendations regarding procurement policies and procedures have been developed, we would review them with the appropriate representatives of the Procurement Office. Based upon that review and feedback, we would make modifications as necessary.

## TASK RESULT

**The deliverable of this task would be finding relative to the sufficiency of the existing practices; identification of compliance with existing statutes, policies and procedures; and recommendations regarding revisions to the policies and procedures.**

### **Task 3 | Performance Review: Evaluate the Procurement Staff Utilization, Work Practices, Service Levels and Plan of Organization (Mandatory Requirement 4.2.2.4 and 4.2.2.5)**

This task involves an evaluation of staff utilization, work practices, and plan of organization for the procurement and p-card functions. We will address this issue by employing several different approaches, such as the following:

Identify the degree to which key tasks are not being accomplished on a timely basis due to lack of staff (such as processing requisitions.).

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Evaluate opportunities to simplify or reduce staff workload. This analysis would focus on such issues as the use of technology to reduce the workload of staff like the expanded use of p-cards, electronic processing and distribution of purchase orders, etc.

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Assess the efficiency and effectiveness with which the staff assigned to the Department are being utilized and the associated workload. This would include an evaluation of such practices as:

- How purchasing service workloads are prioritized.
  - The extent of purchasing backlog, if any.
  - The methods utilized to plan, schedule, and monitor the work performed by staff.
  - How efficiently the time of purchasing staff is utilized?
  - What is the ongoing daily workload faced by procurement staff in terms of the number of requisitions / purchase order processed per day?
- 

Assess compliance of President or executive officer of the institution in designating a Chief Procurement Officer and the appropriate forms are filed with the required parties. The CPO's performance will be assessed relative to his/her performance of assigned responsibilities and duties as outlined in Marshall University's policy and purchasing manual.

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Review of Buyer qualification and delegated authority to determine: (1) appropriate delegation by the CPO to buyers in accordance with established policy; and (2) do all designated buyers possess the minimum qualifications of the position as established by West Virginia Code.

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Compare staffing, position types, and procedures with several comparable institutions of higher education to determine how Marshall University compares to peer institutions in staffing, organizational structure and key procurement policies.

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The completion of this task will allow the project team, in conjunction with previous tasks, to make recommendations regarding the optimum staffing levels and work practices in the Department, opportunities to improve work practices, and opportunities to improve the efficient utilization of this staff.

The project team will evaluate issues associated with the plan of organization for the Department. Several issues would be addressed, including:

Is the organization structure too "tiered" or too "flat"?

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Is the Purchasing function appropriately located in the overall University organizational structure?

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Are spans of control too broad or too limited?

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Are there any overlapping or duplication of functions?

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Does the plan of organization provide clear lines of authority and responsibility?

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Does the Office have the right number of staff and the appropriate allocation of position classifications to perform the functions allocated to the Office?

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Based on the answers developed to the questions/issues posed above, the study team will develop a proposed plan of organization and management staffing.

## TASK RESULT

**The deliverable of this task would be an analysis of the current organizational structure of Office of Procurement, including the number and types of positions and reporting relationships; and recommendations for changes.**

### Task 4 | Develop Draft and Final Report (Mandatory Requirement 4.2.2.6)

Once the steps described above have been completed, we will document our findings and recommendations in a project report. This report will include:

A review of existing University policies and procedures related to procurement;

Recommendations for changes to existing policies and procedures based upon audit findings and the best practices analysis that are designed to improve the efficiency and effectiveness of the procurement process.

Identification of alternative or enhanced procurement practices that should be employed by Marshall University.

An analysis of the current organizational structure of the procurement and p-card units and providing recommendations for changes to enhance the efficiency, effectiveness, and accountability.

Specific audit findings related to each of the specific areas of inquiry outlined in the State Legislation requiring the procurement audit.

We would review the draft report with the University for comment prior to finalization. Based on the results of that review, clarifications and additional analysis will be provided as appropriate in the final report.

## TASK RESULT

**The deliverable of this task would be the draft and final report of the audit.**

### 3. Project Timeline

The following table outlines our proposed timeframe for the performance of the scope of work outlined above. As shown, we are proposing to complete this engagement in a twelve (12) week timeframe as shown in the following schedule:



	1	2	3	4	5	6	7	8	9	10	11	12
<b>Current State Assessment</b>	█	█	█									
<b>Compliance Review</b>			█	█	█	█						
<b>Performance Review</b>					█	█	█	█				
<b>Policy Review and Updates</b>							█	█	█	█		
<b>Draft and Final Report</b>											█	█

We are prepared to begin this project within two weeks of receipt of a notice to proceed and to comply with the project schedule outlined in the RFP.

## 4 Financial Stability

We have provided, as requested, three years of financial documentation of our profit and loss statements. As a small firm, we do not have audited financial statements but have provided a certification by the firm's President and Chief Financial Officer for these records.

As President and Chief Financial Officer of the Matrix Consulting Group, I hereby certify and attest that the following profit and loss statements, covering the last three fiscal years of the firm, are accurate and correctly portray the financial condition of the firm.

*Richard P. Brady*

December 7, 2020

Richard P. Brady

Date

President and Chief Financial Officer

We have also provided our P&L Statements for fiscal years 2017, 2018 and 2019 following this page.

**Matrix Consulting Group  
Financial Statements  
2017, 2018, 2019**

	Jan - Dec '19	Jan - Dec '18	Jan - Dec '17
<b>Income</b>			
900 Interest Income	1,195.68	1,279.80	13,862.00
910 Income Tax (Federal)	0.00	0.00	1,279.80
940 Reimbursements	10,325.88	19,737.45	17,287.74
920 Income Tax (State)	0.00	0.00	4,168.36
800 Client Revenue	4,466,077.50	4,367,260.97	4,517,280.64
<b>Total Income</b>	<b>4,477,599.06</b>	<b>4,388,278.22</b>	<b>4,559,155.83</b>
<b>Expense</b>			
Client Travel			
210 Transportation Expenses	205,672.78	216,532.21	242,252.85
200 Auto	14,101.57	7,947.21	12,633.79
270 Postage	27.76	690.71	1,954.49
260 Photocopy	0.00	987.93	0.00
220 Hotel Expenses	97,228.90	113,189.09	117,882.67
230 Meals & Entertainment	24,216.05	26,534.32	29,773.35
250 Office Supplies	1,149.99	383.95	314.38
280 Miscellaneous Expenses	1,529.75	3,483.32	360.96
240 Telephone	155.99	149.90	180.89
<b>Total Client Travel</b>	<b>344,082.79</b>	<b>369,898.64</b>	<b>405,353.38</b>
<b>Personnel</b>			
130 Retirement Plan	222,171.00	191,548.00	274,698.00
195 — Vision Plan	3,342.56	2,909.76	2,556.75
150 State Payroll Taxes	4,810.30	10,222.85	20,504.26
180 Key Man Life Insurance	52,847.50	10,500.00	44,701.00
160 Health Insurance	305,744.08	250,574.22	224,895.50
190 Group Life & Disability	16,145.18	14,794.77	14,504.38
140 Federal Payroll Taxes	167,300.89	150,275.10	159,794.25
100 Salaries	2,664,837.20	2,502,069.29	2,622,301.59
<b>Total Personnel</b>	<b>3,437,198.71</b>	<b>3,132,893.99</b>	<b>3,363,955.73</b>
655 — Penalties	0.00	389.12	0.00

**Non-Client Travel**

300 Auto Expenses	2,749.36	3,040.24	4,075.62
310 Transportation Expenses	49,453.75	52,835.13	57,423.54
320 Hotel Expenses	29,325.32	25,330.61	22,687.22
330 Meals & Entertainment	9,350.87	11,454.13	10,463.95
340 Miscellaneous Expenses	500.00	0.00	0.00

**Total Non-Client Travel**

<b>91,379.30</b>	<b>92,660.11</b>	<b>94,650.33</b>
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**Administration**

400 Office Rent & Leases	116,034.67	97,933.15	154,081.88
440 Computer Software	6,533.77	5,547.04	11,744.99
470 Postage	15,495.16	14,783.24	10,963.29
540 Repairs & Maintenance	2,138.76	1,942.43	3,340.37
570 Legal Costs	11,110.80	8,064.76	7,921.68
590 Subcontractors	292,132.72	514,430.88	312,715.54
600 Interest Paid	2,329.87	978.71	1,237.67
610 Bank Service Charges	1,357.07	338.40	454.40
630 Income Taxes-Federal	0.00	11,745.94	265.58
450 Printing	0.00	446.61	21,754.56
530 Insurance Workers Comp	8,178.30	9,150.04	14,979.75
640 Income Taxes-State	3,507.52	17,483.83	3,094.00
535 — Employers Liability Insurance	3,467.00	3,467.00	23,583.76
490 Advertising & Marketing	12,259.30	17,166.70	2,117.00
500 Training	0.00	40.00	13,327.69
430 Office Supplies	13,090.72	11,342.20	3,296.63
620 Business Licenses	5,708.74	4,770.67	12,899.99
510 Convention Expenses	12,434.36	20,902.78	22,269.00
580 Accounting Costs	20,812.34	16,610.07	12,132.00
565 — Depreciation	11,505.38	2,950.00	5,671.56
480 Dues & Subscriptions	7,257.50	10,694.32	5,735.50
660 Other Operating Expenses	1,637.61	138.70	7,368.31
560 Furniture & Equipment	3,614.24	5,236.61	0.00
645 — Unsecured Property Tax	4,882.05	1,328.13	1,245.02
700 — Common Stock Repurchase	0.00	0.00	647.37
650 Moving Expenses	0.00	1,690.00	1,101.27
420 Utilities	0.00	0.00	300.02

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525 Insurance-Professional	7,472.00	7,472.00	6,949.00
520 Insurance-Property & Auto	696.00	857.40	1,244.80
585 Other Professional Services	14,112.70	3,398.75	12,914.70
410 Telephone	25,856.85	31,361.71	35,695.46
<b>Total Administration</b>	<b>603,625.43</b>	<b>822,272.07</b>	<b>711,052.79</b>
<b>Total Expense</b>	<b>4,476,286.23</b>	<b>4,418,113.93</b>	<b>4,575,012.23</b>
<b>Net Income</b>	<b>1,312.83</b>	<b>-29,835.71</b>	<b>-15,856.40</b>

## 5 Forms

The following forms have been completed and are provided on the following pages:

- MU21PAUDIT Offer Form,
- Designated Contact Form,
- Addendum Acknowledgement Form,
- Certification Form.

Again, we appreciate this opportunity to continue to work with Marshall University.

<b>Request for Proposals</b>		 <b>Marshall University</b> <b>Office of Purchasing</b> <b>One John Marshall Drive</b> <b>Huntington, WV 25755-4100</b> Direct all inquiries regarding this order to: (304) 696-2599		<b>Proposal/Bid#</b> <b>MU21PAUDIT</b>		
Vendor:		For information call: <b>Purchasing Contact:</b> Angela White Negley <b>Phone:</b> (304) 696-2599 <b>Email:</b> <a href="mailto:Negley4@marshall.edu">Negley4@marshall.edu</a> & <a href="mailto:purchasing@marshall.edu">purchasing@marshall.edu</a>				
Sealed requests to bid for furnishing the supplies, equipment or services described below will be received by the Institution. TO RECEIVE CONSIDERATION FOR AWARD, UNLESS OTHERWISE NOTED, THE BID WILL BE SUBMITTED ON THIS FORM AND UPLOADED INTO THE MU BONFIRE PORTAL ON OR BEFORE THE DATE AND TIME SHOWN FOR THE BID OPENING. When applicable, prices will be based on units specified; and Bidders will enter the delivery date or time for items contained herein. The Institution reserves the right to accept or reject bids on each item separately or as a whole, to reject any or all bids, to waive informalities or irregularities and to contract as the best interests of the Institution may require. BIDS ARE SUBJECT TO THE GENERAL TERMS AND CONDITIONS AS SET FORTH HEREIN.						
<b>DATE</b> 10/6/2020		<b>MANDATORY PRE-PROPOSAL/BID MEETING:</b> 11/16/2020 @ 10am LPT via Zoom	<b>DEPARTMENT REQUISITION NO.</b>	<b>PROPOSALS OPEN:</b> November 30, 2020 @ 3:00 pm LPT via Zoom	<b>BIDDER MUST ENTER DELIVERY DATE FOR EACH ITEM BID</b>	
Item #	Quantity	Description			Unit Price	Extended Price
		<p align="center"><b><u>REQUEST FOR PROPOSALS</u></b></p> <p>Marshall University, on behalf of the Board of Governors, invites sealed proposals to provide all Work, including but not limited to labor, material, equipment, supplies, and transportation for:</p> <p align="center"><b>PURCHASING PERFORMANCE AUDIT</b>  <b>MARSHALL UNIVERSITY – HUNTINGTON, WV</b></p> <p><b>Mandatory Pre-Bid Meeting:</b> November 16, 2020 at 10:00 a.m. via Zoom at <a href="https://marshall.zoom.us/j/98279946807?pwd=bHJPSEpCYs9UejgxUTE2T1ZkWXRRQT09&amp;from=addon">https://marshall.zoom.us/j/98279946807?pwd=bHJPSEpCYs9UejgxUTE2T1ZkWXRRQT09&amp;from=addon</a> Meeting ID: 982 7994 6807 Passcode: 386723</p> <p><b>Technical Question Deadline:</b> November 19, 2020 by 9:00 a.m. LPT send via email to <a href="mailto:smiths@marshall.edu">smiths@marshall.edu</a> with Subject Line <b>MU21PAUDIT Questions</b></p> <p><b>Bid Opening.</b>, November 30, 2020 @ 3:00 pm LPT, via Zoom at the following <a href="https://marshall.zoom.us/j/98346439616?pwd=TFVvMEViV1ZMzTJISDMzU0xRVklPUT09&amp;from=addon">https://marshall.zoom.us/j/98346439616?pwd=TFVvMEViV1ZMzTJISDMzU0xRVklPUT09&amp;from=addon</a> Meeting ID: 983 4643 9616 Passcode: 884700</p>				
<b>Total</b>						

**To the Office of Purchasing,**

In compliance with the above, the undersigned offers and agrees, if this offer is accepted within 30 calendar days (30 calendar days unless a different period is inserted by the purchaser) from the bid open date, specified above, to furnish any or all items upon which prices are offered, at the price set opposite each item, delivered at the designated point(s), within the time specified.

Bidder guarantees shipment from \_\_\_\_\_

\_\_\_\_\_ within \_\_\_\_\_ days

FOB \_\_\_\_\_ After receipt of order at address shown

Terms Net 30 days

Bidder's name Vendor \_\_\_\_\_

Matrix Consulting Group Ltd.

Signed By \_\_\_\_\_

Richard Brady

Typed Name \_\_\_\_\_

Richard Brady

Title \_\_\_\_\_

President

Email \_\_\_\_\_

rbrady@matrixcg.net

Street Address \_\_\_\_\_

1650 S Amphlett Blvd, Ste 213

City/State/Zip \_\_\_\_\_

San Mateo, CA 94402

Date \_\_\_\_\_

December 4, 2020Phone 650-858-0507

Fein \_\_\_\_\_

05-0545979

**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.**

Richard Brady, President		
(Name, Title)		
Richard Brady, President		
(Printed Name and Title)		
1650 S Amphlett Blvd, Ste 213, San Mateo, CA 94402		
(Address)		
650-858-0507	650-397-4050	
(Phone Number)	(Fax Number)	
rbrady@matrixcg.net		
(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.

Matrix Consulting Group Ltd.		
(Company)		
<i>Richard Brady</i>		
(Authorized Signature)		
Richard Brady, President		
(Printed Name and Title of Authorized Representative)		
December 4, 2020		
(Date)		
650-858-0507	650-397-4050	
(Phone Number)	(Fax Number)	



**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.:**  
**(If Applicable)**

Instructions: Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment 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)*

- |  |  |
|--|--|
| <input checked="" type="checkbox"/> Addendum No. 1 | <input type="checkbox"/> Addendum No. 6  |
| <input checked="" type="checkbox"/> Addendum No. 2 | <input type="checkbox"/> Addendum No. 7  |
| <input checked="" type="checkbox"/> Addendum No. 3 | <input type="checkbox"/> Addendum No. 8  |
| <input checked="" type="checkbox"/> Addendum No. 4 | <input type="checkbox"/> Addendum No. 9  |
| <input type="checkbox"/> Addendum No. 5            | <input type="checkbox"/> 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.

Matrix Consulting Group Ltd.

Company

*Richard Brady*

Authorized Signature

December 4, 2020

Date

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

**REQUEST FOR PROPOSAL**  
Marshall University  
MU21PAUDIT – Purchasing Performance Audit

disqualification, will not be available until after the contract has been awarded pursuant to West Virginia Code of State Rules §148-1-6.3.d.

By signing below, I certify that I have reviewed this Request for Proposal in its entirety; understand the requirements, terms and conditions, and other information contained herein; that I am submitting this proposal for review and consideration; that I am authorized by the bidder to execute this bid or any documents related thereto on bidder's behalf; that I am authorized to bind the bidder in a contractual relationship; and that, to the best of my knowledge, the bidder has properly registered with any State Department that may require registration.

Matrix Consulting Group Ltd.

(Company)

Richard Brady, President

(Representative Name, Title)

*Richard Brady*

Phone: 650-858-0507/Fax: 650-397-4050

(Contact Phone/Fax Number)

December 4, 2020

(Date)

## Primary Responses

Success: All data is valid!

Status	Bid/No Bid Decision	#	Item Name	Quantity Required	Numeric	Numeric	Total Cost
					Unit Price	Estimated Hours	
Success: All values provided	Bid	#0-1	INTERVIEWS, DATA COLLECTION, UPDATES	1	\$ 13,800.00	88	\$ 13,800.00
Success: All values provided	Bid	#0-2	COMPLIANCE AUDIT	1	\$ 14,200.00	88	\$ 14,200.00
Success: All values provided	Bid	#0-3	PERFORMANCE REVIEW DRAFT	1	\$ 15,200.00	96	\$ 15,200.00
Success: All values provided	Bid	#0-4	FINAL REPORT	1	\$ 8,000.00	48	\$ 8,000.00
Not Bidding	No Bid	#0-5	OTHER	1			-
<b>Total</b>							<b>\$51,200</b>