

**Statement of Qualifications to Provide Services to  
Develop a Parish-Wide Cost Allocation Plan**

**JEFFERSON PARISH, LOUISIANA**

July 28, 2023

**matrix**   
consulting group

## Table of Contents

	Cover Letter	i
1	Firm Background	1
2	Indirect Cost Allocation Plan Experience	6
3	Schedule	7
4	Cost Allocation Plan Experience	8
5	Price	11



July 28, 2023

Donna Reamy  
Purchasing Department  
Jefferson Parish  
200 Derbigny Street, Suite 4400  
Gretna, LA 70053

Dear Ms. Reamy:

The Matrix Consulting Group is pleased to have this opportunity to submit our qualifications to develop a Cost Allocation Plan to Jefferson Parish. Our firm understands the importance of determining direct and indirect costs and is committed to helping our clients establish documented and defensible costs for service that maximize recovery opportunities. The Matrix Consulting Group stands out from other firms for the following reasons:

- **Experience in cost allocation studies:** We have conducted 300+ cost of service studies for municipalities over the last 20 years across the United States, with recent clients including Rio Grande County (CO), Allentown (PA), Richland (WA), Cape Coral, Miami Beach, and Osceola County (FL); and Dallas (TX).
- **Data Driven Analysis:** While cost allocation and cost of service methodologies are standardized, our project teams review all previous assumptions to ensure accuracy and develop current service assumptions based on information provided by staff, vetting data to ensure accurate representations of support services.
- **Project Team Expertise:** Our Project Executive and Project Manager are not only experts in cost-of-service methodologies, but also organizational and staffing analyses. Their understanding of service and process assumptions behind cost of service ensures accurate and defensible results.

If you have questions or require additional information, please contact me at 650-858-0507 or [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net). We look forward to discussing our proposal with you and the opportunity to work with Jefferson Parish.

A handwritten signature in blue ink, appearing to read "R. Brady", is positioned above the typed name.

Richard Brady, President  
**Matrix Consulting Group, Ltd.**

# 1 Firm and Project Team Background

Our firm is a management consulting firm dedicated to providing quality analytical assistance to local and state government. Our company was formed by experienced consultants to pursue an operating model in which analytical work is performed by senior level staff. Our firm’s history and composition are summarized below:

- We were founded in 2002, incorporated in California, and have our headquarters there (the Bay Area) and regional offices in Irvine (CA), Edwardsville (IL), the Dallas Metroplex (TX), Portland (OR), and the Tampa (FL) area.
- We are comprised of 25 full time and five part time highly experienced management consultants who specialize in the analysis of local government functions encompassing the entire spectrum of critical operational areas. We have a dedicated financial services team.
- Since our founding, we have worked with over 1,560 government agencies, conducting cost of service and management studies providing recommendations relating to operations, improvements, and cost recovery.

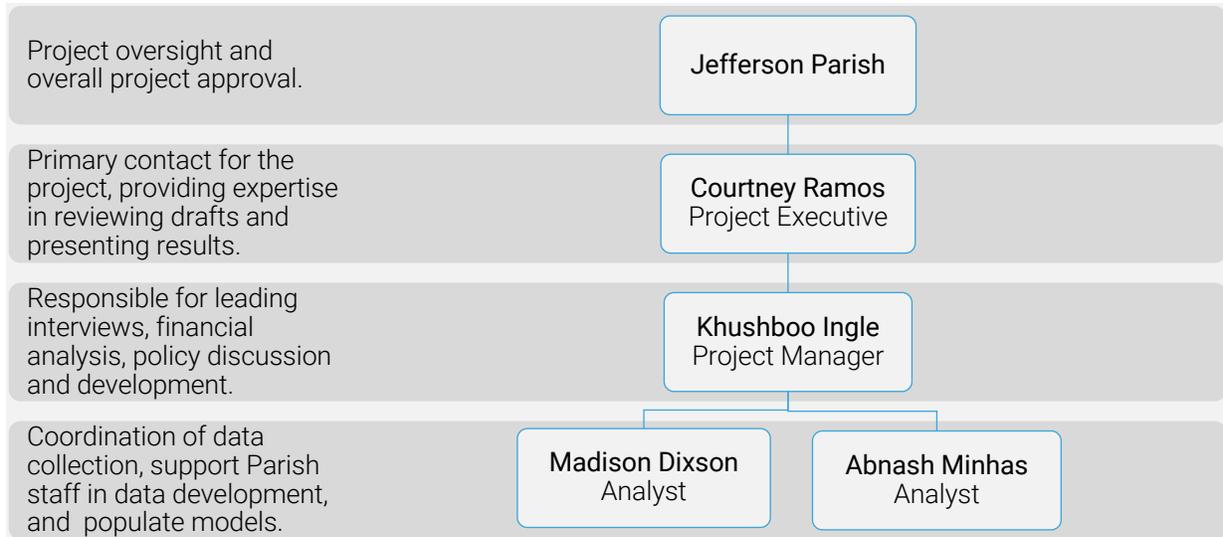
The market and service focus of the Matrix Consulting Group has always been financial, management, staffing and operations analysis of local government. The following outlines our core financial services provided by our firm:

<b>OMB 2 CFR Part 200 Cost Plans</b>	User Fee Studies
<b>Full Cost Plans</b>	Development Impact Fee Studies
Indirect Cost Rate Proposals	Fully Burdened Hourly Rates
Internal Service Fund Analyses	Revenue Projections

No other firm better understands how public agencies operate, or how to help them thrive.

## Project Team

The project team being proposed by the Matrix Consulting Group are all full-time employees of our firm; we will not be partnering with any subcontractors. The following chart outlines the project team, their specific roles, and reporting structure.



The table below includes brief professional summaries of each team member, followed by resumes for our Project Executive and Project Manager. Additional details about the backgrounds and experience of our proposed project team can be found in the General Professional Services Questionnaire.

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<b>Courtney Ramos</b> Vice President, Project Executive	Since joining the firm in 2004, Ms. Ramos has managed and assisted with numerous cost allocation plans, user fee, management, operations, and staffing analyses across the county.
<b>Experience:</b> 17 years	<p>Most recently, Ms. Ramos managed cost allocation studies for: Bellaire (TX), Garland (TX), Allentown (PA), Champaign (IL), Richland (WA), Rio Grande County (CO), Fort Lauderdale (FL), South San Francisco (CA), Daly City (CA), Riverside (CA), and Manhattan Beach (CA).</p> <p>Ms. Ramos developed the Technical Models used by the Matrix Consulting Group. All the references included have Ms. Ramos as the Project Executive / Project Manager. Ms. Ramos is a GFOA member.</p>

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**Khushboo Ingle** Ms. Ingle has been a part of the Matrix Consulting Group for more than eight years. While the primary focus of Ms. Ingle’s tenure has been on Senior Manager, Financial Services studies, she is also highly knowledgeable with Project Manager Management Consulting, specializing in policies and procedures.

**Experience:** Most recently, Ms. Ingle has served as the project manager for several 11 years cost allocation studies, including OMB 2 CFR Part 200 studies for Juneau (AK), Miami Beach (FL), Osceola County (FL), Fort Lauderdale (FL), Dallas (TX), Rio Grande County (CO), Allentown (PA), and Riverside (CA).

All references included have Ms. Ingle as the Lead Analyst or Project Manager. Ms. Ingle is trained in Best Management Practices for User Fee, Impact Fee, and Revenue Enhancement practices as well as OMB Cost Allocation Guidelines.

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**Madison Dixon** A Consultant who has recently joined the firm. She is assigned to support our senior staff in all service areas with a focus on Financial Services Consultant, Data Analyst relating to cost of service.

**Experience:** During her two years, Ms. Dixon has served as a project analyst for 2 years several cost allocation studies including: Fairfield (CA), South San Francisco (CA), Miami Beach (FL), Dallas (TX), Osceola County (FL), Sacramento Regional Transit District (CA), Redwood City (CA), and Riverside (CA).

Ms. Dixon is also trained in OMB Cost Allocation Guidelines and Best management practices.

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**Abnash Minhas** Ms. Minhas is an analyst who has recently joined our firm to assist our staff on cost-of-service engagements including cost allocation plan, user fee, and development impact fee studies. Consultant, Data Analyst

**Experience:** Prior to joining the Matrix Consulting Group, she was a contracts and 1 year grants analyst, focusing on fund allocations and reconciliations, financial tracking, fiscal forecasting, and grant proposal development.

Her role on this project would be to serve as an Analyst, involved in attending meetings, data input, and model development.

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## COURTNEY RAMOS

FINANCIAL SERVICES VICE PRESIDENT, MATRIX CONSULTING GROUP

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**Ms. Ramos** is our Financial Services Practice Leader, who oversees cost allocation plan, user fee, development impact fee, and cost of service engagements. Her tenure with the firm has also included participation in operational audit engagements focusing on reviewing organizational and staffing structures to enhance services.

Courtney’s relevant experience include:

- Completed over 150 cost of service studies.
- Analysis focuses on development and documentation of direct and indirect costs, fair and equitable allocation methodologies.
- Expertise also includes development of fiscal policies and procedures relating to cost of service and cost recovery.

### Experience Highlights

**Rio Grande County, CO:** Courtney served as the project manager on this engagement which determined the direct and indirect costs associated with central county services. Key analysis included:

- Identifying county departments that supported (in whole or in part) other county departments, or outside agencies.
- Determined appropriate allocation metrics to ensure that costs being allocated were fair and equitable.
- Reviewed options for implementing results, including which funds could be charged, and development of policies for those who could or would not be charged.

**Osceola County:** This study determined the direct and indirect cost associated with central County services. Key analysis included:

- Review of current administrative functions, and ensuring all appropriate functions were included in the plan.
- Recommendation of new and alternative allocation metrics that would provide a fairer and more equitable outcome.

### Role on This Engagement:

Courtney will serve as the Project Executive on this engagement, ensuring timely project deliverables, quality control, and presentation support to stakeholders.

### Relevant Clients:

- CA San Mateo
- CA South San Francisco
- CA Manhattan Beach
- CA Long Beach
- CA Berkeley
- CA Cupertino
- CA South Pasadena
- CA Redwood City
- CA Orange
- CA Pacific Grove
- CO Rio Grande County
- FL Ft. Lauderdale
- FL Osceola County
- FL Miami Beach
- HI Maui County
- IL Champaign
- TX Austin
- TX Dallas
- TX Garland
- TX Bellaire

**Years of Experience:** 18

### Education:

A.A. Administration of Justice, A.A. Sociology  
Santa Barbara City College (CA).

### Professional Association / Certification:

Government Finance Officers Association  
OMB Cost Plan Best Practices

# KHUSHBOO INGLE

## SENIOR MANAGER, MATRIX CONSULTING GROUP

**Ms. Ingle** is a Senior Manager who manages cost allocation plan, user fee, development impact fee, and cost of service engagements. Her experience with the firm also includes participation in operational audit engagements focusing on reviewing organizational, staffing, and internal processes to enhance services.

Khushboo’s relevant experience include:

- Completed over 100 cost of service studies.
- Analysis focuses on development and documentation of direct and indirect costs, fair and equitable allocation methodologies.
- Expertise also includes development of fiscal policies and procedures relating to cost of service and cost recovery.

### Experience Highlights

**Dallas, TX:** Khushboo serves as the project manager on this engagement which looks at developing a citywide cost plan, OMB Cost Plan, and Indirect Cost Rate Proposals. Key analysis includes:

- Development of allocation metrics to ensure fair and equitable accounting of services and costs.
- Coordination with Grants department to ensure OMB plan met the needs of current and proposed grant requirements
- Worked with outside grantors to ensure Indirect Cost Rate Proposals met current formats and were calculated accurately.

**Miami Beach, FL:** We conducted three different studies for this client – a Full Cost Plan, a study looking at allocation of Resort Tax funds, justifying the use of funds to offset City services. Analysis included:

- Documentation of city services which were impacted by tourists, that could be offset by Resort Tax funds.
- Development of allocation metrics to ensure fair and equitable accounting of services and costs, presentation to stakeholders.

### Role on This Engagement:

Khushboo will serve as the Project Manager on this engagement, leading interviews and coordinating necessary data collection for the financial analysis, policy discussions, and working with the Data Analyst to compile and analyze data.

### Relevant Clients:

- CA San Mateo
- CA South San Francisco
- CA Manhattan Beach
- CA Long Beach
- CA Berkeley
- CA Cupertino
- CA South Pasadena
- CA Redwood City
- CA Orange
- CA Pacific Grove
- CO Rio Grande County
- FL Ft. Lauderdale
- FL Osceola County
- FL Miami Beach
- HI Maui County
- IL Champaign
- TX Austin
- TX Dallas
- TX Garland
- TX Bellaire

Years of Experience: 9

### Education:

B.A., University of California – San Diego, International Economics

M.A., University of California – San Diego, International Affairs

### Professional Association / Certification:

OMB Cost Allocation Best Practices

## 2 Indirect Cost Allocation Experience

The following table provides a list of three client references where similar services to those being requested by the Parish were provided.

Client	Client Contact	Project Type
<b>Dallas, TX</b> 1500 Marilla St. Dallas, TX 75201	Janette Weedon Assistant Director Office of Budget (214) 670-3660 <a href="mailto:janette.weedon@dallascityhall.com">janette.weedon@dallascityhall.com</a>	<ul style="list-style-type: none"> <li>• Full Cost Allocation Plan</li> <li>• OMB Cost Allocation Plan</li> <li>• Indirect Cost Rate Proposal</li> <li>• Special Event Fees</li> </ul>
<b>Miami Beach, FL</b> 1700 Convention Center Dr. Miami Beach, FL 33139	Tameka Otto Stewart Budget Director (305) 673-7510 <a href="mailto:TamekaOttoStewart@miamibeachfl.gov">TamekaOttoStewart@miamibeachfl.gov</a>	<ul style="list-style-type: none"> <li>• Internal Services Cost Allocation Plan</li> <li>• Citywide Cost Allocation Plan</li> <li>• OMB Cost Allocation Plan</li> <li>• Resort Tax Cost Allocation Plan</li> </ul>
<b>Osceola County, FL</b> 1 Courthouse Square Kissimmee, FL 34741	Alvin Hall Lead Budget Analyst (407) 742-1810 <a href="mailto:alvin.hall@osceola.org">alvin.hall@osceola.org</a>	Full Cost Allocation Plan

Details about these and other projects can be found in the General Professional Services Questionnaire. We would be happy to provide additional references upon request.

## 3 Schedule

Studies of this nature typically take approximately 12-16 weeks (3-4 months). If the Parish were to commence work by the end of September, it could be completed by the end of the calendar year. We would work with Parish staff to determine the most appropriate timeframe to complete the cost allocation plan support.

## 4 Cost Allocation Experience

Our firm has extensive experience developing Comprehensive Cost Allocation Plans, as well as Indirect Cost Rate Proposals for various municipal organizations across the United States. Whether we are working with large cities, small towns, special districts, or individual departments, our goal is to document and define the services being provided, and accurately allocate costs to all beneficiaries. The following points highlight our experience with developing cost allocation processes and metrics:

- **Administrative Functions:** Our firm has extensive experience in evaluating processes and functions associated with Parish Clerk, Finance, Human Resources, and Purchasing. From basic tasks and responsibilities to process improvement and oversight controls, our project teams can:
  - Identify core service functions, such as payroll, employee benefits, budget preparation, agenda, and commission support.
  - Review current data metrics, and work with staff to ensure resulting allocations are appropriate, fair, and equitable.
  - Recognize services that are not in direct support of departments, including business licenses and elections, and ensure they are accurately identified, but not further allocated.

Our project teams understand the core services associated with administrative functions, as well as the time associated with process completion, and are adept at helping staff determine daily, weekly, monthly, or annual time spent on a task. These assumptions form the core basis of a cost allocation plan, and should be defensible not only through documentation, but also by Parish staff.

- **Governmental Functions:** The Matrix Consulting Group has worked with and been a part of managerial studies relating to Parish Manager and Legal services. Additionally, we have extensive experience working with, and presenting to various boards, councils, and subcommittees. Our understanding of the various types of services provided allow our project teams to assess what services are best for allocation, including:
  - Categorizing services and support that benefit the Parish as an organization, such as contract negotiation, and approval of internal policies.
  - Identifying services that benefit the Parish economically, such as lobbying, and economic development, which should not be allocated.

Our team understands how these costs can and should be treated in an OMB compliant plan, including making staff aware of common practices, as well as aggressive allocation options.

- **Internal Services:** The Matrix Consulting Group has significant experience evaluating services and functions associated with Facilities Maintenance, Fleet Services, and Information Technology. While these services can be part of the general fund or internal services, their allocation is important when trying to understand the indirect costs associated with any Fund, Department, or Program. Our project teams work with these departments to:
  - Review existing allocation processes and metrics to ensure compliance with state and federal regulations.
  - Determine if newer metrics, or metric alterations could provide more accurate allocations.

We are committed to ensuring that all cost centers being allocated comply with state and local laws, use fair and equitable allocation metrics, and are documented and defensible.

**Sample Client List**

Recent clients of the Matrix Consulting Group to whom our proposed project team have provided Cost Allocation Plan services are included in the following table:

Jurisdiction	Full Cost	OMB	Indirect Rates	Annual Plan
Champaign, IL	X	X		
Citrus Heights, CA	X	X		
Cupertino, CA	X	X		
Dallas, TX	X	X	X	X
Dixon, CA	X	X		
Downey, CA	X	X		
Elk Grove, CA	X	X		X
Fairfield, CA	X	X		
Fort Lauderdale, FL	X	X	X	X
Garland, TX		X		X
Hercules, CA	X	X		
Juneau, AK	X	X	X	X
Livermore, CA	X	X		X
Manhattan Beach, CA	X	X		X
Maui County, HI	X	X	X	X
Miami Beach, FL	X	X		X
Millbrae, CA	X	X		
Osceola County, FL	X			X
Pacific Grove, CA	X	X		X
Port of Long Beach, CA		X	X	X

<b>Jurisdiction</b>	<b>Full Cost</b>	<b>OMB</b>	<b>Indirect Rates</b>	<b>Annual Plan</b>
Redwood City, CA	X	X		
Resource Conservation Dist. of Santa Cruz County	X	X	X	X
Richland, WA		X		
Rio Grande County, CO		X	X	X
Sacramento Regional Transit, CA		X	X	X
San Mateo, CA	X	X		X
San Mateo Resource Conservation District	X	X	X	
Santa Clara, CA	X	X	X	
South San Francisco, CA	X	X		
Sunnyvale, CA		X	X	X

We would be happy to provide additional details about any project listed above.

## 5 Price

The Matrix Consulting Group proposes to perform the tasks and services associated with preparing cost allocation plans for Jefferson Parish for a fixed not-to-exceed fee of **\$35,000**.

This price assumes that all services are provided virtually, including staff interviews and stakeholder presentations. Should the Parish wish to have interviews or presentations conducted in person those could be arranged at cost.

Our typical practice is to bill for hours worked monthly; however, we are open to billing on a task or deliverable basis.

The above hourly rates reflect the costs associated with any additional cost allocation services that would be requested.