



MEMORANDUM

To: CMAP Board

From: Stephane Phifer
Interim Deputy, Finance and Administration

Date: February 14, 2024

Subject: Authorization to enter into a contract with Matrix Management Institute (MMI) for Matrix Management Consultancy and Training for a period of 18 months with one 12-month option to renew for a total not-to-exceed amount of \$210,000.

PURPOSE & ACTION: In 2020, CMAP convened a series of strategy sessions resulting in the prioritization of three focus areas which directly support the aims of ON TO 2050: transportation, regional economic competitiveness, and climate. With these focus areas in mind, the agency refined the vision and mission statement and identified goals, objectives, and expected outcomes to guide work priorities in a five-year period. This work culminated in the Strategic Direction approved by the board.

While drafting the Strategic Direction, the newly established CMAP Program Management Office (PMO) was tasked with aligning the organizational structure and workflow to deliver the new priorities. In 2022, the PMO introduced matrix management philosophy with a series of implementation strategy sessions with senior management. After 18 months, the CMAP team found it necessary to solicit assistance in assessing current operations and redesigning an implementation strategy.

Authorization is being requested to enter into a contract with one (1) consultant to assess CMAP's current state as a matrix organization, provide training and change management to improve CMAP's matrix management practices, and measure progress toward successful implementation.

Review Process

A Request for Proposals (RFP) 293 was posted to the CMAP website on January 4, 2024. Staff held a pre-bid information session on January 10, 2024. Submissions were due on

January 19, 2024 and CMAP received responses from two (2) consultants: DAMA Consultants Inc. and Matrix Management Institute (MMI).

Proposals were reviewed and evaluated by a team of five CMAP personnel. The evaluating team members independently scored the proposals (based solely on the submittal), taking into account the following criteria listed in the RFP:

1. The demonstrated record of experience and professional credentials of the consultant as well as identified staff in providing the professional services identified in this scope of work, including addressing the topical area of matrix management as identified in the Project Background and Scope of Services sections.
2. The proposed approach to addressing the requirements outlined above in Scope of Services.
3. The consultant's demonstrated ability to increase PMO capacity to assume eventual ownership of matrix management implementation and maintenance.
4. The consultant's demonstrated ability to identify and be responsive to office work culture.
5. The consultant's experience and professional credentials working with governmental offices.
6. Demonstrated commitment to advancing [CMAP core values](#) through project delivery including the proposed approach, engagement, and final products.
7. The quality and relevance of the examples of similar work.
8. Prior performance of previous CMAP contracts will be considered. Consultants who are or have been seriously deficient in current or recent contract performance in the absence of evidence to the contrary or circumstances properly beyond the control of the Consultant shall be presumed to be unable to meet these requirements. Past unsatisfactory performance will ordinarily be sufficient to justify a finding of non-responsibility.
9. Cost to CMAP, including consideration of all project costs and per-hour costs.

The individual scores of the evaluation team members were combined to develop a final composite score for the proposal. The table below shows the average score of each firm that submitted a response to the RFP, and the cost calculated from their price proposal form:

Proposal	CMAP Score	Cost
DAMA Consultants, Inc.	45.4	\$127,010.00
Matrix Management Institute (MMI)	72.4	\$188,000.00

Recommendation for Contractor Selection

Following consideration of all proposals, the evaluation team selected Matrix Management Institute (MMI), the Consultant which presented the strongest approach,

experience, similar work examples, and specialized skills required to execute the work. Cost has been evaluated against other factors based upon the professional judgment of those involved in the evaluation.

It is recommended that the Board approve a contract with **Matrix Management Institute (MMI)** to perform the Matrix Management consultancy and training for the organization for a period of 18 months with one 12-month option to renew in an amount not to exceed \$210,000.00, which includes roughly a 12% adjustment above the proposed amount for unforeseen amendments. This project will be supported by FY24 and FY25 UWP grants.

Action Requested: Approval