

National Cooperative Purchasing Alliance (NCPA)

Business and IT Consulting and Advisory Services

Technical Proposal

RFP # 41-20

Due: November 19th, 2020, 2:00 pm CST

Submitted to:

National Cooperative Purchasing Alliance

Region 14 Education Service Center

1850 Highway 351

Abilene, Texas 79601

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November 19, 2020

National Cooperative Purchasing Alliance
Region 14 Education Service Center
1850 Highway 351
Abilene, Texas 79601

Subject: Business and IT Consulting and Advisory Services, RFP # 41-20

Dear Region 14 ESC Administrators,

Please find attached McKinsey & Company, Inc. Washington D.C.'s (McKinsey) proposal response to Business and IT Consulting and Advisory Services, Request for Proposal (RFP) number #41-20. We look forward to the potential to serve members of the National Cooperative Purchasing Alliance (NCPA) across a range of topics for which we have distinctive offerings and experience. These topics include:

- Strategic Planning
- IT Assessments
- Project Management Oversight
- Business Process Improvement
- Organizational Change Management
- Procurement
- Implementation Oversight
- Business Advisory & Support
- Business Process Reengineering
- Consultation Services
- Customized Training
- Software Portfolio Management
- Organizational Design
- Leadership Development & Coaching Services
- Success and Transition Planning
- Customer/Citizen Experience Design
- Service Digitization Assessment and Consulting Services
- Data Analytics Consulting Services
- Data Strategy and Transformation
- Technology Strategy and Consulting (to include Cloud Strategy, IT Organization /Operating Model)
- Program and System Assessments
- Program Management Services
- Resource Capacity Modeling and Planning
- Risk Analysis and Management
- Research and Analysis

We believe that we are the right partner to provide services to the members of NCPA across these categories because:

- **We have proven experience across all desired service areas**, demonstrated by our client impact on recent engagements described throughout this proposal.
- **We have proven experience serving many state, local, and federal governments, education institutions and nonprofit entities** which allows us to develop a carefully tailored approach, design capability building activities specifically for the client, navigate stakeholder issues, and deploy relevant proprietary tools in an accelerated and sustainable way.
- **We take an integrative approach to serving our clients** across these Business and IT Consulting and Advisory topics, to ensure maximum impact for our clients on their most important opportunities and challenges.
- **We will bring a slate of qualified experts** who are committed to the success of the client organization for each resulting engagement. Each of our qualified experts bring knowledge from successful work elsewhere to solve the client's toughest challenges.
- **We place an increased emphasis on diversity and inclusion**, including supplier diversity, as central to our values and client service as the world's leading consulting firm.
- **We are committed to meeting our customers' needs** and our own by providing sustainable services and minimizing the impact of our operations on the natural environment.

This proposal response will remain valid for a period of 120 days following the opening date.

If you have any questions about our proposal response, please do not hesitate to contact me at [REDACTED] or [REDACTED]@mckinsey.com. For contractual questions, please contact [REDACTED], Contracts Manager, at [REDACTED] or [REDACTED]@mckinsey.com and mckinsey_contracts@mckinsey.com.

Sincerely,

[REDACTED]

Kirk Rieckhoff, Senior Partner

[REDACTED] – telephone

[REDACTED]@mckinsey.com

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Tab 1
Master Agreement
/ Signature Form

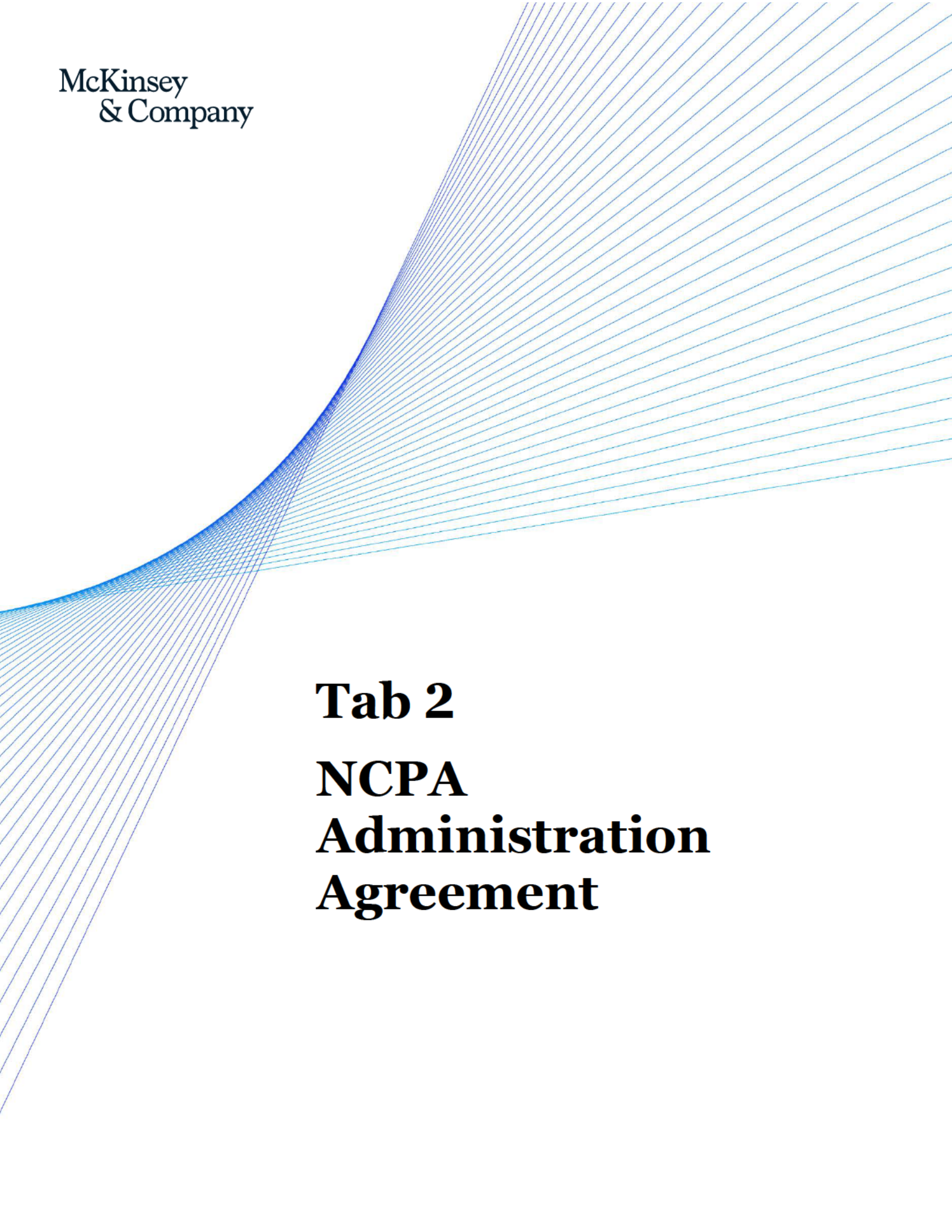
1.0 TAB 1- MASTER AGREEMENT/SIGNATURE FORM

Signature Form

The undersigned hereby proposes and agrees to furnish goods and/or services in strict compliance with the terms, specifications and conditions at the prices proposed within response unless noted in writing. The undersigned further certifies that he/she is an officer of the company and has authority to negotiate and bind the company named below and has not prepared this bid in collusion with any other Respondent and that the contents of this proposal as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any person engaged in this type of business prior to the official opening of this proposal.

Prices are guaranteed: **120 days**

Company name	McKinsey & Company, Inc. Washington D.C.
Address	1200 19th Street NW Suite 1100,
City/State/Zip	Washington DC 20036
Telephone No.	[REDACTED]
Fax No.	202 662 3175
Email address	[REDACTED]@mckinsey.com
Printed name	Kirk Rieckhoff
Position with company	Senior Partner
Authorized signature	[REDACTED]

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Tab 2
NCPA
Administration
Agreement

2.0 TAB 2 – NCPA ADMINISTRATION AGREEMENT

Tab 2 – NCPA Administration Agreement

This Administration Agreement is made as of December 8, 2020, by and between National Cooperative Purchasing Alliance (“NCPA”) and McKinsey & Company, Inc. (“Vendor”).
Washington D.C.

Recitals

WHEREAS, Region 14 ESC has entered into a certain Master Agreement dated December 8, 2020, referenced as Contract Number 11-61, by and between Region 14 ESC and Vendor, as may be amended from time to time in accordance with the terms thereof (the “Master Agreement”), for the purchase of Business and IT Consulting and Advisory Services;

WHEREAS, said Master Agreement provides that any state, city, special district, local government, school district, private K-12 school, technical or vocational school, higher education institution, other government agency or nonprofit organization (hereinafter referred to as “public agency” or collectively, “public agencies”) may purchase products and services at the prices indicated in the Master Agreement;

WHEREAS, NCPA has the administrative and legal capacity to administer purchases under the Master Agreement to public agencies;

WHEREAS, NCPA serves as the administrative agent for Region 14 ESC in connection with other master agreements offered by NCPA

WHEREAS, Region 14 ESC desires NCPA to proceed with administration of the Master Agreement;

WHEREAS, NCPA and Vendor desire to enter into this Agreement to make available the Master Agreement to public agencies on a national basis;

NOW, THEREFORE, in consideration of the payments to be made hereunder and the mutual covenants contained in this Agreement, NCPA and Vendor hereby agree as follows:

◆ General Terms and Conditions

- The Master Agreement, attached hereto as Tab 1 and incorporated herein by reference as though fully set forth herein, and the terms and conditions contained therein shall apply to this Agreement except as expressly changed or modified by this Agreement.
- NCPA shall be afforded all of the rights, privileges and indemnifications afforded to Region 14 ESC under the Master Agreement, and such rights, privileges and indemnifications shall accrue and apply with equal effect to NCPA under this Agreement including, but not limited to, the Vendor’s obligation to provide appropriate insurance and certain indemnifications to Region 14 ESC.
- Vendor shall perform all duties, responsibilities and obligations required under the Master Agreement in the time and manner specified by the Master Agreement.
- NCPA shall perform all of its duties, responsibilities, and obligations as administrator of purchases under the Master Agreement as set forth herein, and Vendor acknowledges that NCPA shall act in the capacity of administrator of purchases under the Master Agreement.
- With respect to any purchases made by Region 14 ESC or any Public Agency pursuant to the Master Agreement, NCPA (a) shall not be construed as a dealer, re-marketer, representative, partner, or agent of any type of Vendor, Region 14 ESC, or such Public Agency, (b) shall not be obligated, liable or responsible (i) for any orders made by Region

14 ESC, any Public Agency or any employee of Region 14 ESC or Public Agency under the Master Agreement, or (ii) for any payments required to be made with respect to such order, and (c) shall not be obligated, liable or responsible for any failure by the Public Agency to (i) comply with procedures or requirements of applicable law, or (ii) obtain the due authorization and approval necessary to purchase under the Master Agreement. NCPA makes no representations or guaranties with respect to any minimum purchases required to be made by Region 14 ESC, any Public Agency, or any employee of Region 14 ESC or Public Agency under this Agreement or the Master Agreement.

- The Public Agency participating in the NCPA contract and Vendor may enter into a separate supplemental agreement to further define the level of service requirements over and above the minimum defined in this contract i.e. invoice requirements, ordering requirements, specialized delivery, etc. Any supplemental agreement developed as a result of this contract is exclusively between the Public Agency and Vendor. NCPA, its agents, members and employees shall not be made party to any claim for breach of such agreement.
- ◆ **Term of Agreement**
 - This Agreement shall be in effect so long as the Master Agreement remains in effect, provided, however, that the obligation to pay all amounts owed by Vendor to NCPA through the termination of this Agreement and all indemnifications afforded by Vendor to NCPA shall survive the term of this Agreement.
- ◆ **Fees and Reporting**
 - The awarded vendor shall electronically provide NCPA with a detailed quarterly report showing the dollar volume of all sales under the contract for the previous quarter. Reports are due on the fifteenth (15th) day after the close of the previous quarter. It is the responsibility of the awarded vendor to collect and compile all sales under the contract from participating members and submit one (1) report. The report shall include at least the following information as listed in the example below:

Entity Name	Zip Code	State	PO or Job #	Sale Amount

Total _____

- Each quarter NCPA will invoice the vendor based on the total of sale amount(s) reported. From the invoice the vendor shall pay to NCPA an administrative fee based upon the tiered fee schedule below. Vendor’s annual sales shall be measured on a calendar year basis. Deadline for term of payment will be included in the invoice NCPA provides.

<u>Annual Sales Through Contract</u>	<u>Administrative Fee</u>
--------------------------------------	---------------------------




- Supplier shall maintain an accounting of all purchases made by Public Agencies under the Master Agreement. NCPA and Region 14 ESC reserve the right to audit the accounting for a

period of four (4) years from the date NCPA receives the accounting. In the event of such an audit, the requested materials shall be provided at the location designated by Region 14 ESC or NCPA. In the event such audit reveals an under reporting of Contract Sales and a resulting underpayment of administrative fees, Vendor shall promptly pay NCPA the amount of such underpayment, together with interest on such amount and shall be obligated to reimburse NCPA's costs and expenses for such audit.

◆ General Provisions


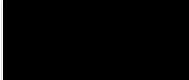
- This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this Agreement which is not contained herein shall be valid or binding.
- Awarded vendor agrees to allow NCPA to use their name and logo within website, marketing materials and advertisement. Any use of NCPA name and logo or any form of publicity regarding this contract by awarded vendor must have prior approval from NCPA.
- If any action at law or in equity is brought to enforce or interpret the provisions of this Agreement or to recover any administrative fee and accrued interest, the prevailing party shall be entitled to reasonable attorney's fees and costs in addition to any other relief to which such party may be entitled.
- Neither this Agreement nor any rights or obligations hereunder shall be assignable by Vendor without prior written consent of NCPA, provided, however, that the Vendor may, without such written consent, assign this Agreement and its rights and delegate its obligations hereunder in connection with the transfer or sale of all or substantially all of its assets or business related to this Agreement, or in the event of its merger, consolidation, change in control or similar transaction. Any permitted assignee shall assume all assigned obligations of its assignor under this Agreement.
- This Agreement and NCPA's rights and obligations hereunder may be assigned at NCPA's sole discretion, to an existing or newly established legal entity that has the authority and capacity to perform NCPA's obligations hereunder
- All written communications given hereunder shall be delivered to the addresses as set forth below.


National Cooperative Purchasing Alliance:

Name: Matthew Mackel
Title: Director, Business Development
Address: PO Box 701273
Houston, TX 77270
Signature: 
Date: December 8, 2020

Vendor:

McKinsey & Company, Inc. Washington D.C

Name: 
Title: Partner
Address: 1200 19th Street NW, Suite 1000
Washington, DC 20036
Signature: 
Date: 12/17/2020



Tab 3
Vendor
Questionnaire

3.0 TAB 3 – VENDOR QUESTIONNAIRE

Tab 3 – Vendor Questionnaire

Please provide responses to the following questions that address your company’s operations, organization, structure, and processes for providing products and services.

◆ States Covered

- Bidder must indicate any and all states where products and services can be offered.
- Please indicate the price co-efficient for each state if it varies.

50 States & District of Columbia (Selecting this box is equal to checking all boxes below)

- | | | |
|-----------------------------------------------|-----------------------------------------|-----------------------------------------|
| <input type="checkbox"/> Alabama | <input type="checkbox"/> Maryland | <input type="checkbox"/> South Carolina |
| <input type="checkbox"/> Alaska | <input type="checkbox"/> Massachusetts | <input type="checkbox"/> South Dakota |
| <input type="checkbox"/> Arizona | <input type="checkbox"/> Michigan | <input type="checkbox"/> Tennessee |
| <input type="checkbox"/> Arkansas | <input type="checkbox"/> Minnesota | <input type="checkbox"/> Texas |
| <input type="checkbox"/> California | <input type="checkbox"/> Mississippi | <input type="checkbox"/> Utah |
| <input type="checkbox"/> Colorado | <input type="checkbox"/> Missouri | <input type="checkbox"/> Vermont |
| <input type="checkbox"/> Connecticut | <input type="checkbox"/> Montana | <input type="checkbox"/> Virginia |
| <input type="checkbox"/> Delaware | <input type="checkbox"/> Nebraska | <input type="checkbox"/> Washington |
| <input type="checkbox"/> District of Columbia | <input type="checkbox"/> Nevada | <input type="checkbox"/> West Virginia |
| <input type="checkbox"/> Florida | <input type="checkbox"/> New Hampshire | <input type="checkbox"/> Wisconsin |
| <input type="checkbox"/> Georgia | <input type="checkbox"/> New Jersey | <input type="checkbox"/> Wyoming |
| <input type="checkbox"/> Hawaii | <input type="checkbox"/> New Mexico | |
| <input type="checkbox"/> Idaho | <input type="checkbox"/> New York | |
| <input type="checkbox"/> Illinois | <input type="checkbox"/> North Carolina | |
| <input type="checkbox"/> Indiana | <input type="checkbox"/> North Dakota | |
| <input type="checkbox"/> Iowa | <input type="checkbox"/> Ohio | |
| <input type="checkbox"/> Kansas | <input type="checkbox"/> Oklahoma | |
| <input type="checkbox"/> Kentucky | <input type="checkbox"/> Oregon | |
| <input type="checkbox"/> Louisiana | <input type="checkbox"/> Pennsylvania | |
| <input type="checkbox"/> Maine | <input type="checkbox"/> Rhode Island | |

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Tab 4

Vendor Profile

4.0 TAB 4 – VENDOR PROFILE

RFP Requirement	McKinsey Response
Company’s official registered name	McKinsey & Company, Inc. Washington D.C.
Brief history of your company, including the year it was established	<p>McKinsey & Company, the world’s leading strategic management consulting firm, was founded in 1926 in Chicago by James McKinsey, a professor of accounting at the University of Chicago. For more than 90 years, McKinsey has served as the most trusted external advisor to governments, nonprofits, and private sector companies in the US and across the globe helping them solve their most pressing problems, and enabling them to achieve distinctive, substantial, and lasting improvements in their performance. McKinsey’s governance as a private worldwide partnership ensures its independence and objectivity, allowing the firm to remain answerable only to its clients, not to outside shareholders.</p> <p>Since 2006, McKinsey & Company, Inc., Washington D.C. (McKinsey Washington) has operated as a separate legal entity established specifically to support the unique needs of clients in the US federal, state and local levels of government. Operating as the firm’s US public sector practice, we draw on the firm’s full talent pool and extensive industry and functional expertise to help the government better fulfill its mission. As with the larger firm, McKinsey Washington D.C. is led by partners who take an active role in providing leadership to project teams and serving as advisors to our clients.</p>
Company’s Dun & Bradstreet (D&B) number	82-5229318
Company’s organizational chart of those individuals that would be involved in the contract	Please see Section 4.1 for McKinsey’s Organizational Chart
Corporate office location	McKinsey & Company, Inc. Washington, D.C. 1200 19th St NW, Suite 1100 Washington, DC 20036
List the number of sales and services offices for states being bid in solicitation	<p>See Tab 3.0-Vendor Questionnaire for full list of US states where McKinsey can offer service.</p> <p>McKinsey is a privately held company and keeps annual sales information confidential</p>
List the names of key contacts at each with title, address, phone and email address	<p>NCPA public entities can direct all requests, inquiries, task orders, and other correspondence to the following address and points of contact:</p> <p>Address: McKinsey & Company, Inc. Washington, D.C.</p>

	<p>1200 19th St NW, Suite 1100 Washington, DC 20036</p> <p>Name/Title: ██████████ Partner</p> <ul style="list-style-type: none"> • Phone: ██████████ • Email address: ██████████@mckinsey.com <p>Name/Title: ██████████ Senior Contracts Manager</p> <ul style="list-style-type: none"> • Phone: ██████████ • Email address: ██████████@mckinsey.com and ██████████@mckinsey.com <p>Name/Title: ██████████ Senior Client Development Advisor</p> <ul style="list-style-type: none"> • Phone: ██████████ • Email address: ██████████@mckinsey.com
Define your standard terms of payment	McKinsey's terms of payment are Net 30.
Who is your competition in the marketplace	<p>McKinsey's primary competitor in the market place are other high value management consulting firms based in the US. McKinsey is ranked by Vault as the #1 consulting firm in North America, Asia-Pacific and Europe (2020) and the most Prestigious consultancy (2020) 16 years running.</p> <p>Our primary competitors include other high value management consulting firms based in the US.</p>
<p>Provide Annual Sales for last 3 years broken out into the following categories</p> <ul style="list-style-type: none"> • Cities / Counties • K-12 • Higher Education • State Government • Other government agencies or nonprofit organizations 	<p>Within the past five years alone, McKinsey has undertaken more than ██████████ engagements for public sector clients including state governments, cities/counties, K-12, Higher Education, nonprofits, and other governmental organizations.</p> <p>McKinsey is a privately held company and keeps annual sales information confidential</p>
What differentiates your company from competitors?	See Tab 5.0 - Products and Services Scope which details McKinsey's distinctive services and qualifications.
Describe how your company will market this contract if awarded	If awarded, McKinsey will provide details about this contract to public and social sector clients such as states, cities/counties, K-12, Higher Education, nonprofits, etc. as/when appropriate.
Describe how you intend to introduce NCPA to your company	McKinsey will introduce the NCPA contract vehicle to staff across its US public and social sector practice to promote awareness and to encourage opportunities for utilization in conjunction with clients.

<p>Describe your firm’s capabilities and functionality of your online catalog / ordering website</p>	<p>Given the highly customized nature of Business and IT Consulting and Advisory Services, an online catalog/ordering is generally not offered by most firms in this industry.</p> <p>McKinsey clients and new potential clients work closely with the firm’s management consultants to design and tailor engagements and deliverables that meet each client’s individual needs and objectives.</p> <p>See Tab 5.0 - Products and Services Scope and Tab 8.0 - Value Added Services which details McKinsey’s distinctive services, online training, and capacity building for public agencies.</p> <p>Additional details about McKinsey’s capabilities, global consultants, research, publications, and innovative tools can be found online on McKinsey’s website, www.mckinsey.com.</p>
<p>Describe your company’s Customer Service Department (hours of operation, number of service centers, etc.)</p>	<p>A hallmark of McKinsey’s consulting approach is the intense involvement of our partners in every engagement. As a result, our partners take responsibility for reviewing the quality of all deliverables we produce in an engagement. Our partners have deep experience and expertise in the engagements they lead, which gives them the ability to structure problem solving, detect anomalies in any results, and help the client and team consider how various solutions will likely work in practice. At a minimum, management check-ins are done twice a week via scheduled team problem solving sessions and additional check-ins happen throughout the week based on team and client needs.</p> <p>Consistent with our business philosophy of offering high quality deliverables to our clients, we have developed a management approach that promotes on time deliverables and minimizes the risks to our clients. Elements of the management approach that informs our project plan and significantly differ from other firms include the following:</p> <ul style="list-style-type: none">• Heavy leadership involvement in all engagement teams with a partner to consultant ratio of [REDACTED]• Close collaboration between McKinsey and client stakeholders during project design and execution to ensure we meet client objectives and needs• Proven approaches and methodologies including fact-based problem solving and use of McKinsey’s proprietary research and tools• Regular performance reviews to track progress vs. project plan, with flexibility to change course as needed

- Issue management using a formal risk review that considers the likelihood and potential impact of identified risks and propose mitigation strategies
- Staffing that provides deep functional knowledge and brings team members with extensive experience working with complex organizations

Green Initiatives

McKinsey Environmental Policy

McKinsey is a leading global provider of business management consultancy solutions. We recognize that we have an impact on the environment from the provision of our services and the management of our buildings. We are committed to meeting our customers' needs and our own by providing sustainable services and minimizing the impact of our operations on the natural environment.

We are committed to:

- Preventing pollution and minimizing adverse impacts on the environment and local community
- Following guidelines recognized as good industry environmental practices
- Conserving resources by ensuring energy efficiency of our buildings through our operations
- Promoting the use of supplies that are recycled and recyclable wherever possible, and whose production and use minimizes the consumption of natural resources
- Reducing waste generation at source and introducing recycling
- Giving due consideration to environmental issues and energy performance in the acquisition, design, refurbishment, location and use of buildings
- Employing positive practices within our procurement process taking into account the environmental, social and financial costs of a product or service over its whole life cycle where possible
- Encouraging our service providers to implement the principles of our environmental policy and to utilize sustainable resources in the delivery of services
- Advising and assisting our clients to improve their environmental performance and developing sustainable methods of operation
- Complying with all relevant environmental legislation
- Working with suppliers on environmental sustainability policies and practices

Over the last few years, McKinsey has made a substantial investment in developing an understanding of a wide range of climate change and green economy related topics with the aim of informing the debate with an independent fact-base. Our global and national greenhouse gas (GHG) abatement cost curves are the most publicly recognized aspects of our work. In parallel, we have developed a knowledge base on other key climate change issues ranging from clean technology and biosystems to water resource management, sustainability transformation and energy efficiency, and the interaction between all of these issues.

Apart from our cutting-edge knowledge, McKinsey is also committed to reducing its own carbon footprint. A central, dedicated team supports offices and functions of the firm to establish the necessary initiatives, infrastructure and processes that will help us reduce our carbon footprint. Going forward, we will ensure the institutionalization of carbon abatement into the structure and culture of the firm to underline the importance we give this subject. By addressing our own footprint, we hope to ensure a change in mindsets of our firm members that ensures sustainable and climate-friendly behavior in all areas. Initiatives undertaken include:

- **Addressing our travel patterns:** consolidating internal meeting locations to reduce air emissions, restrictions on travel related to training, encouraging train (rather than plane) travel in some regions, successful rollout HDVC to reinvent our internal communication processes.

- **Reducing our energy usage:** for example, by optimizing air conditioning or switching our energy supply to renewable sources where available; five of the firm's offices use green tariff electricity for 100% of their electricity usage (23% of the firm's total KWH).
- **Communicating and working with individuals** to foster adoption of carbon-friendly behaviors and to embed a greener mindset in our firm culture.

We have also established a climate change Investment Fund to invest in distinctive climate change related projects that will have a greater long-term impact on the fight against climate change than paying to offset the emissions we cannot cut. Funded projects have included afforestation and reforestation, overcoming barriers to renewable energy for developing nations, and sustainable economic development programs for nations.

Environmental Accreditations

More than half of our global office space have achieved green-building certification. We target the highest standards for new offices and major renovations (LEED Gold or Platinum, or equivalents). Already 36% of our global office space meets this standard. In the last year, two of our biggest offices (London and New York) moved into LEED Gold-certified buildings. We are also committed to minimizing our waste footprint—for example, by reducing single-use plastic in our offices and by expanding our recycling programs.

Our Washington, DC office occupies a LEED certified (gold) building, and our UK office has earned ISO 14001 accreditation, as well as carbon trust certification. We have in place sustainability guidelines for real estate, which help to guide decision making for new office openings and re-locations. We are analyzing office density ratios, energy efficiency, etc. all with an eye towards improving aligned with certification guidelines. To offset all remaining emissions that we have not yet been able to eliminate, including those from travel, we invest in carbon-reduction projects independently verified to international standards. [Examples of our work.](#)

McKinsey's Director of Sustainability and Social Impact is responsible for the environmental and sustainability agenda and the firm's adherence to this policy. The Director reports to the Shareholders' Council and is supported by an informal network of "green teams" in offices across the world who develop and implement initiatives, ranging from campaigns (e.g., "green week") and recycling initiatives to changes to energy use and office refurbishment.

Vendor Certifications (if applicable):

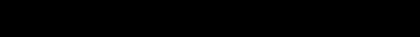
Vendor Certifications – Not Applicable. McKinsey & Company is a leading global management consulting firm. We work with public and private sector organizations to shape winning strategies, mobilize for change, build capabilities and drive successful execution. As such, certifications, licenses nor registrations are required to deliver consulting services to our clients.

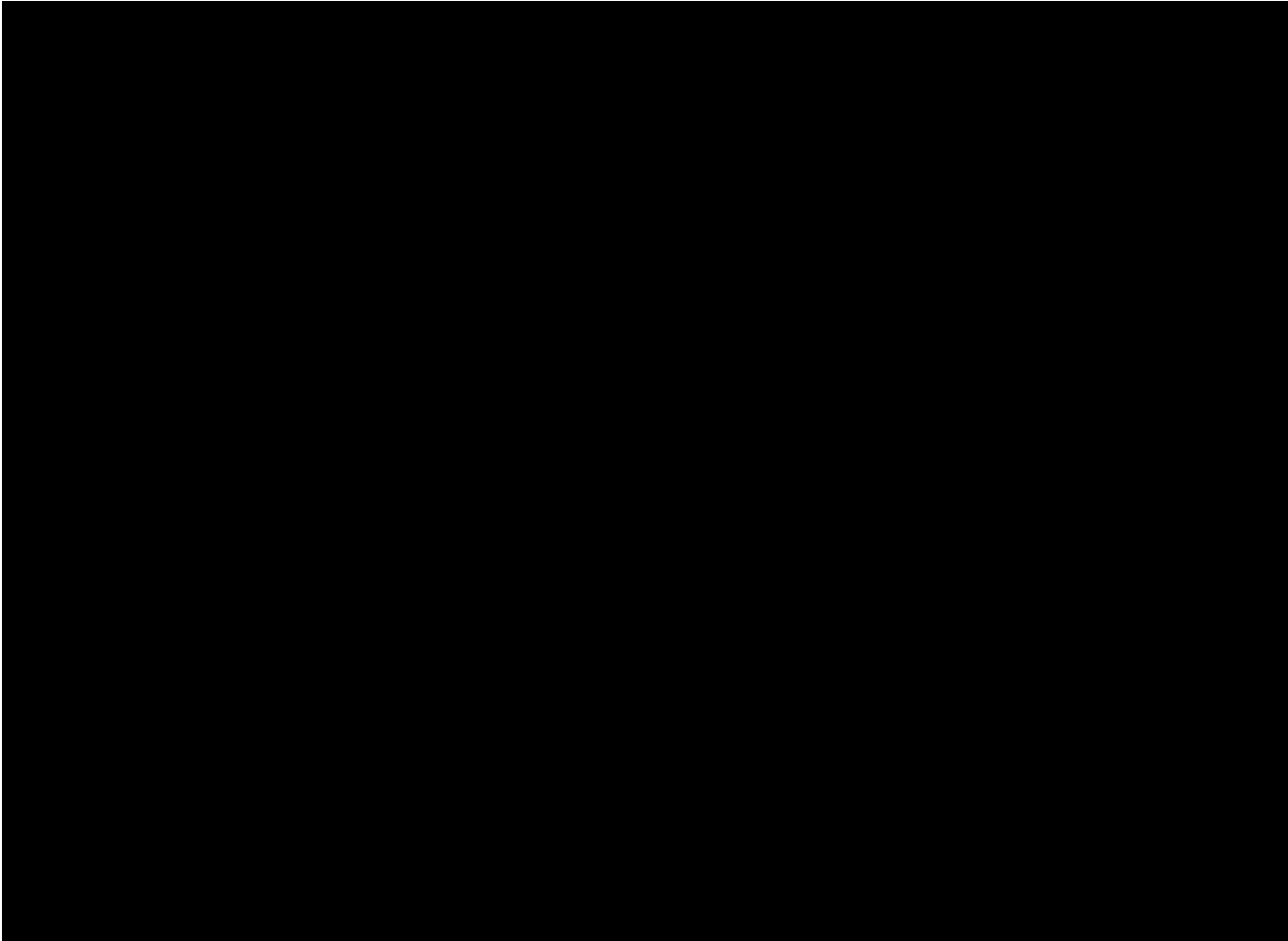
4.1 McKinsey's Organizational Chart

McKinsey has designed a team organization that collaborates with Region 14 ESC at the contract agreement level and with NCPA and the participating agencies for project delivery:

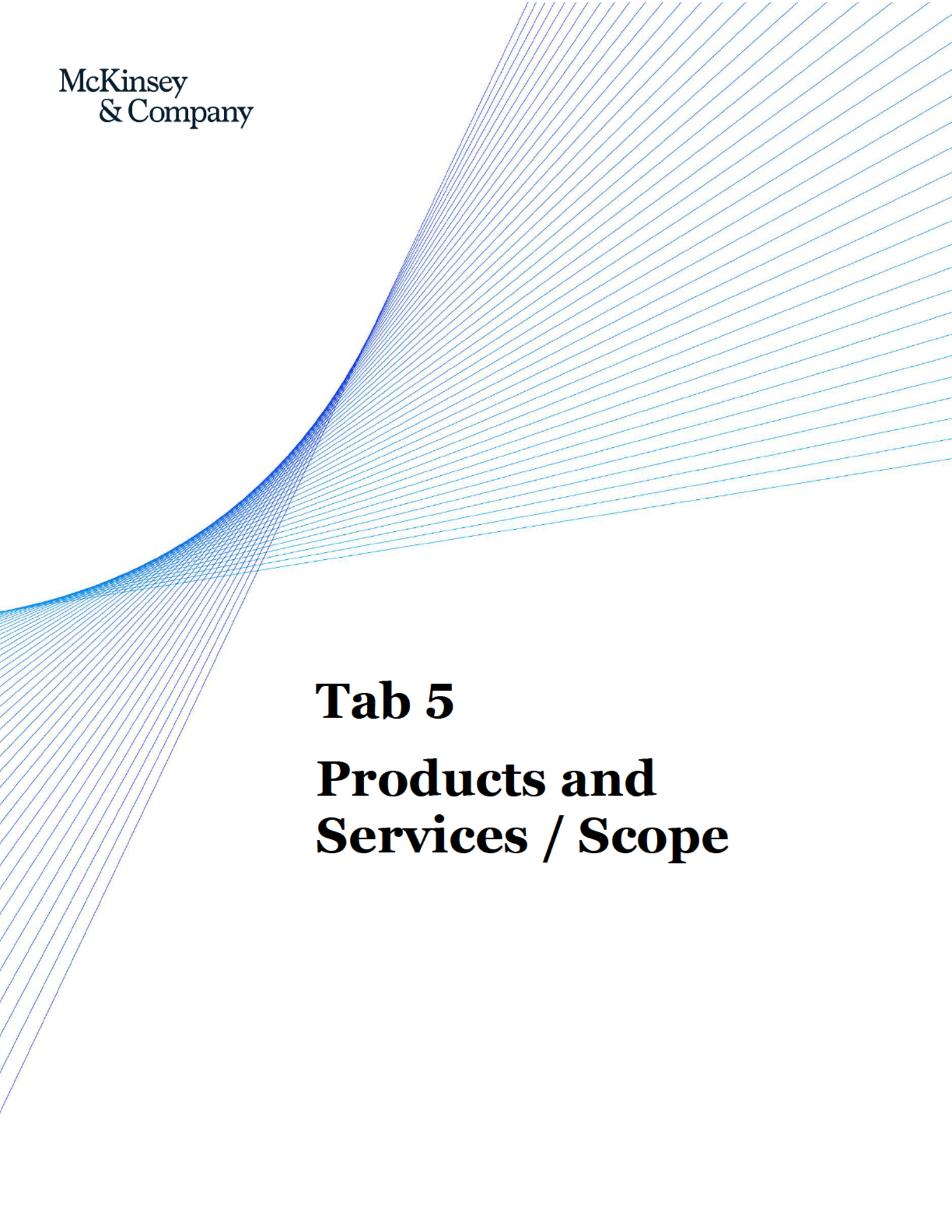
- **Contract level organization:** [REDACTED] will serve as our team's Engagement Director and will work closely with NCPA and participating agencies to oversee our project delivery and impact. She will be joined by [REDACTED] and additional leaders that together will serve as advisors to provide senior leadership counseling and share insights from McKinsey's other works in the public and private sectors, industry trends, and research findings from our internal knowledge teams, such as McKinsey Global Institute (MGI). [REDACTED] will be our firm's lead point of contact with Region 14 ESC for receiving procurement notices and requests, supporting communication to public agencies on McKinsey's products and services, and working with McKinsey's internal teams (e.g., Contracts) to provide needed information and materials.

- **Project-level organization:** As each contract is awarded under the NCPA master agreement, McKinsey will quickly assemble and stand-up a proposed project team. The team size will vary based on the project requirements and will be defined within our proposal. Typically, teams are led by a Partner and an Engagement Manager and staffed with one or two associates who perform activities described per the project workplan, working in close collaboration with the client project team. The team may also consist of leadership and subject matter experts who will provide guidance and problem solving as well as stress test the team’s findings. The team will have access to the subject matter experts defined within the proposal as well as any other experts per McKinsey’s “One Firm” model should any additional insights be needed. A representative illustration of McKinsey’s organizational chart is displayed in **Exhibit 1**.

Exhibit 1: 



Additional description of McKinsey team member qualifications can be found in **Exhibit 23** and **Appendix A**.

A decorative graphic consisting of numerous thin, parallel blue lines that curve from the top right towards the bottom left, creating a sense of motion and depth.

Tab 5
Products and
Services / Scope

5.0 TAB 5 - PRODUCTS AND SERVICES / SCOPE

McKinsey understands the pressures faced by public agencies to effectively serve residents, students, and other community stakeholders, all while managing scarce resources. We have served as a trusted partner for thousands of US and global, public and private sector organizations seeking to operate and serve its constituents more effectively. By working with McKinsey, NCPA clients will benefit from a trusted partner with demonstrated experience delivering tangible results on time, and on budget, across both private and public sector agencies—states, cities, counties, nonprofits, higher education institutions, and K-12 Schools. McKinsey offers the following benefits to NCPA’s public agency clients:

McKinsey’s work over 90 years with public, private and nonprofit clients, means that we hit the ground running faster than any other firm, to address the most pressing and complex issues of public agencies.

Within the last 5 years alone, McKinsey has undertaken more than [REDACTED] engagements for public agencies, including cities, counties, more than [REDACTED] of all federal cabinet agencies. McKinsey also supports [REDACTED] nonprofits per year. Different from most firms, every McKinsey team also brings important insights from engagements with more than 90% of large US corporations and more than [REDACTED]

We do not need a long ramp up period to get to know public agencies. We have engaged with thousands of agencies to set priorities, define project scopes, and build consensus for various engagements. This deep understanding, experience, and familiarity allows McKinsey to present tailored, realistic and actionable day one hypotheses compared to firms that must start from scratch.

McKinsey has earned the trust of public agencies to respond quickly to the most important issues and to deliver consistently—on time and on budget.

McKinsey is a partner that can help public agencies respond intelligently, pragmatically, and instantly when there are major shifts in scope or direction, such as with legislative change, elections, and crises. McKinsey clients often say, “When you can’t fail, you hire McKinsey.” For example, McKinsey worked alongside a US state to create and implement its award-winning shared services center, consolidating and centralizing finance and HR functions across [REDACTED].

McKinsey supported the design and implement the strategy for the turnaround of a city and county, bringing 14,000 new jobs and more than 900 new businesses into the region within 5 years. McKinsey also created a state’s Healthcare Innovation Plan and Model to deliver healthcare to more than 17 million citizens. These are just a few examples of the impact that McKinsey has driven with public agency clients and illustrates the trust in McKinsey to deliver meaningful and quantifiable results across a wide range of topics.

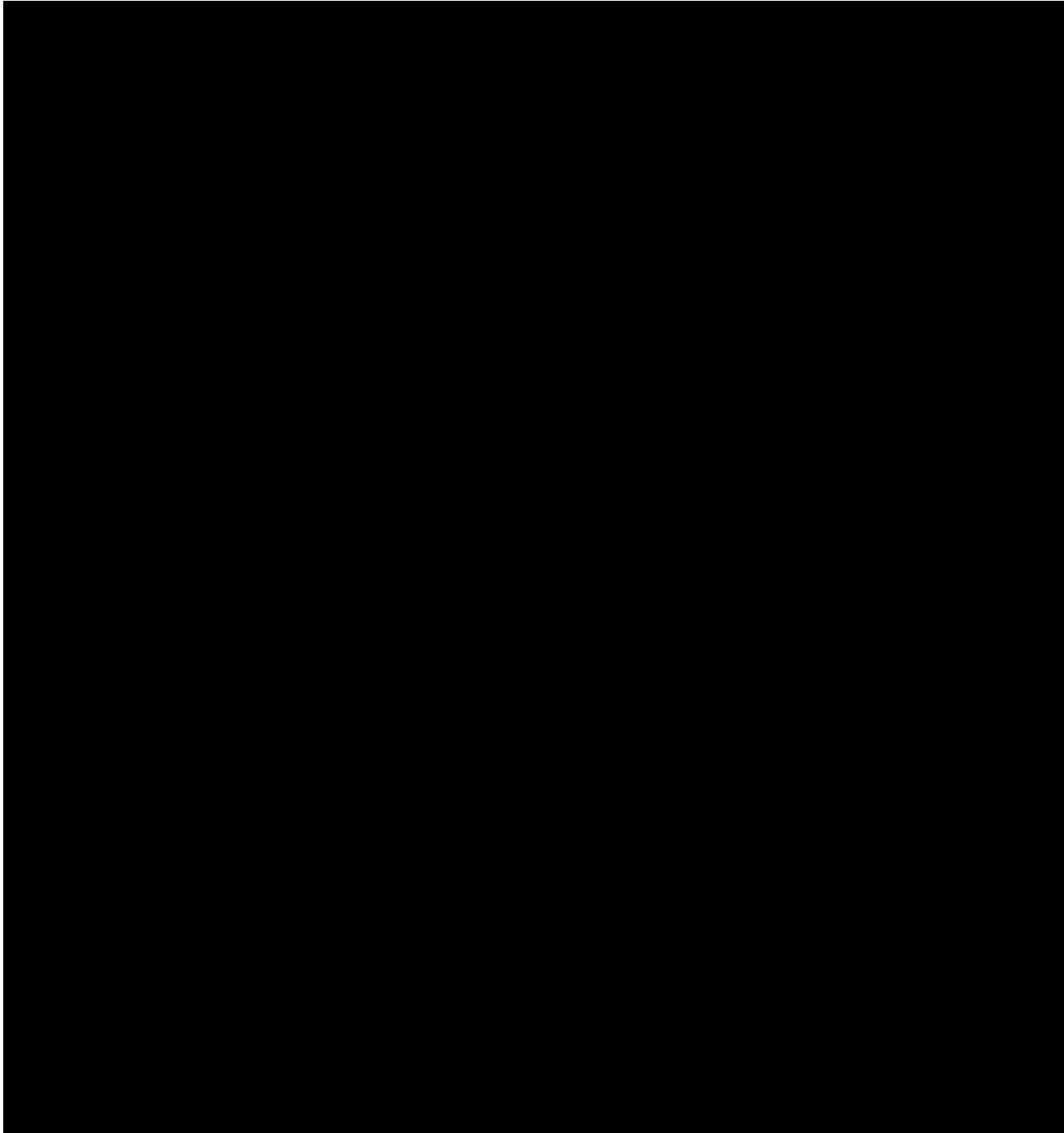
McKinsey’s expertise from more than [REDACTED] sectoral and functional engagements will provide NCPA public agency clients with access to the best practices needed to accomplish objectives while avoiding common pitfalls faced by others without this expertise.

McKinsey is the leading consultancy in the world providing public agencies with access to global best practices across every sector and functional area. Forbes consistently ranks McKinsey as one of the best management consulting firms in the world. In addition, Vault, Verdantix, Kennedy/ALM have also ranked McKinsey as the #1 consulting firm in more practice areas than any other firm including: health care, economic, energy, environmental sustainability, management, strategy, financial, capital strategy & productivity, retail consulting, business-facing service operations, customer-facing service operations, and more.

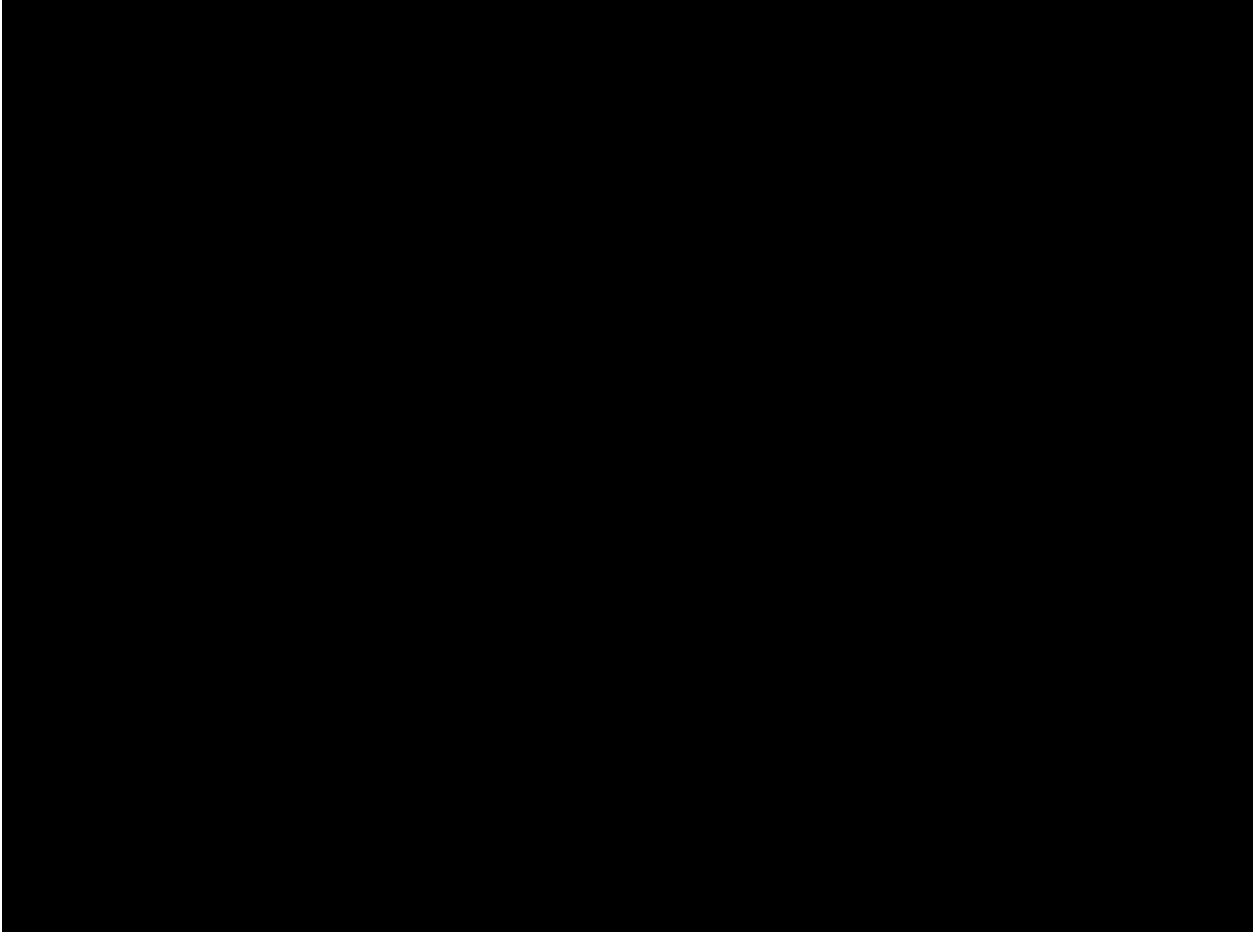
[REDACTED]
[REDACTED] This extensive expertise combined with unmatched first-hand experience working side-by-side

with public agencies, allows McKinsey to serve agencies on short notice; to mitigate common risks; and to avoid ramp up periods required by other firms without this level of experience.

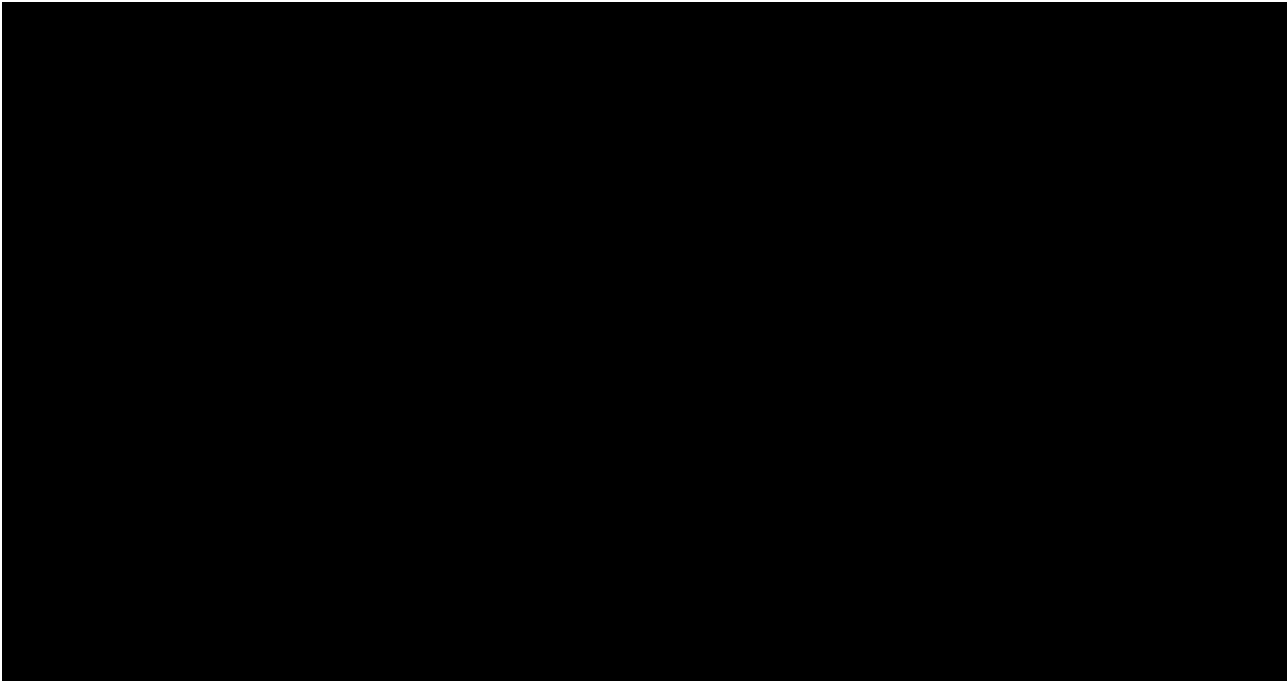
McKinsey's objective world renowned experts, unique team structure, "team behind the team", and complimentary research and tools bring public agencies decades of experience and resources.



McKinsey's hypothesis-driven approach, capability building, and stakeholder engagement deliver real change quickly, ensuring ownership and sustainability of NCPA's public agency clients' efforts far beyond a single project

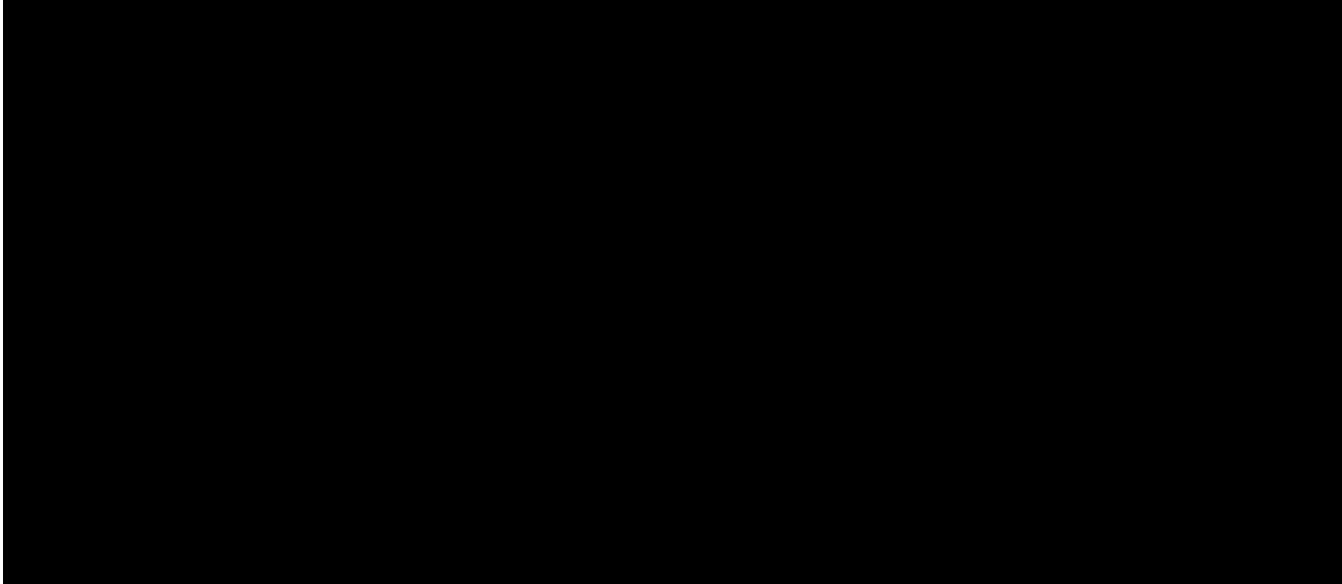


5.1 Strategic Planning



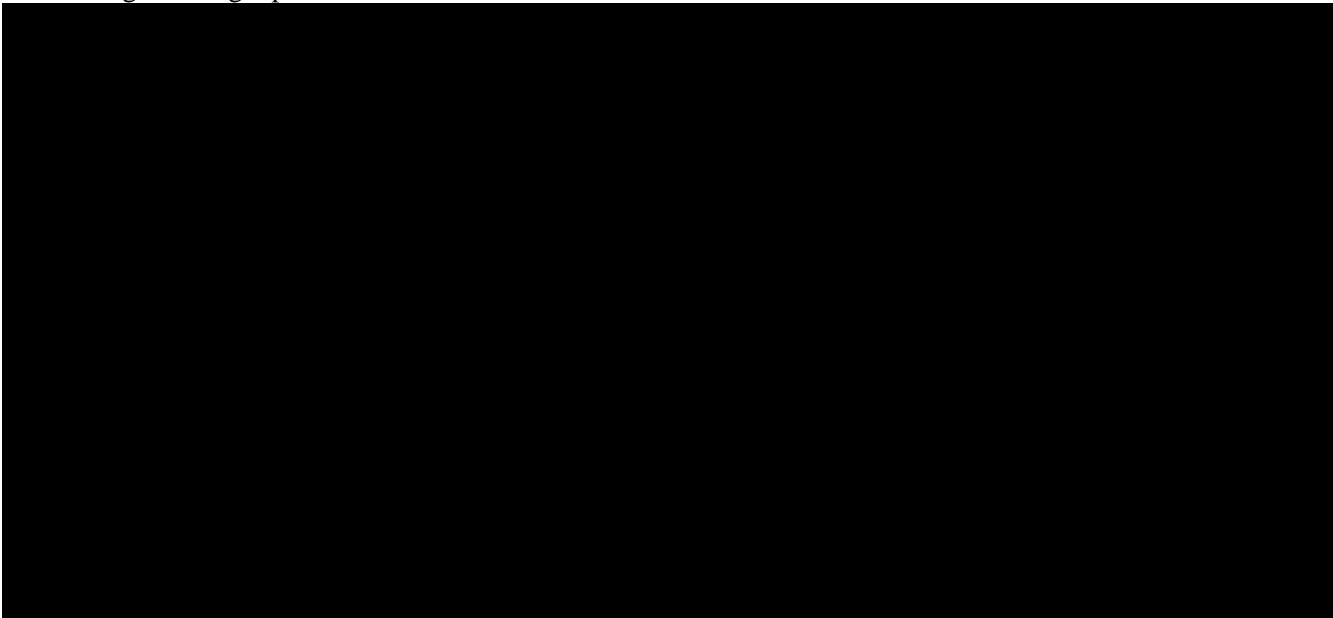
McKinsey's Distinctive Value to Public Agencies

McKinsey is able to bring the best global experience and expertise related to strategic planning, and tailor it to the specific context of any public sector organization. We apply key learnings based on our extensive experience, and tailor these key learnings to the unique complexities that public sector organizations face. Distinctive components of our strategic planning methodology include:

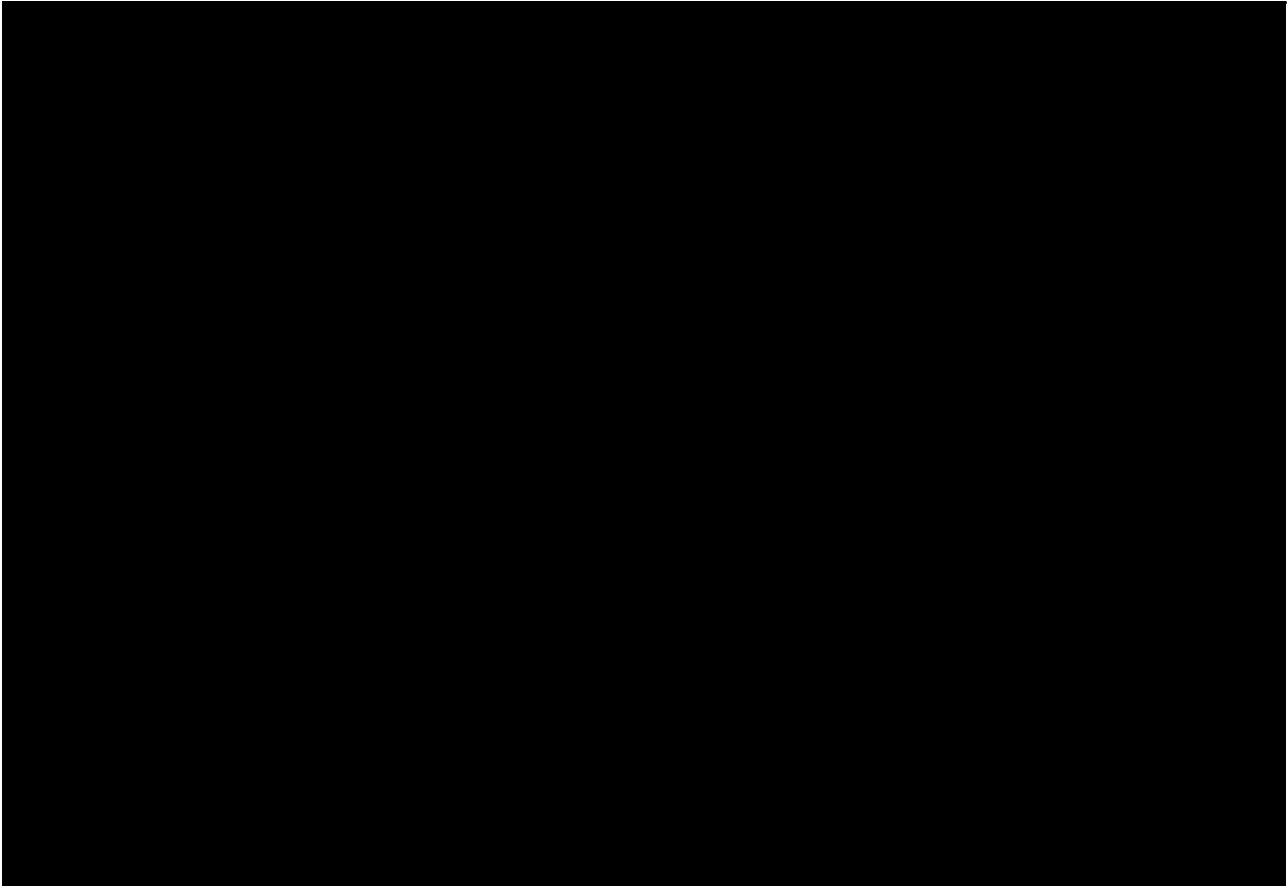


What Makes Our Approach Unique

Great strategic planning is critical to any organization's success as it sets the foundation and direction for all actions to hinge upon. McKinsey builds upon thousands of strategic planning engagements across multiple geographies and sectors, and our approach typically suggest the following [redacted] steps when crafting a strategic plan.

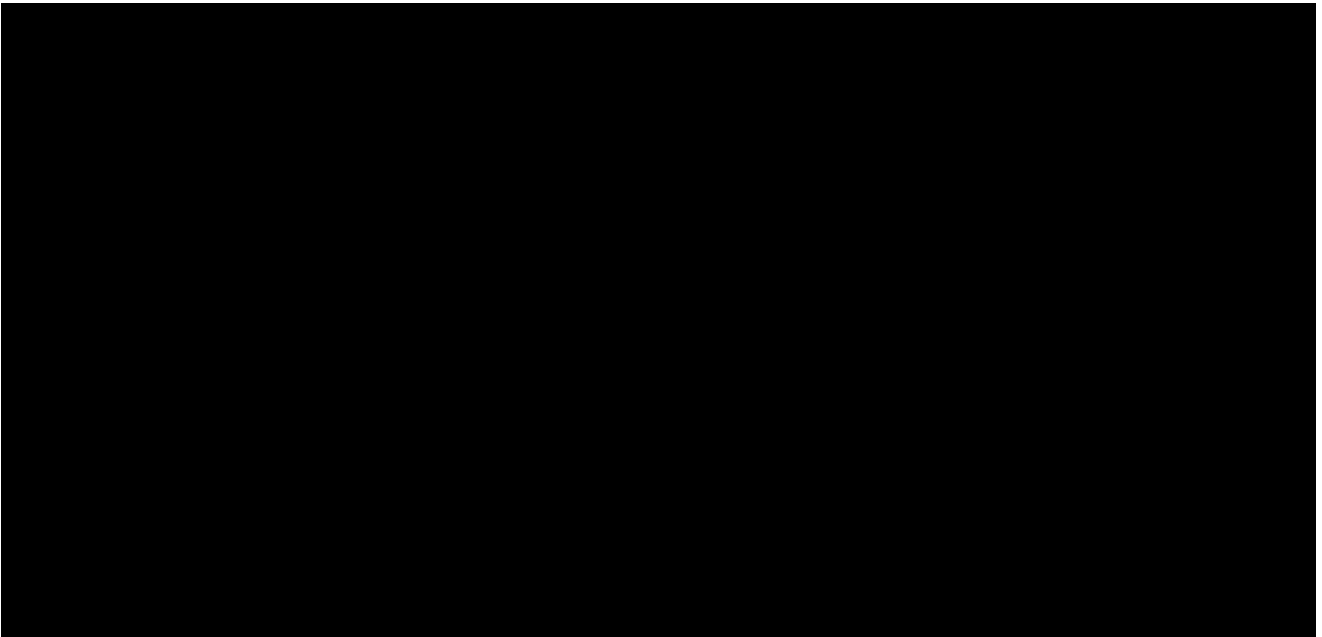


5.2 IT Assessments



McKinsey's Distinctive Value to Public Agencies

McKinsey is uniquely qualified, through both direct experience and proprietary tools, to provide clients with IT assessments on risk, audit, and technology solution reviews:



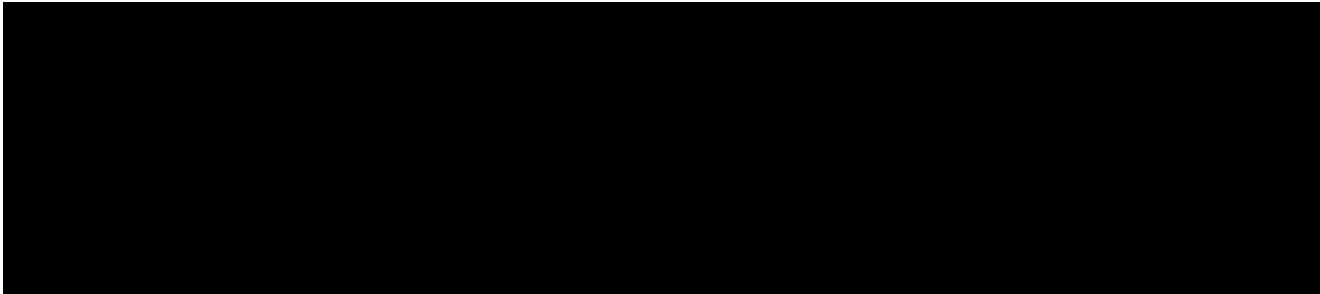
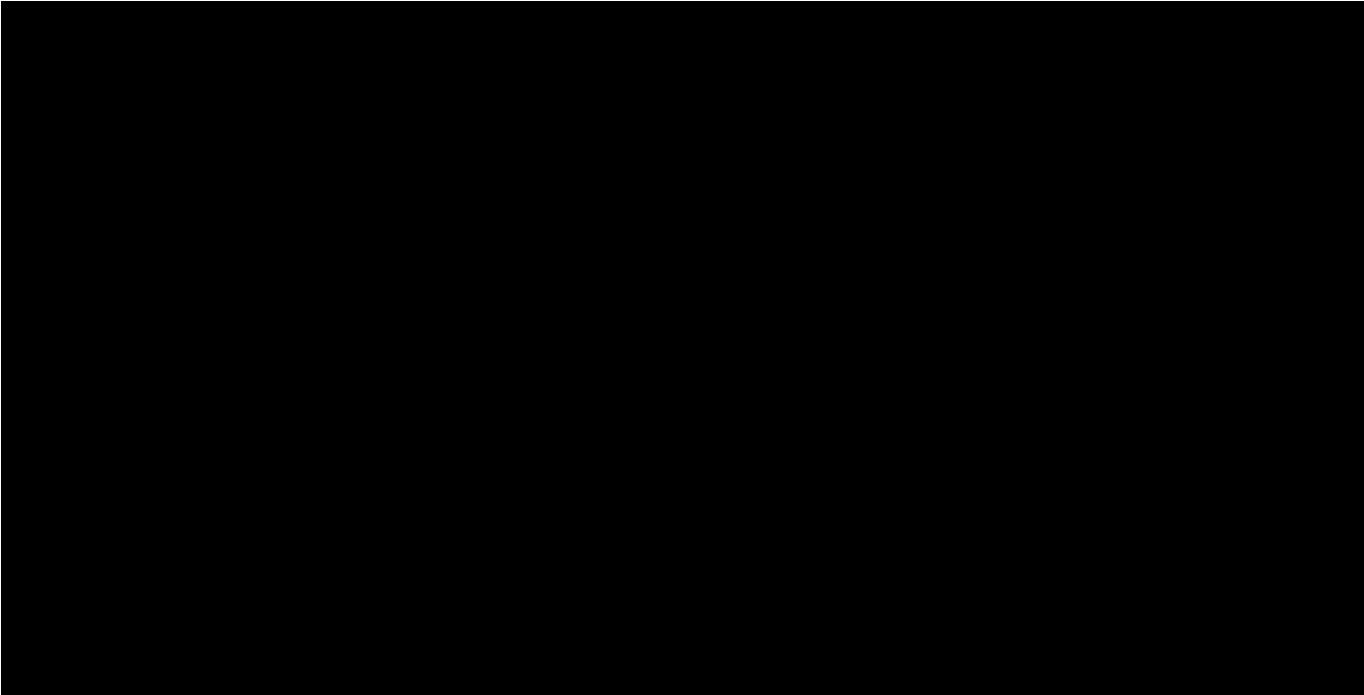
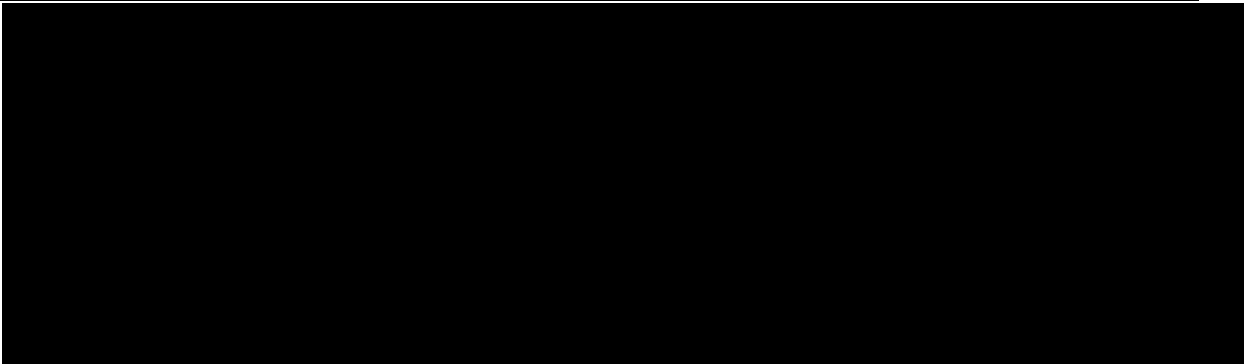
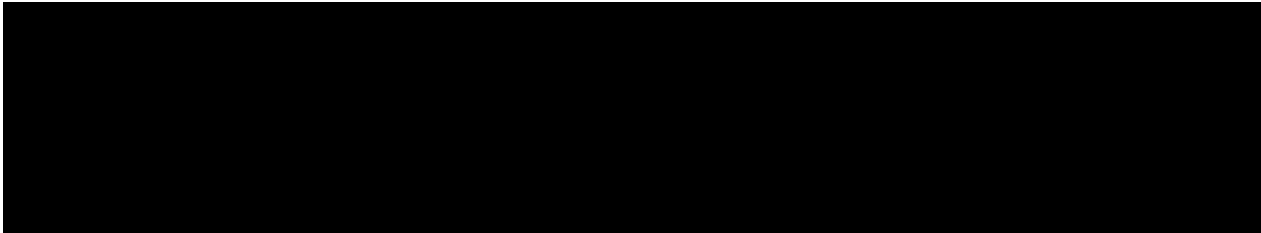


Exhibit 2: [Redacted]



What Makes Our Approach Unique



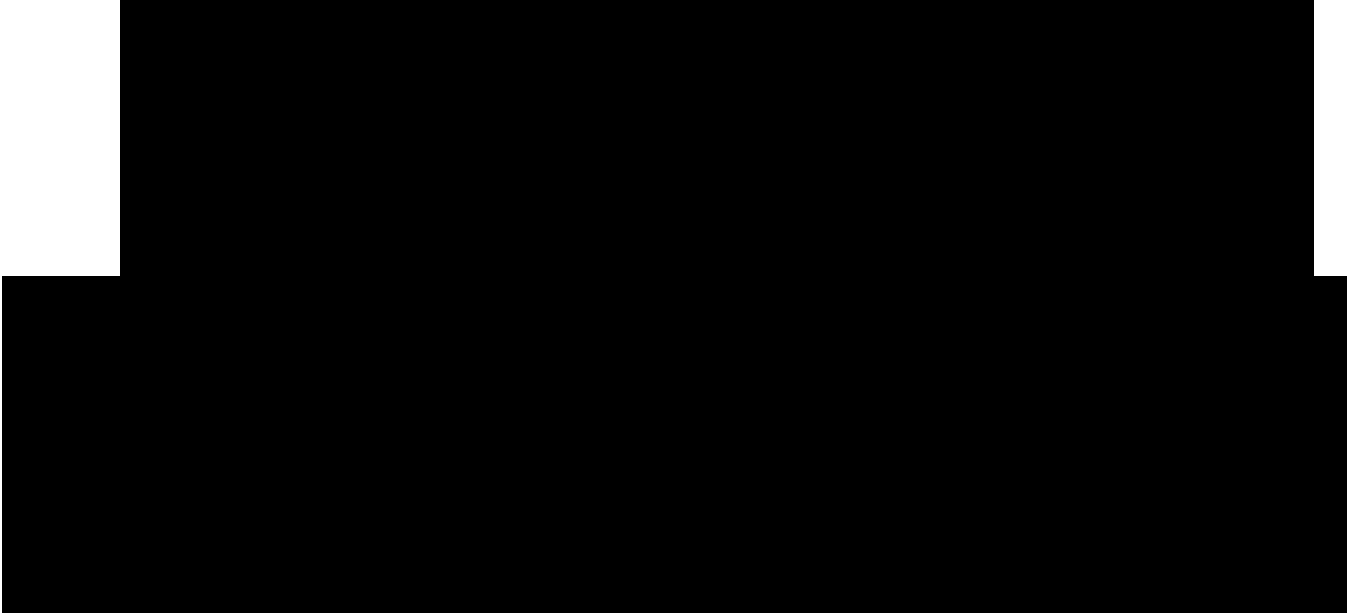
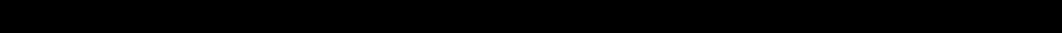
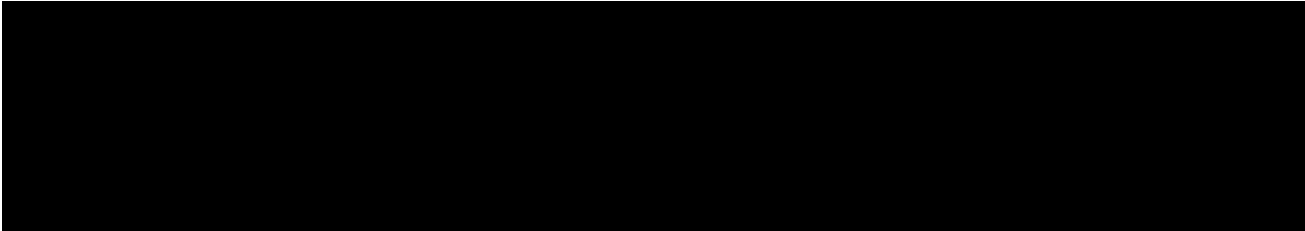
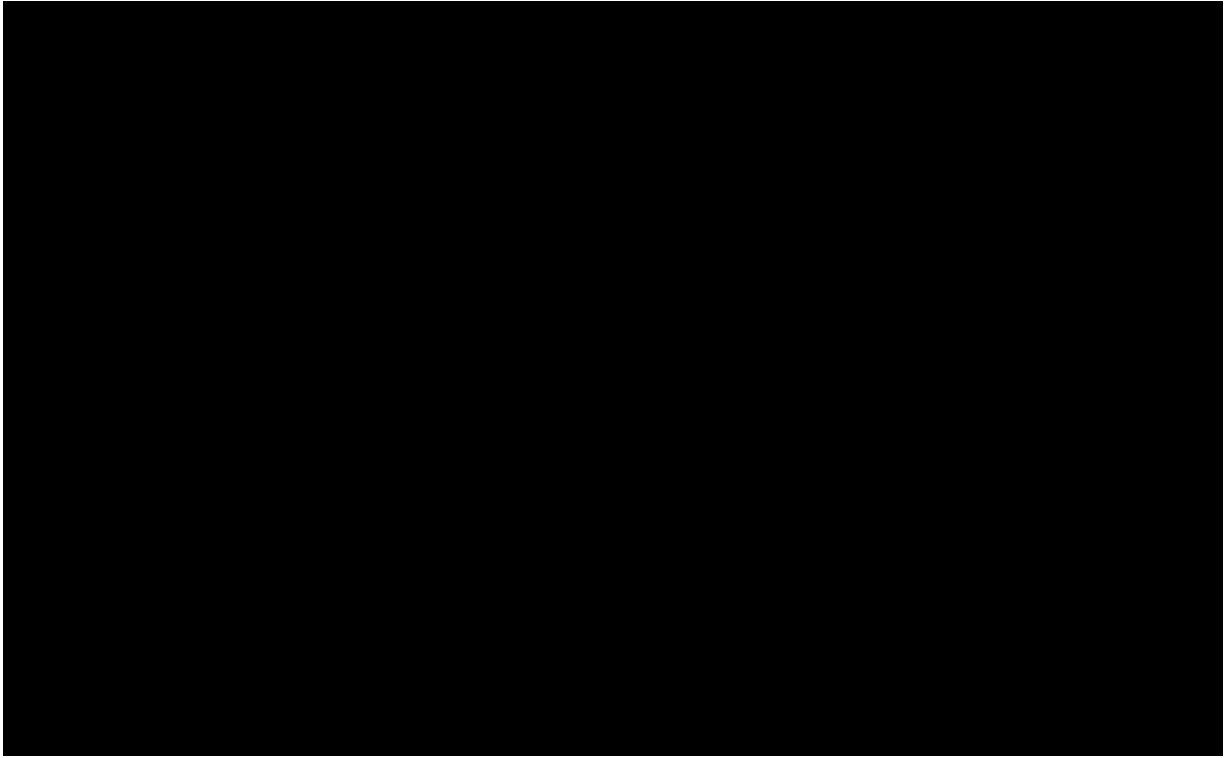


Exhibit 3: 



5.3 Project Management Oversight

McKinsey's Distinctive Value to Public Agencies

McKinsey's approach to project management oversight aims to increase the underlying capabilities of our clients while ensuring holistic value from the project is realized. Governments everywhere are struggling to successfully complete and achieve the intended benefits of initiatives by virtue of challenges in project management. We have studied thousands of projects and have concluded that incentives within the traditional approaches are not aligned to manage cost, complexity, and value. Our approach partners with public sector leaders to improve the likelihood of success in project management by focusing attention on critical issues related to value creation and realization desired benefits. The success of a complex project often relies on the combination of a well-crafted business case and rigorous execution of that case, so that the intended benefits are achieved even as challenges inevitably arise.

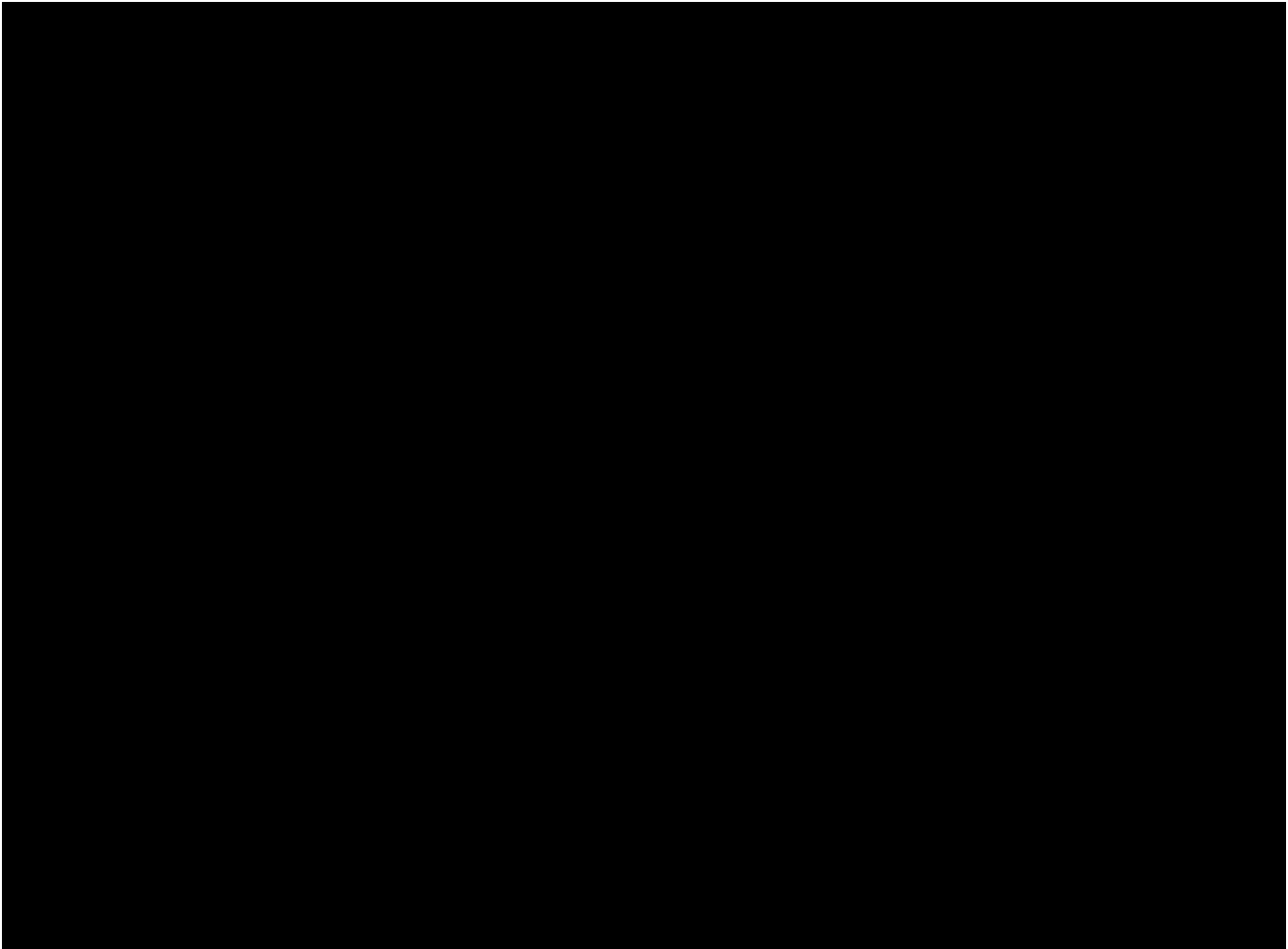
- **Proven project/change management methodologies.** Through proprietary research and numerous client engagements, we have developed an evidence-based perspective on the critical activities required for effective and systematic execution. We work with our clients to ideate and scale initiatives, lock in the future state vision, launch the necessary project management and governance infrastructure, and build the necessary capabilities to sustain the change beyond completion of implementation.
- **Innovative approaches to driving impact at scale.** We build capabilities at scale, developing the exact skills organizations need to realize their strategies and outcomes. From project management to operations, leadership, management, execution, and change management, we blend multiple learning techniques to upskill and reskill organizations. We help clients capture the full value of their transformations through systematic execution and change management. Our highly experienced change practitioners work collaboratively with clients—from the C-suite to the front line—to build the capabilities they need to drive and sustain the transformation and to ensure results.

- **Proprietary assets and technology.** We offer a large suite of ready-to-deploy digital and in-person experiential capability building programs, to guide learners at each stage of the learning journey. Our technology platform provides an immersive, scalable learning experience that supports comprehensive learning journeys across all channels – from interactive courses and online assessments to in-person training and on-the-job learning. Similarly, we offer access to complementary project management software to help our client’s navigate large-scale change.
- **Access to experienced change and learning experts.** We draw on a global pool of more than 1,000 experts, including project management and implementation practitioners with ten-plus years of industry and functional expertise, seasoned leadership coaches and facilitators, and specialists in adult learning and capability building at scale.

McKinsey offers a robust set of offerings proven to drive large-scale sustainable change for our clients. Last year McKinsey led over [REDACTED] strategy, organizational development and business process improvement projects across the public and private sectors. We have extensive experience in virtually every industry/function and our approach to each scope of work that will allow clients to access specialized cross-sector and cross-industry knowledge, perspectives and benchmarks. We will leverage innovative approaches developed in the course of creating impact for our clients across industries, and through our specialized expertise.

What Makes Our Approach Unique

We base our project management approach on [REDACTED] key pillars appropriate for small and complex megaprojects:



5.4 Business Process Improvement

McKinsey's Distinctive Value to Public Agencies

McKinsey has a track record of delivering exceptional results on complex, technology-enabled business process improvement programs of large-scale, including on many multi-agency business process redesign efforts, with high quality and satisfaction of our clients.

- We have served large and complex enterprises facing dynamic policy environments in the public and private sectors. Our senior leadership and consultants have personally led similar high-impact efforts. We offer new insights and capabilities that draw upon our experience serving [REDACTED]

[REDACTED] We have completed over [REDACTED] to improve their performance while addressing their most pressing challenges. Our McKinsey Center for Government is a global hub for research, collaboration, and innovation in government performance that addresses critical, common challenges facing public sector organizations. By combining hands-on work with research, we bring proven methodologies and tools that support clients from issue diagnosis to delivering lasting impact.

We drive and accelerate impact in business process transformation engagements by applying distinctive design approaches, focusing on change management and bringing [REDACTED].

- Our unique technical approach weaves together important design principles needed to establish and operationalize new / reimagined journeys at rapid pace [REDACTED]

We bring proven methods for [REDACTED]

[REDACTED]. We also believe winning hearts and minds of department / [REDACTED]

agency staff is a highest priority to bring best ideas to the table as well as ensuring the new ways of working are adopted throughout the organization. We will ensure that important stakeholders within department / agency and other adjacent agencies are brought along throughout with a robust change management approach and plan.

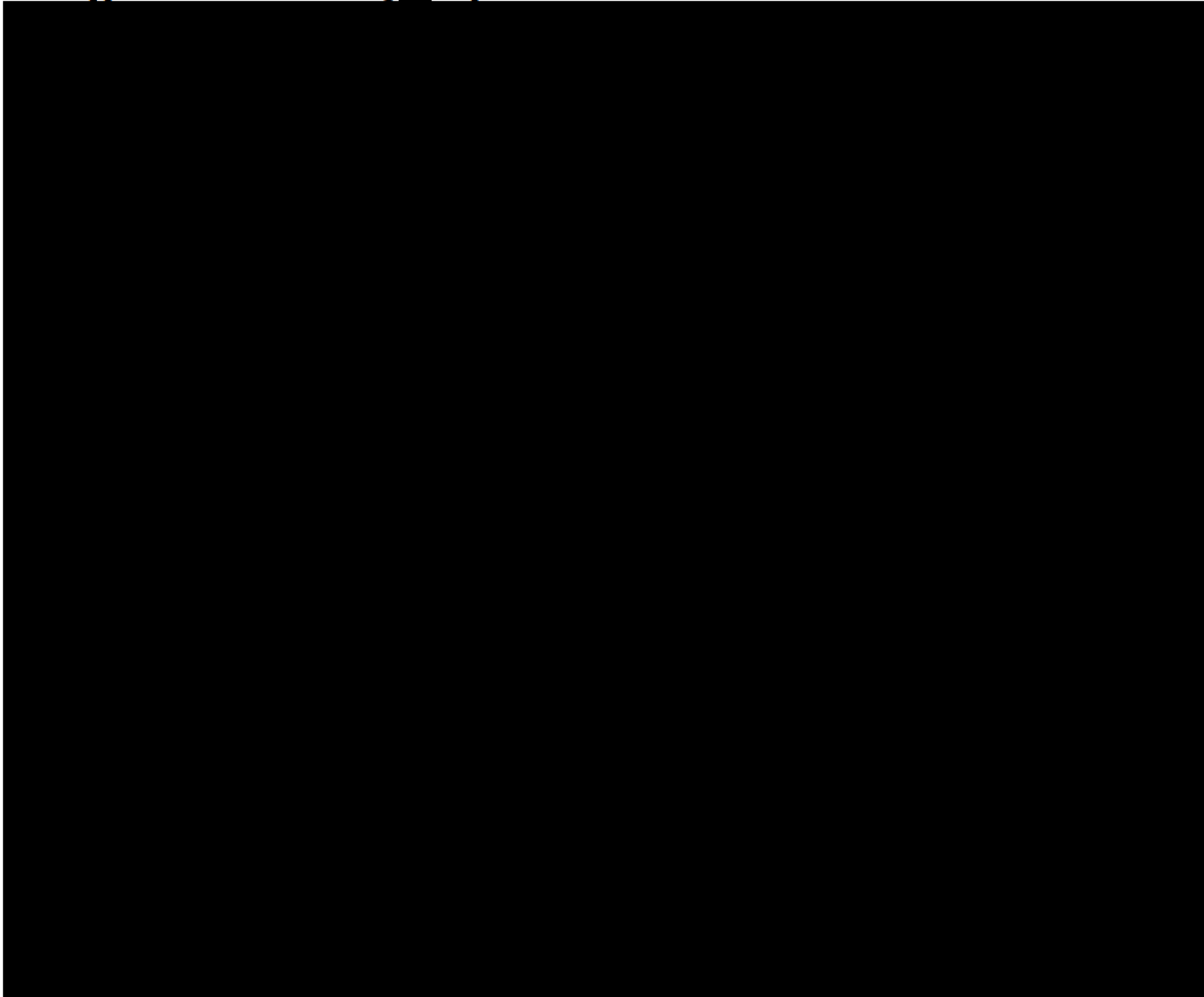
We believe in building capabilities in departments / agencies is the only way to sustaining impact and ensure capability building as part of our business process improvement initiatives.

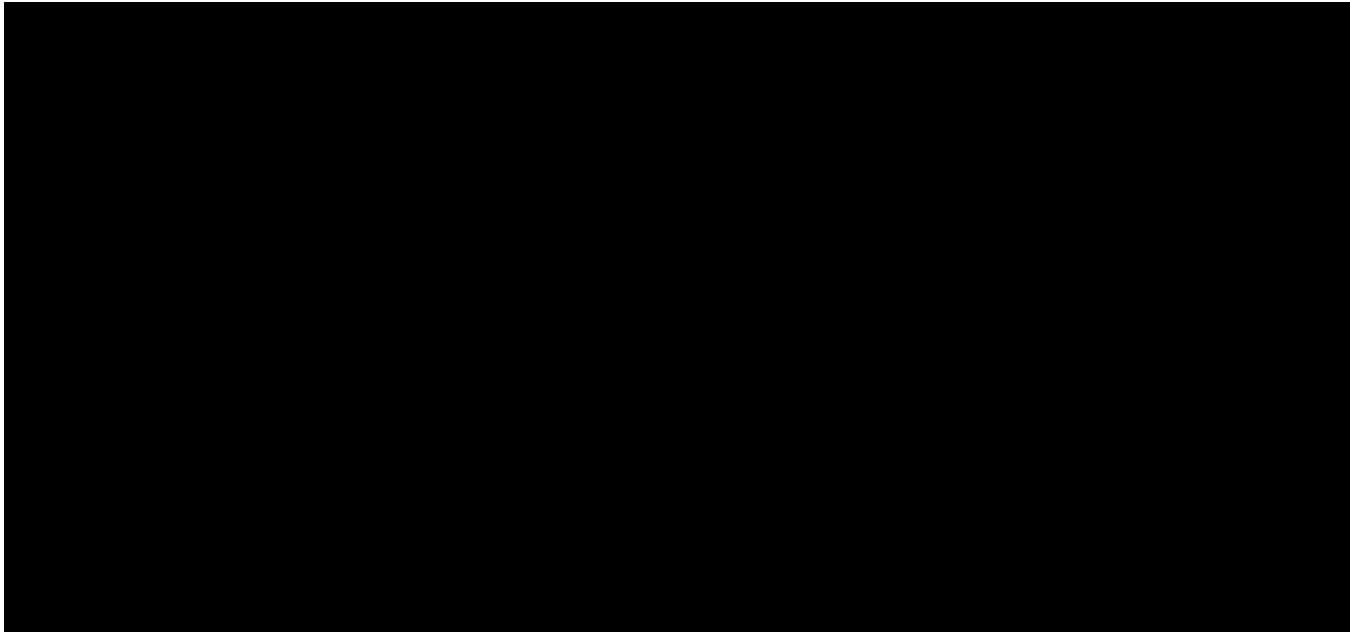
- We commit to working jointly with department / agency staff and developing and strengthening the organization's capabilities as needed to adopt a continuous improvement mindset. Beyond our proposed deliverables, we will focus heavily on staff capacity building and define a high-level plan for change management to cascade lasting improvements throughout the organization.

What Makes Our Approach Unique

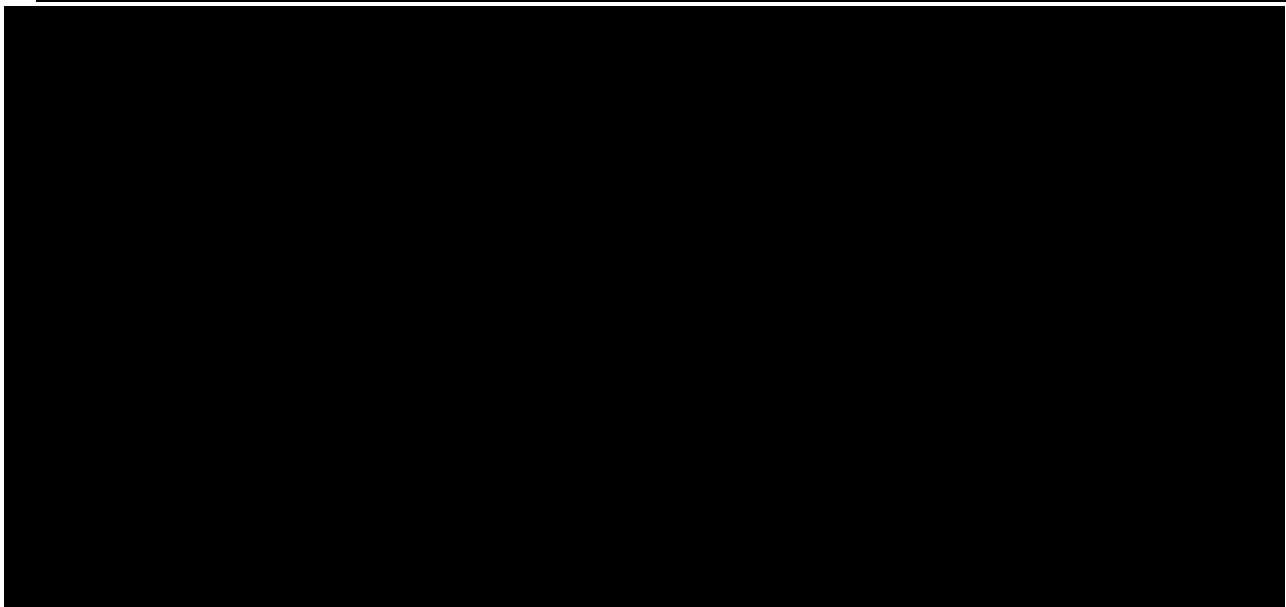
McKinsey follows holistic approach to assessing department's / agency's current state processes, identifying challenges, generate future state initiatives and ideas to fix current state challenges, prioritize initiatives and create an integrated roadmap to act upon.

The approach involves following [REDACTED] steps:



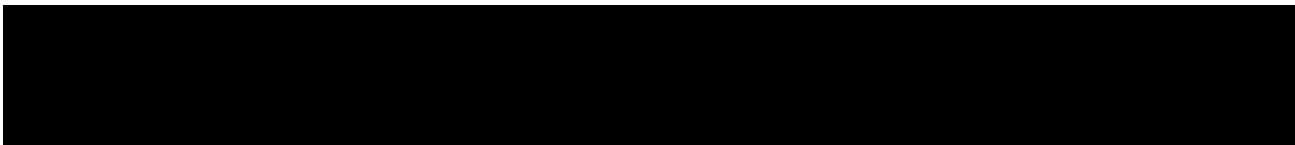


5.5 Organizational Change Management



McKinsey's Distinctive Value to Public Agencies

McKinsey has extensive experience and fact-base on topics of managing change and culture during transformations

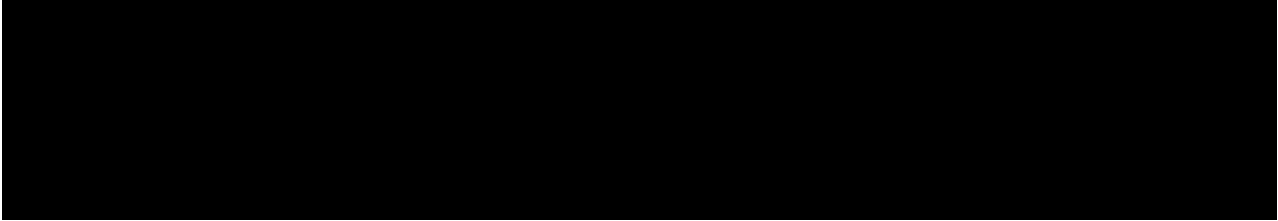


McKinsey is always conducting cutting-edge research on culture and change

- 5 books published on this topic in the last 10 years
- 150+ external articles published in last 15 years
- 5+ new insightful analytics and design thinking tools and approaches

- 45+ PhDs and Masters in Behavioral Economics, Psychology, Neurosciences in our Nudge global community

McKinsey brings core knowledge and experience to clients



What Makes Our Approach Unique

We firmly believe that any transformative change can only be sustained by influencing mindsets and behaviors of the employees and stakeholders of the agency under consideration.

Our approach to effective change management includes following steps:

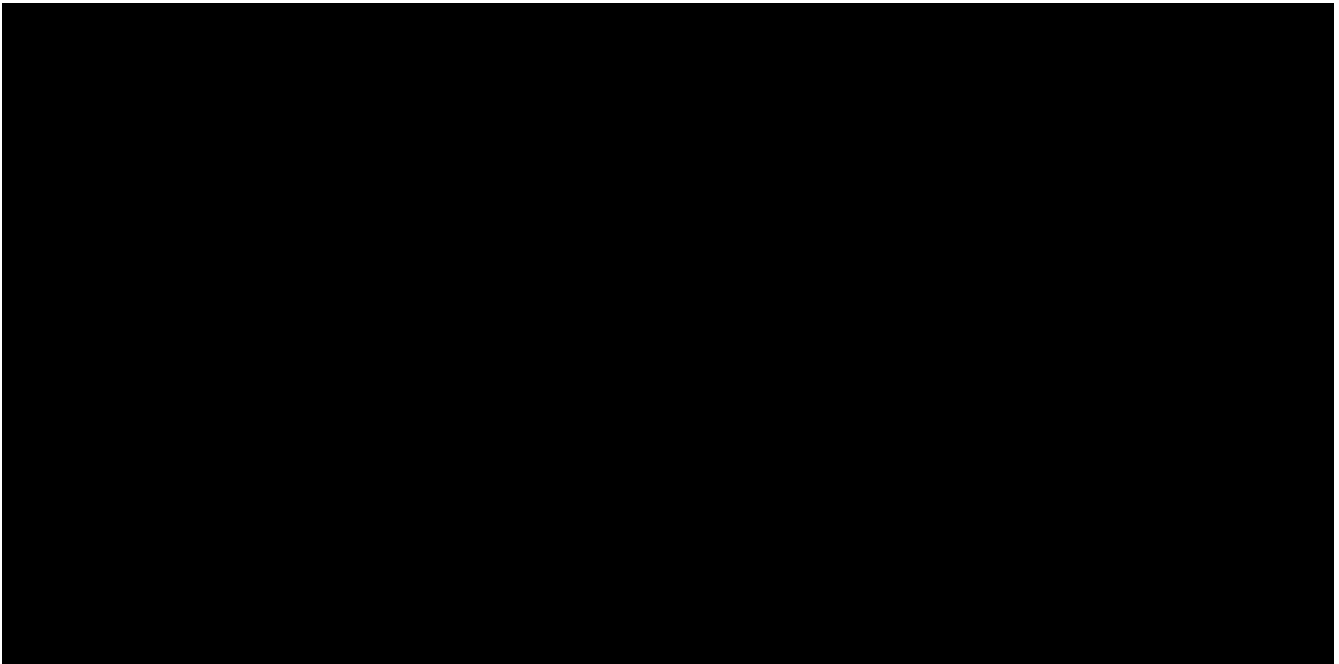
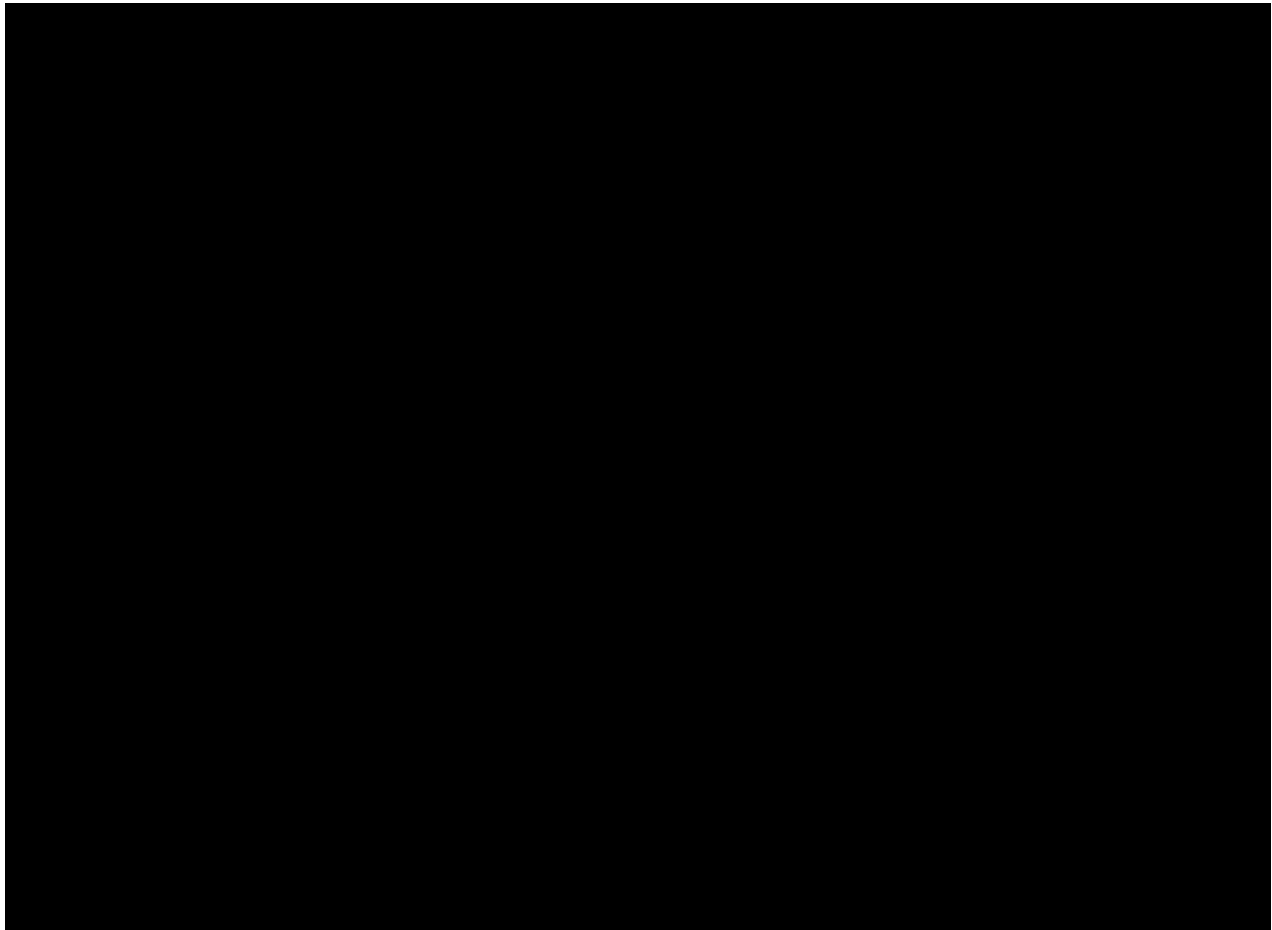
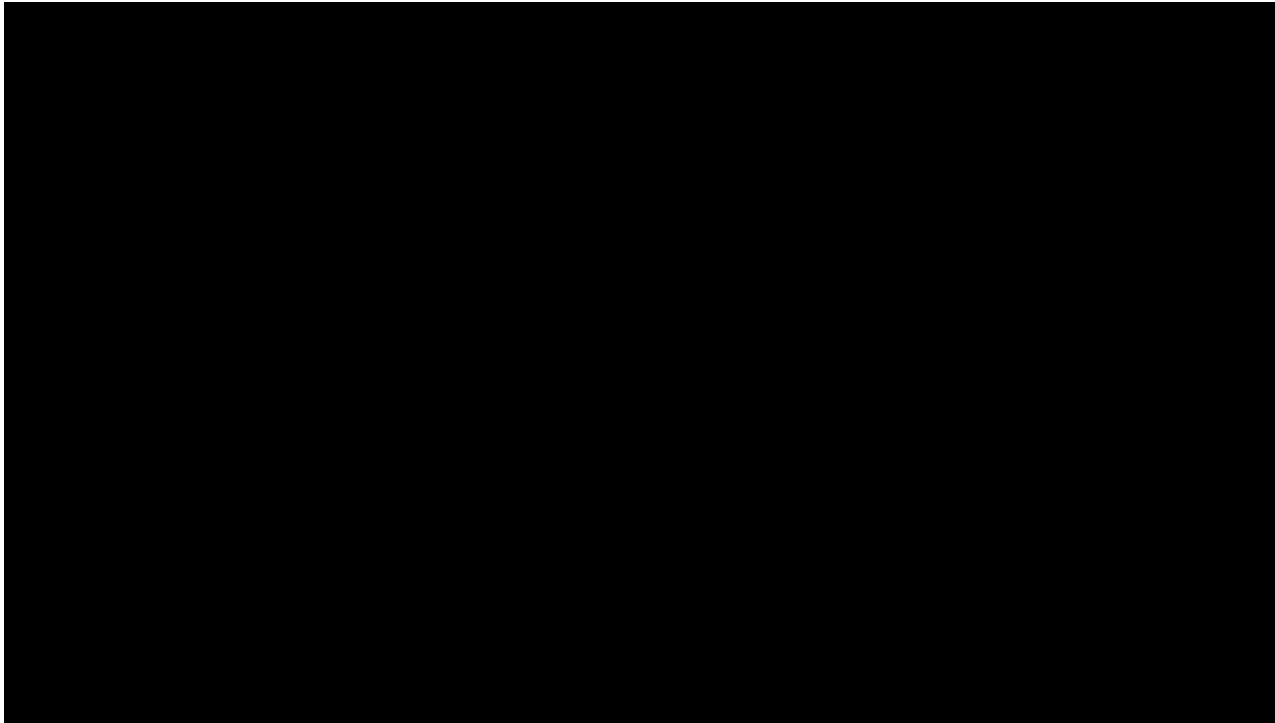

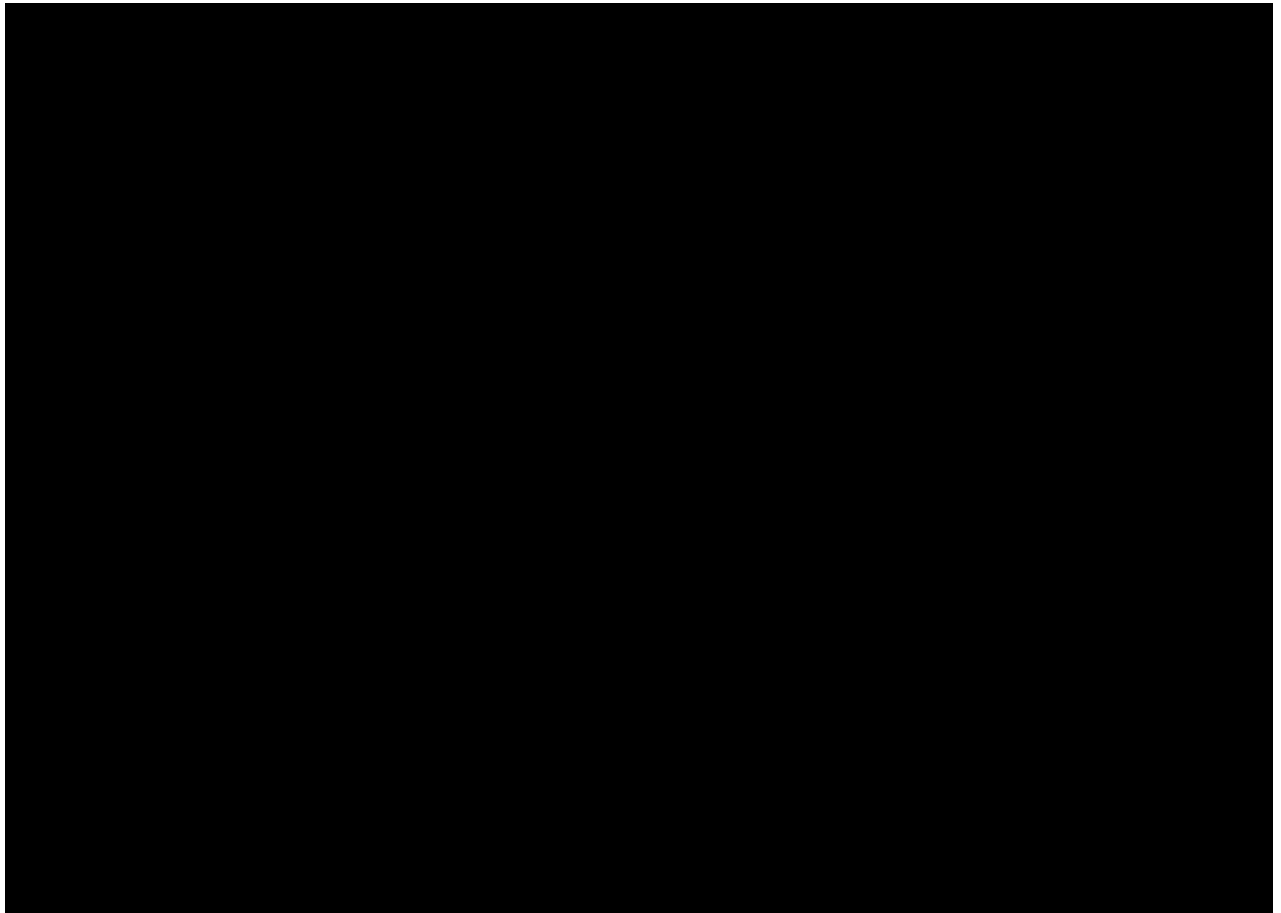
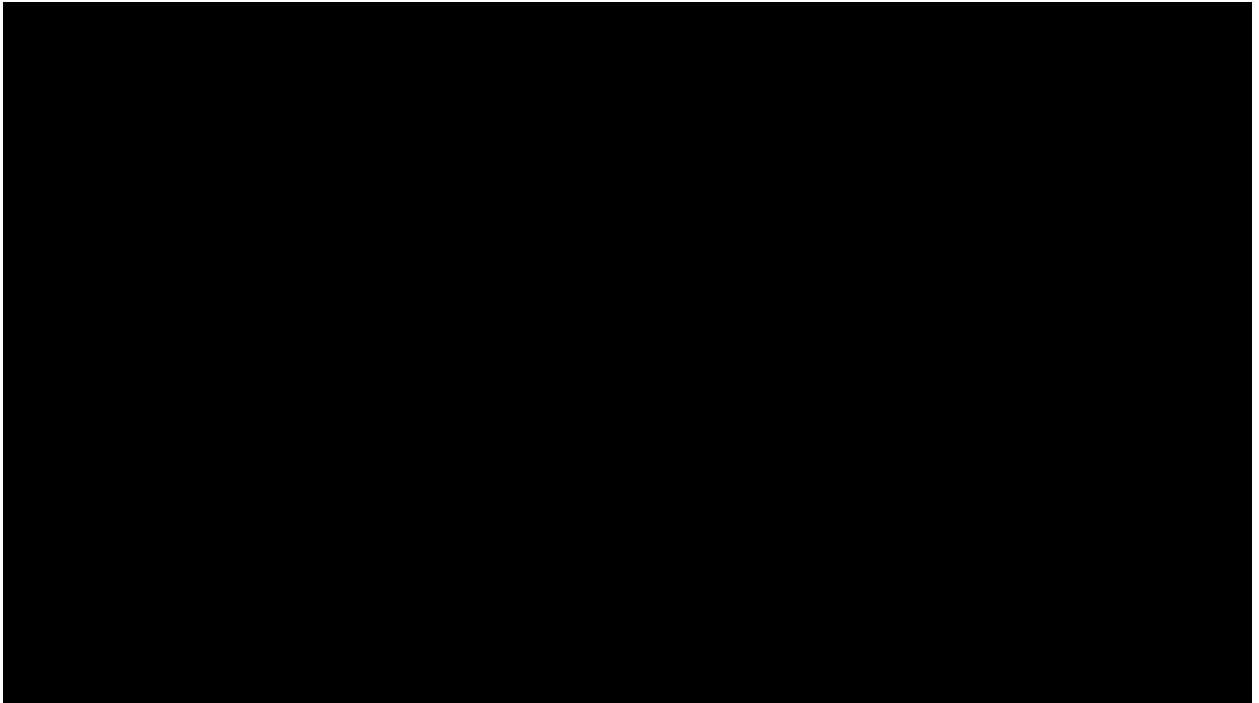
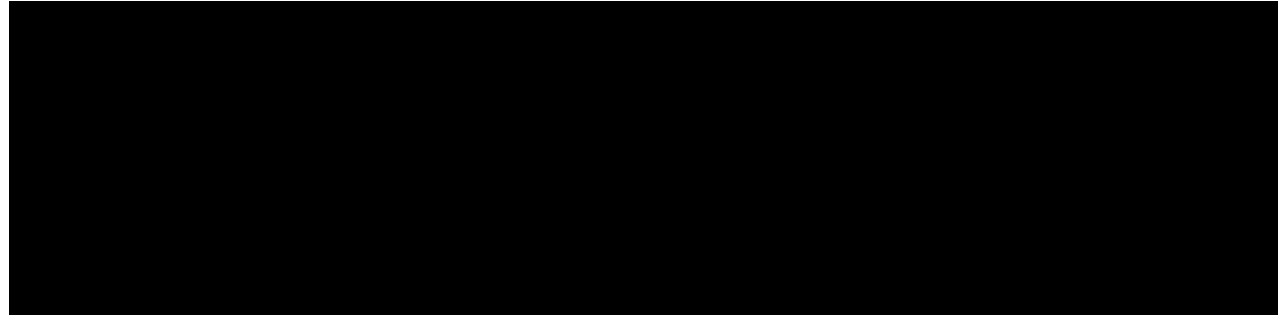
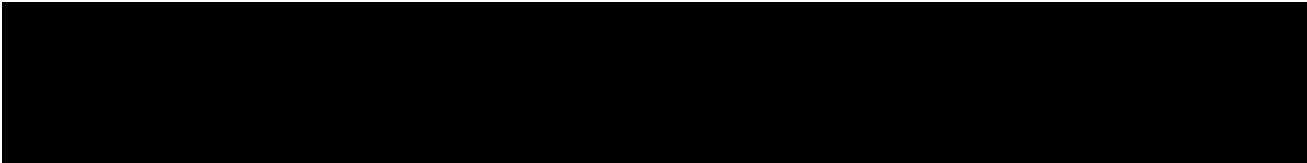


Exhibit 4: 

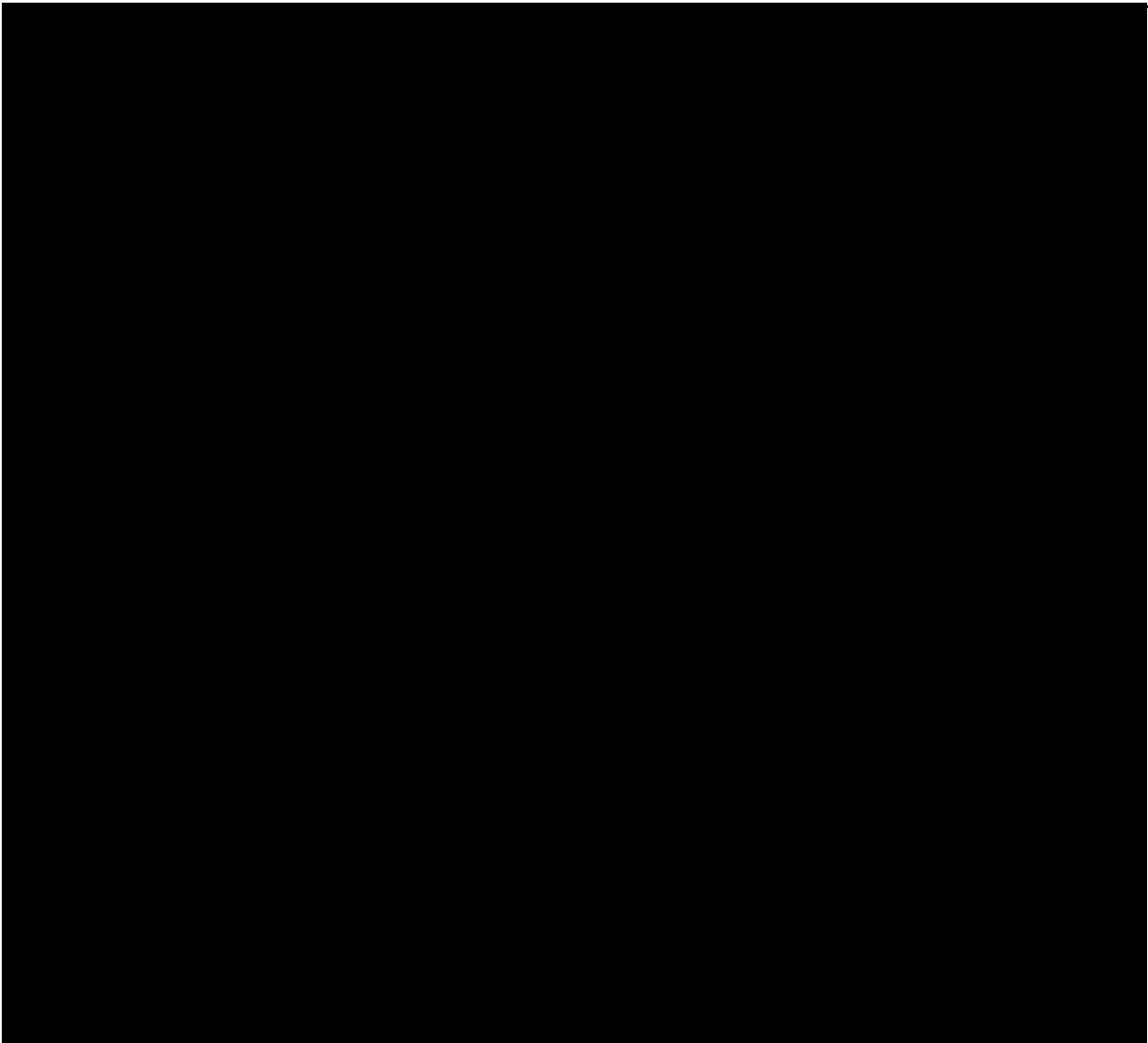


 Formal mechanisms to reinforce change can take many forms. These include:





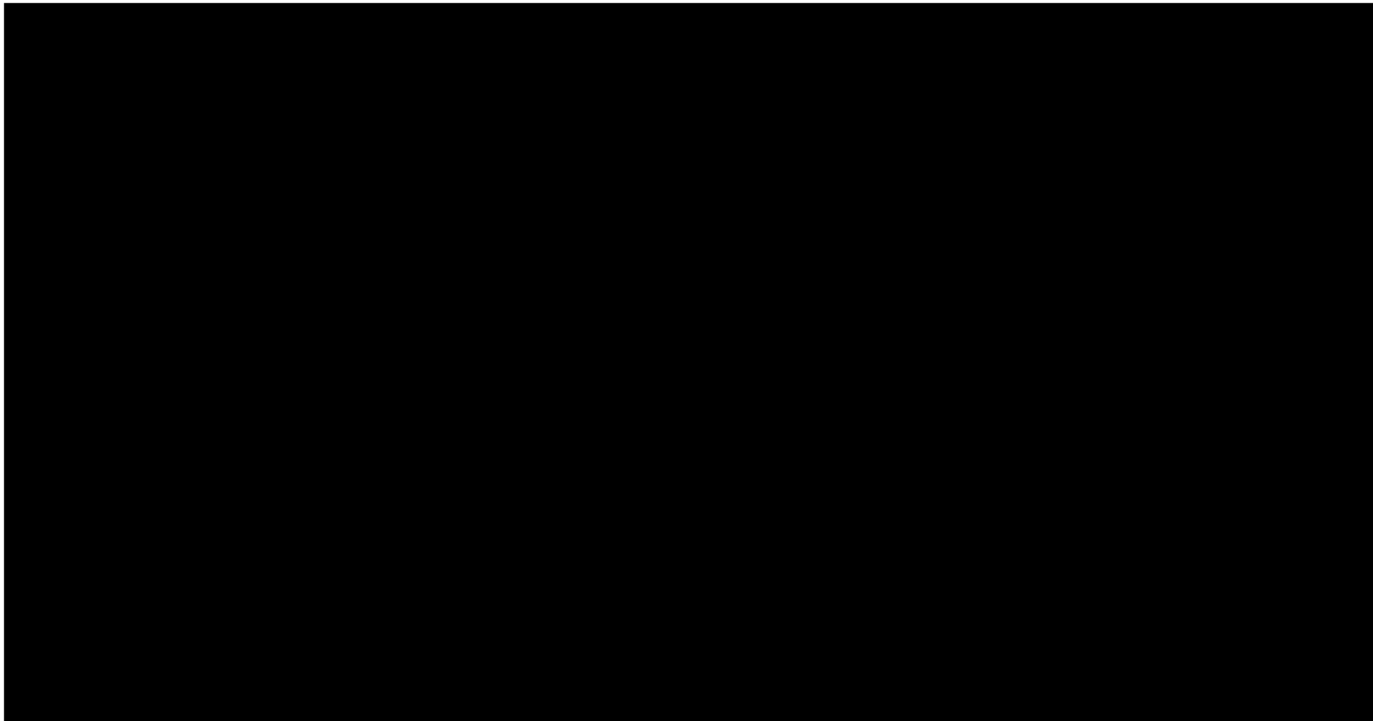
5.6 Procurement





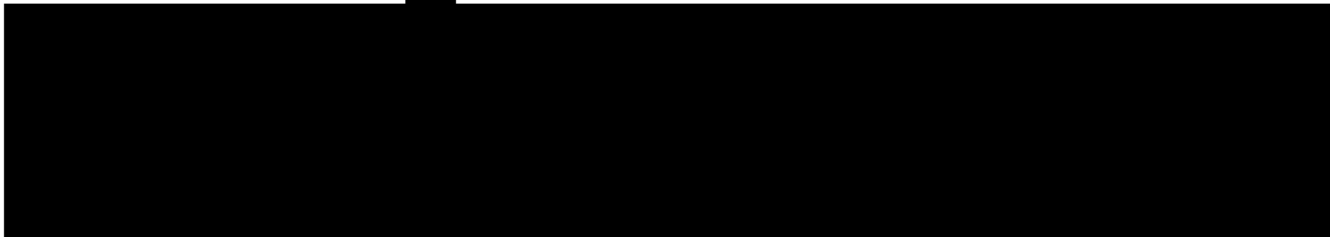
McKinsey's Distinctive Value to Public Agencies

McKinsey has the largest procurement practice in the world, retaining over [REDACTED] practitioners globally engaged in [REDACTED] projects in the past five years to maximize procurement impact, expanding the focus - when needed - beyond traditional sourcing to deploy a digitally-enabled next-gen procurement operating model. Our Procurement work falls broadly in three categories: [REDACTED]



What Makes Our Approach Unique

We believe our approach to procurement is distinctive because it is focused on building lasting success for our clients. We help unlock gains while building capabilities to sustain improvement, delivering specialized knowledge and cutting-edge thinking from across the globe, integrated with your strategy and culture. Our approach includes [REDACTED] key elements:





5.7 Implementation Oversight



McKinsey's Distinctive Value to Public Agencies

McKinsey & Company has earned the trust of public sector leaders based on the decades of experience leading successful implementation across functions and of great complexity. McKinsey serves senior leaders at multiple peer public and private institutions, helping them address head on their most pressing and complex issues. Within the last five years, McKinsey has undertaken thousands of engagements, including [REDACTED]. Every McKinsey team also brings important insights from engagements with more than [REDACTED].

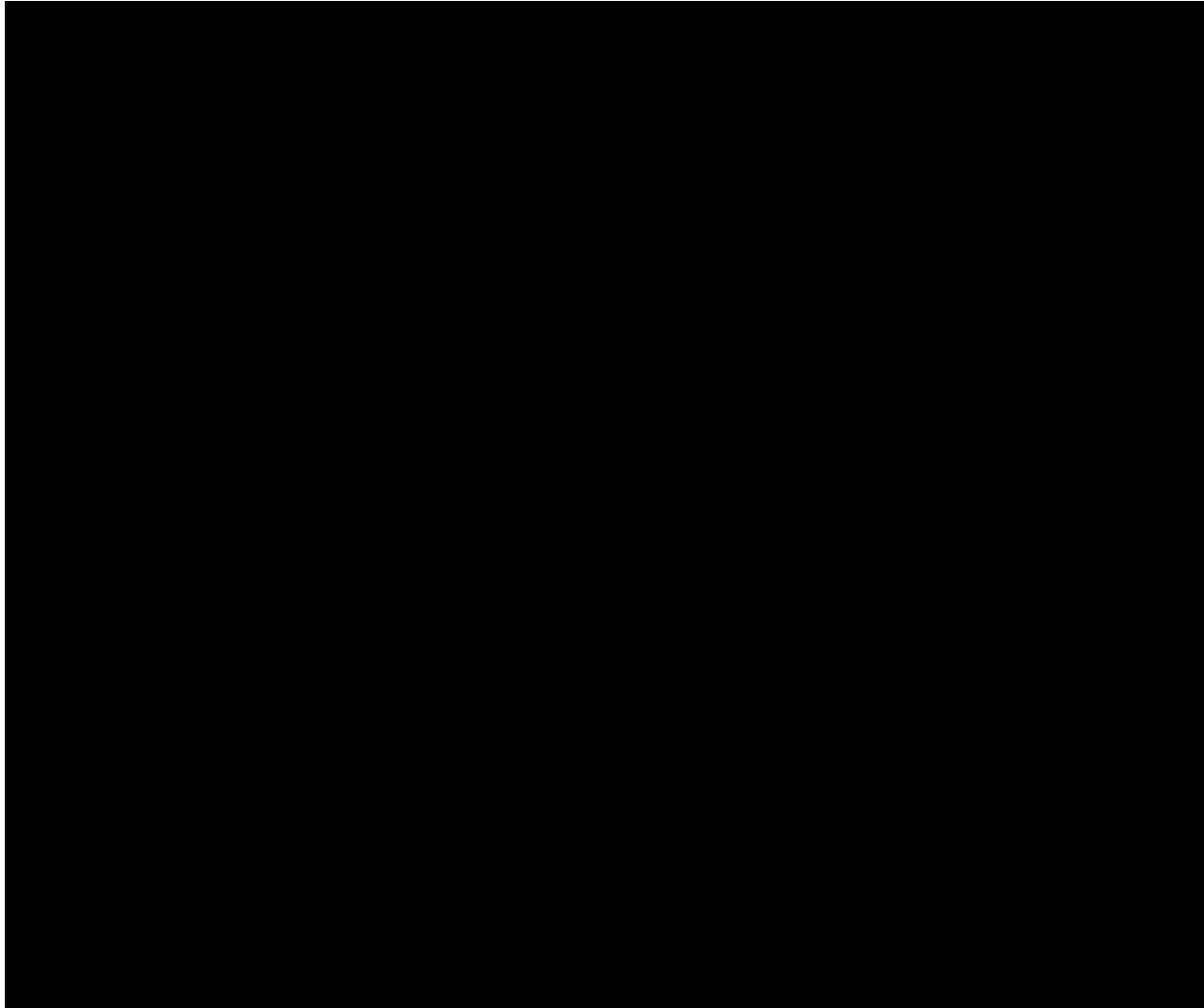
- **McKinsey is the world's leading consultancy, providing access to local, national, and global best practices** - McKinsey ranks #1 or in the top 10 globally across functional areas. Vault, Verdantix, Forbes, and ALM rank McKinsey & Company as the #1 consulting firm in more practice areas than any other firm.

- **McKinsey’s operating model is different from many firms. Our leaders spend real-time on-the-ground and serve as thought partners for our clients.** Our partner to non-partner ratio is [REDACTED] compared to more than 1:50 for other firms. Our partners have the capacity and are expected to spend real-time with our clients, understanding the context, pushing problem solving, and ensuring we bring the best of the firm. Our partners are also not compensated on revenue or sales, but on realized impact with clients; this ensures that team and partner incentives are aligned with the client from day 1. Teams are also co-located with clients, allowing teams to operate as one entity with the client, refine answers on-the-ground, build capabilities with client managers, co-create the answer, and respond in real time to changes – ensuring a level of flexibility and adaptability that is unmatched by other firms.

What Makes Our Approach Unique

McKinsey Implementation oversight methodology is based on an evidence-based perspective for the key activities required to drive and sustain change. We surveyed [REDACTED] executives on the importance of implementation and how to get it right. Our research highlights that less than 37% of change efforts are successful in improvement and sustaining impact. Effective implementation oversight is distinguished in part by a focus on sustainability from the beginning (2.8x more likely to succeed), skill building (3.1x likely to succeed), clear accountability (3.2x likely to succeed), and continuous improvement (3.5x likely to succeed). Our methodology, based on this research, is built on [REDACTED]

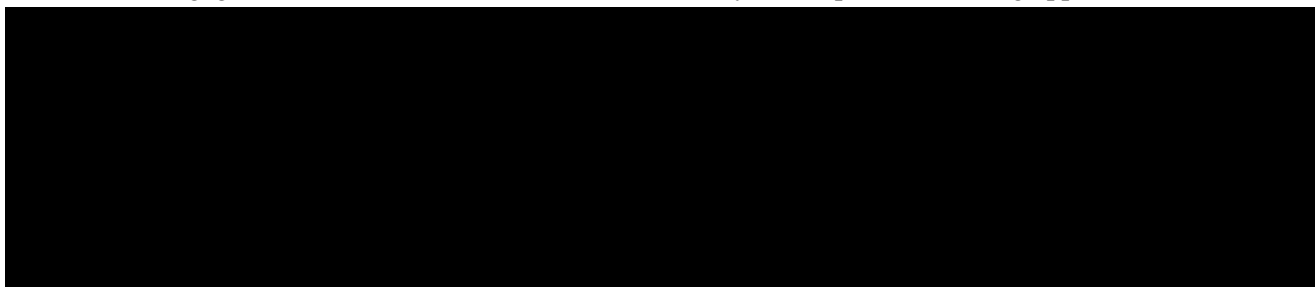
5.8 Business Advisory & Support



McKinsey's Distinctive Value to Public Agencies

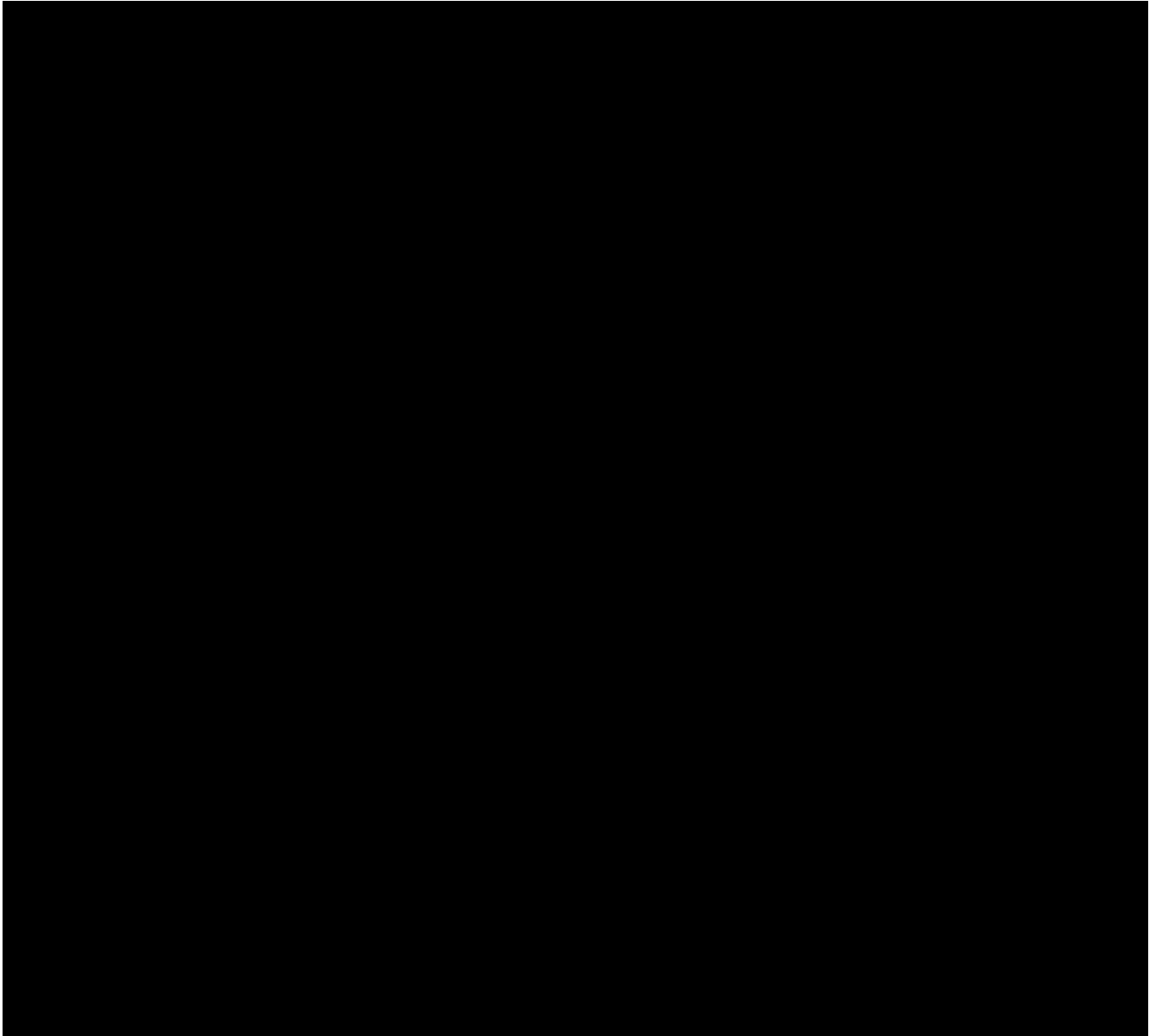
For more than 90 years, McKinsey has served as the most trusted external advisor to governments, nonprofits, and private sector companies in the US and across the globe helping them solve their most pressing problems, and enabling them to achieve distinctive, substantial, and lasting improvements in their performance. McKinsey's governance as a private worldwide partnership ensures its independence and objectivity, allowing the firm to remain answerable only to its clients, not to outside shareholders. McKinsey will collaborate with our clients to generate adaptable, impactful, and executable solutions, while creating a great experience.

Almost all engagements will use a combination of McKinsey's core problem solving approaches:

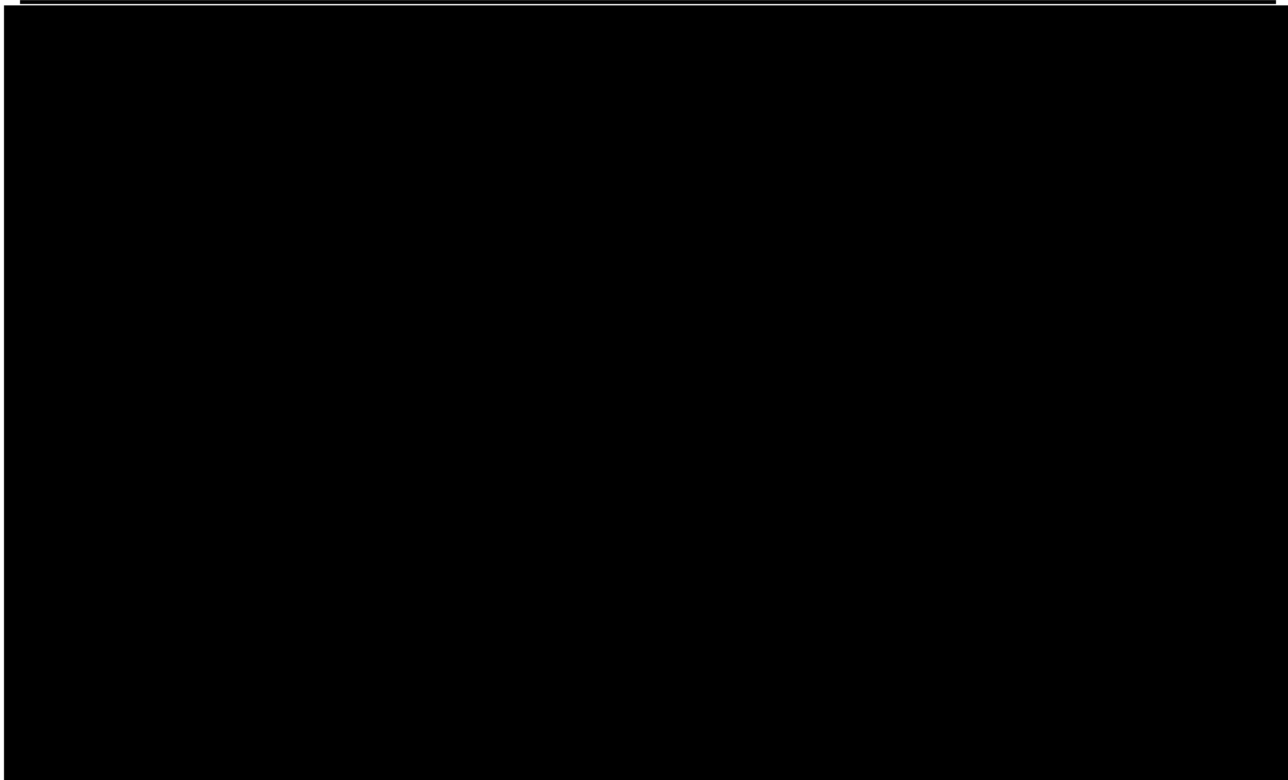


What Makes Our Approach Unique

McKinsey is organized into 21 industry sector practices (e.g., healthcare, technology, public sector, social sector) and 14 functional practices (e.g., strategy, operations, data analytics, organization, and business technology), each with dedicated experts and research staff. We staff our projects with the most qualified consultants from our global pool, and bring the best of our firm through our extensive use of content and regional experts. Below is a subset of the functional expertise we bring to our clients for business advisory and support services.



5.9 Business Process Reengineering



McKinsey's Distinctive Value to Public Agencies

McKinsey has a track record of delivering exceptional results on complex, technology-enabled business process improvement programs of large-scale, including on many multi-agency business process redesign efforts, with high quality and satisfaction of our clients.

- We have served large and complex enterprises facing dynamic policy environments in the public and private sectors. Our senior leadership and consultants have personally led similar high-impact efforts. We offer new insights and capabilities that draw upon our experience serving [REDACTED]

[REDACTED] We have completed over [REDACTED] engagements to improve their performance while addressing their most pressing challenges. Our McKinsey Center for Government is a global hub for research, collaboration, and innovation in government performance that addresses critical, common challenges facing public sector organizations. By combining hands-on work with research, we bring proven methodologies and tools that support clients from issue diagnosis to delivering lasting impact.

We drive and accelerate impact in business process transformation engagements by applying distinctive design approaches, focusing on change management and bringing proprietary playbooks, templates, benchmarks, best practices, tools, methodologies and coaching guides to bear.

- Our unique technical approach weaves together important design principles needed to establish and operationalize new / reimagined journeys at rapid pace [REDACTED]
[REDACTED] We will bring proven methods for journey / business process redesign, technology requirement identification, organization design and a library of reusable tools and templates. We also believe winning hearts and minds of department / agency staff is a highest priority to bring best ideas to the table as well as ensuring the new ways of working are adopted throughout the organization. We will ensure that important stakeholders

within department / agency and other adjacent agencies are brought along throughout with a robust change management approach and plan.

We believe in building client capabilities in departments / agencies is the only way to sustaining impact and ensure capability building as part of our business process reengineering initiatives.

- We commit to working jointly with department / agency staff and developing and strengthening the organization's capabilities as needed to adopt a continuous improvement mindset. Beyond our proposed deliverables, we will focus heavily on staff capacity building and define a high-level plan for change management to cascade lasting improvements throughout the organization.

We bring cross-functional teams to clients to drive wholistic business process transformation

- Our teams bring together the domain expertise from respective functional areas (e.g., healthcare, education, transportation etc.) and a core set of expertise needed in transformation of any business processes such as agile, human-centered design, operations, digital, architecture, financial analyses for business case creation etc.

What Makes Our Approach Unique

Our approach to business process reengineering takes a unique human-centered design lens where we assess the department / agency business processes based on their impact on external constituents. As part of this approach, we also embrace [REDACTED]

Our approach to business process redesign involves [REDACTED]

Exhibit 5: [REDACTED]

[REDACTED]

[REDACTED]

Activities in this phase typically include:

[REDACTED]

[Redacted]

Activities in this phase typically include:

[Redacted]

[Redacted]

Activities in this phase typically include:

[Redacted]

[Redacted]

Activities in this phase typically include:

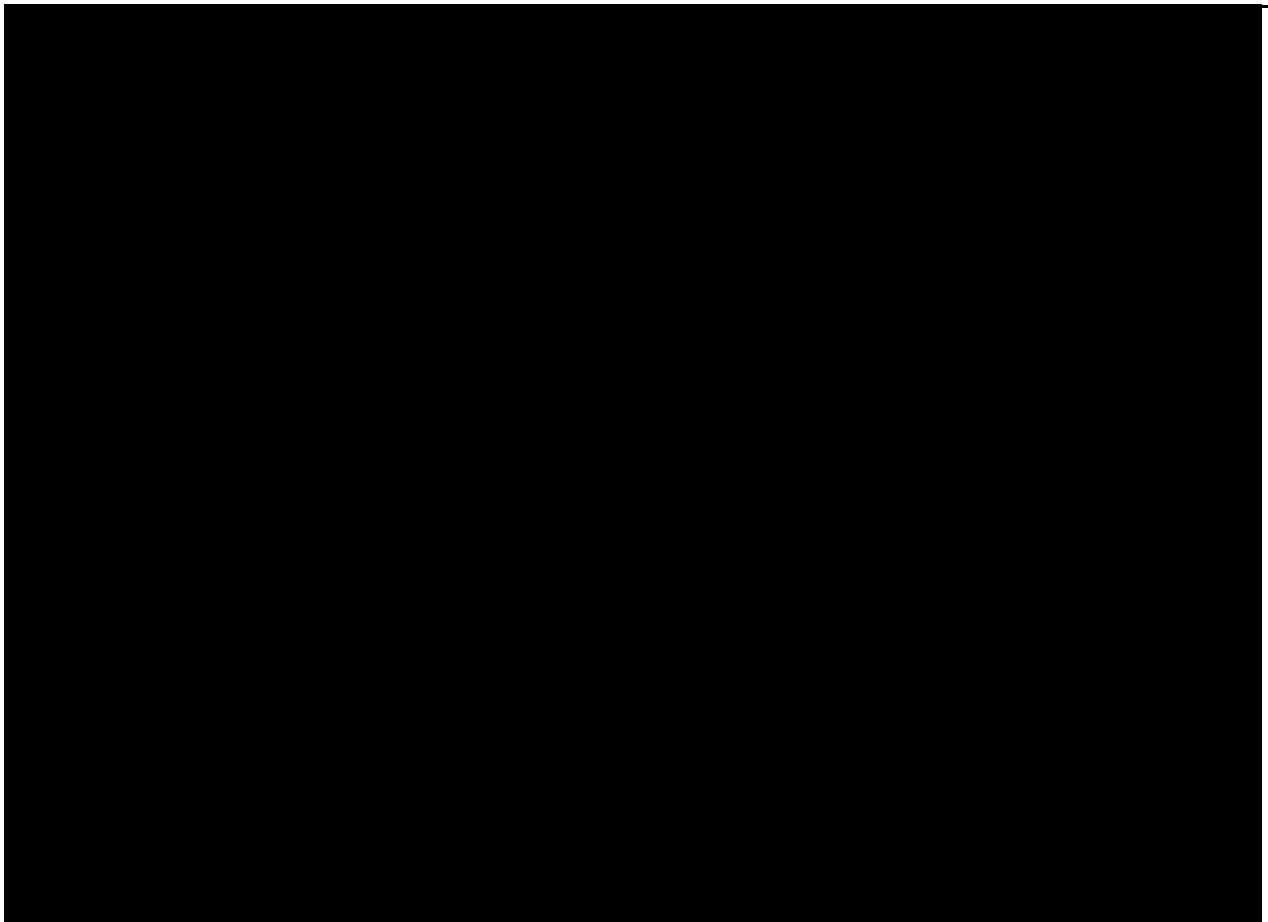
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[Redacted]

Activities in this phase typically include:

[Redacted]

5.10 Consultation Services



McKinsey's Distinctive Value to Public Agencies

- **Heavy leadership involvement in our teams.** A hallmark of our consulting approach is the intense involvement of our partners on our engagement teams. Our partner to consultant ratio is **1:1**, in contrast with the industry norm of 1:50 up to 1:200. As a result, our partners can – and do – take responsibility for reviewing the quality of all deliverables we produce on an engagement. Our partners have deep experience and expertise in the engagements they lead, which gives them the ability to structure the problem solving appropriately, to spot anomalies in any results, and to help the client and team understand how various solutions will likely work in practice.
- **Close collaboration with our clients – in project design and during project execution. We work collaboratively with our clients.** Our consulting model requires substantial interactions between our clients and our personnel. At the outset of projects, we invest considerable time working with our clients on the design of projects to ensure that they are set up to achieve the client's objectives. In most cases, we work with our clients day-to-day, in their offices, for the duration of the period of performance. We maintain a high level of collaboration to ensure that we remain focused on our client's actual situation and constraints. As a result, we do not experience the problem of developing a "solution," only to find that it does not match our client's circumstances.
- **Underpinning methodologies, including a fact-based problem solving approach.** Our work is underpinned by methodologies grounded in thousands of engagements performed with leading organizations around the world. Having our team members use these repeatable, established methods helps ensure high quality products and services for our clients. One critical aspect of

how we work is our fact-based approach to solving our clients' problems. We immerse ourselves in our clients' data so that we identify the root causes behind problems and solutions. We are not constrained by what our clients have done in the past or by our own "off-the-shelf" methodologies. By grounding our work in the facts and by being methodical in our analysis of those facts, we can ensure that our clients have an informed basis for making decisions.

- **Project management.** We build quality control into our regular project management, e.g., through team meetings, leadership meetings, and progress reviews with clients. The leadership meets with teams at least twice weekly to share information, guide problem solving, challenge progress and hypotheses, identify and resolve potential issues, and ensure that all activities are impact-focused. One of the McKinsey partners meets at least weekly with our client executive to review project progress.
- **Regular performance reviews, with flexibility to change course.** We have established processes for reviewing the quality of our client service and the performance of individual consultants. We apply these processes to ensure the continuous improvement of our work for all of our clients worldwide. In our reviews, we also learn about changes in the demands of the project or by changes in the legal, political and budgetary environments, so that we can – as appropriate – make any mid-course adjustments to the work plan. The ability to respond to new information also helps us ensure that our deliverables reflect our clients' current needs. We recognize some pieces will require some different analyses than we expect at the start and we are prepared to adjust accordingly.
- **Staffing.** We staff teams to provide the greatest impact in each client situation. McKinsey has a wealth of experts, which allows us to select the exact personnel who will best inform and pressure test recommendations. We assess various factors when engaging the experts, from locating top experts with the required niche knowledge or cutting-edge insights, to providing access to leaders with experience on highly relevant public or private sector cases or demonstrated success applying innovation to achieve large impacts. In addition to our internal experts, McKinsey has a network of external advisors who are former public or private sector executive with real world experience applying transformational changes.

What Makes Our Approach Unique

Our consulting services approach relies on foundational elements needed for delivering client impact and building client capabilities along the way. Following are key facets of our consulting approach:

Organizational structure

McKinsey is organized by industry and functional practices, by geographic offices and by Client Service Teams (CSTs).

- We have **134 offices** in **67 countries** worldwide. Each office has a designated Office Manager (or Managing Partner), who provides leadership for the office and the formal link to the global firm leadership group and the practices.
- McKinsey has **21 industry practices** that specialize in a particular **industry sector**, such as the public sector, financial services or healthcare, and **14 business functions**, including strategy, organization, operations and IT. These practices coordinate client service and knowledge development, and ensure that client teams around the world have access to best practice and to our leading experts regardless of location.

McKinsey also has a vast network of subject matter experts who work closely with our CSTs to ensure all client engagements have access to latest knowledge and industry/function specific expertise.

- **Recruitment and retention** - McKinsey colleagues come from diverse backgrounds, including professional musicians, authors, Olympic athletes, entrepreneurs, and surgeons. They offer our clients a diverse set of expertise, including data analytics specialists, physicians, technologists, and implementation experts. We have colleagues across the globe with more than 141 citizenships, speaking more than 135 languages, and the ability to serve across global borders with a strong mobility program. About 1/3 of our partners have lived and worked in multiple countries, and 1/2 of our associates work on international projects each year. We recruit consultants from a wide range of backgrounds: e.g., business, civil service, army, teaching professions etc. McKinsey hires world-class talent, invests more than [REDACTED] in training our people annually, and has a strength-based feedback culture and performance review system. Last year we recruited full-time consultants and interns from 325 different higher education institutions (e.g., traditional, elite business programs such as [REDACTED] etc.) as well as US and global universities, liberal arts colleges, engineering programs and more) with 83% of McKinsey firm members having an advanced degree. The annual average for voluntary turnover among our consultants is quite low. We achieve this by offering exciting and varied opportunities; extensive investment in development and apprenticeship; career flexibility; meritocratic promotion; and industry-matching pay and benefits. We are fully committed to developing our people. It is a key part of our mission statement to attract, develop, excite, and retain exceptional talent. We clearly articulate how every consultant should contribute to this goal, on joining and at every performance review. All people development goals are geared to retaining exceptional people and thus making us better able to serve the needs of our clients.
- **Consultant skills and training** - The development of our consultants is one of our top priorities, reflecting our dual mission of helping our clients make distinctive, lasting, and substantial improvements in their performance and building a great firm that attracts, develops, excites, and retains exceptional people. [REDACTED]. Our consultants continuously develop their professional skills and competencies through formal training, on-the-job coaching and feedback.
- **Performance management** - We invest hugely in performance management with processes that directly ensure the quality of our client service. Each of our partners spends more than 15 days a year on people reviews. More than 40 people a year typically provide feedback on each consultant/partner. By assessing our consultants (including partners) on impact and value for money – not revenue/profit – we align their incentives totally with our clients’ interests. Our performance management system guarantees that every consultant constantly strives to improve customer service.
- **Knowledge management** - Our systematic corporate knowledge management processes – which are supported by more than 1,900 knowledge professionals – ensure we bring to each assignment the lessons learned from our 90 years of experience in management consulting. These lessons are documented and accessible to our consultants through various format including end of engagement Practice Document, McKinsey.com articles, online trainings and experiential training programs for our consultants.

5.11 Customized Training

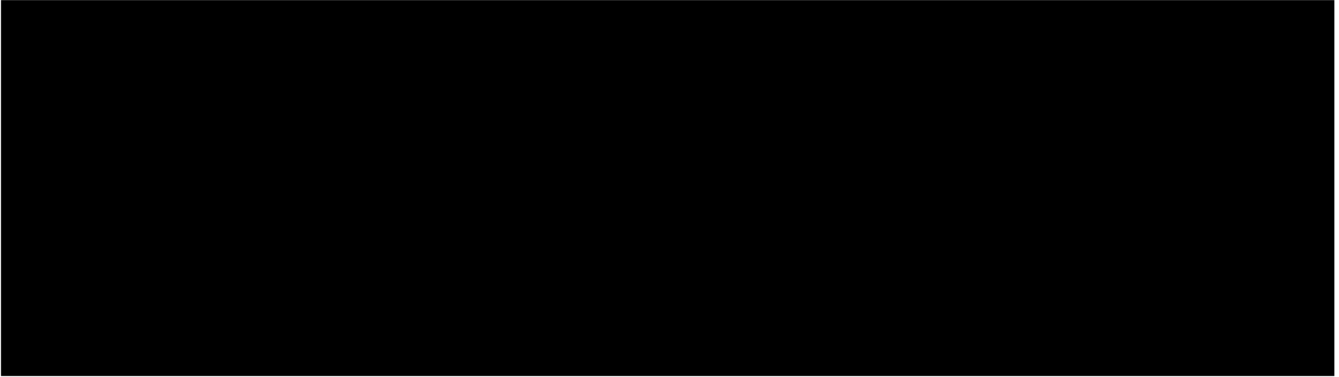
McKinsey's Distinctive Value to Public Agencies

McKinsey's research and prevailing behavioral science studies indicate that adult learners benefit from a distinct set of approaches—including a mix of forums outside of a classroom, experiential approaches such as on-the-job training and applied approaches (such as project based learning) and a variety of formats (digital and in-person kinetic learning). McKinsey's approach to training and capability building aims to increase the knowledge and understanding of our clients to ensure the sustainability of impact, and spans across various topics including project management, leadership development, and a multitude of functional areas. This approach is highly scalable and enables organizations to rapidly identify, build, and sustain the targeted capabilities needed to continuously improve performance and deliver impact. Concurrently, we aim to enhance employees' skills, mindsets, and behaviors. Drawing on adult learning principles, our approach utilizes experiential learning theory by shaping capability development around real work within an organization.

- **Innovative approaches to driving impact at scale:** We build capabilities at scale, developing the exact skills organizations need to realize their strategies and outcomes. From project management to operations, leadership, management, execution, and change management, we blend multiple learning techniques to upskill and reskill organizations. We help clients to capture the full value of their transformations through systematic execution and change management. Our highly experienced change practitioners work collaboratively with clients—from the C-suite to the front line—to build the capabilities they need to drive and sustain the transformation and to ensure results.
- **Proprietary assets and technology:** We offer a large suite of ready-to-deploy digital and in-person experiential capability building programs, to guide learners at each stage of the learning journey. Our technology platform provides an immersive, scalable learning experience that supports comprehensive learning journeys across all channels – from interactive courses and online assessments to in-person training and on-the-job learning. Similarly, we offer access to complementary project management software to help our client's navigate large-scale change.

What Makes Our Approach Unique

Our experience shows there are [REDACTED] critical success factors to ensure an effective capability building program:



In order to ensure the success factors are incorporated effectively, McKinsey helps teams create an effective capability building program in [REDACTED] core steps:

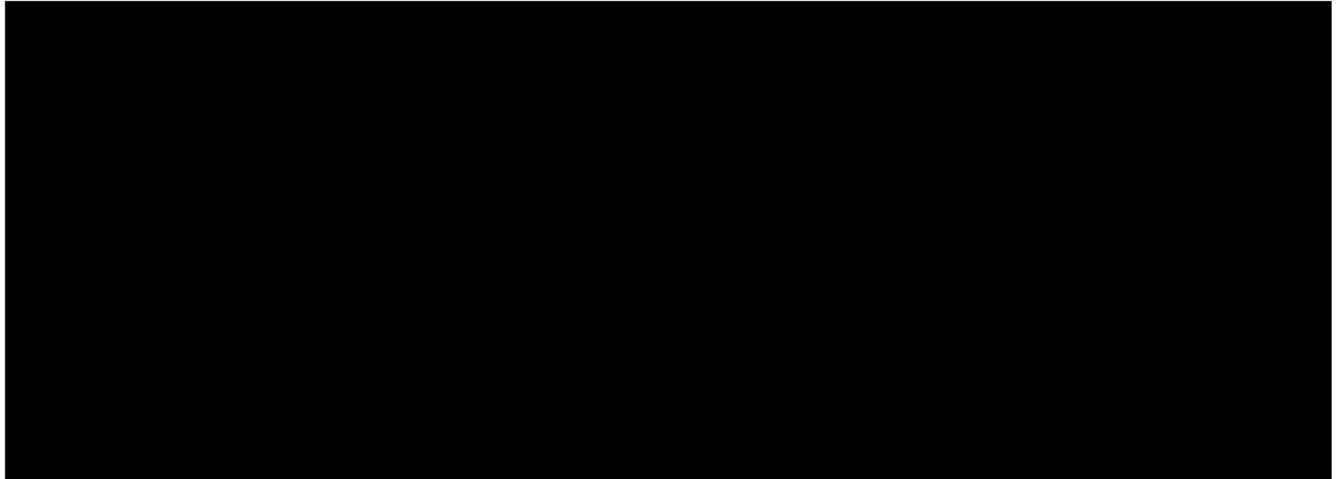
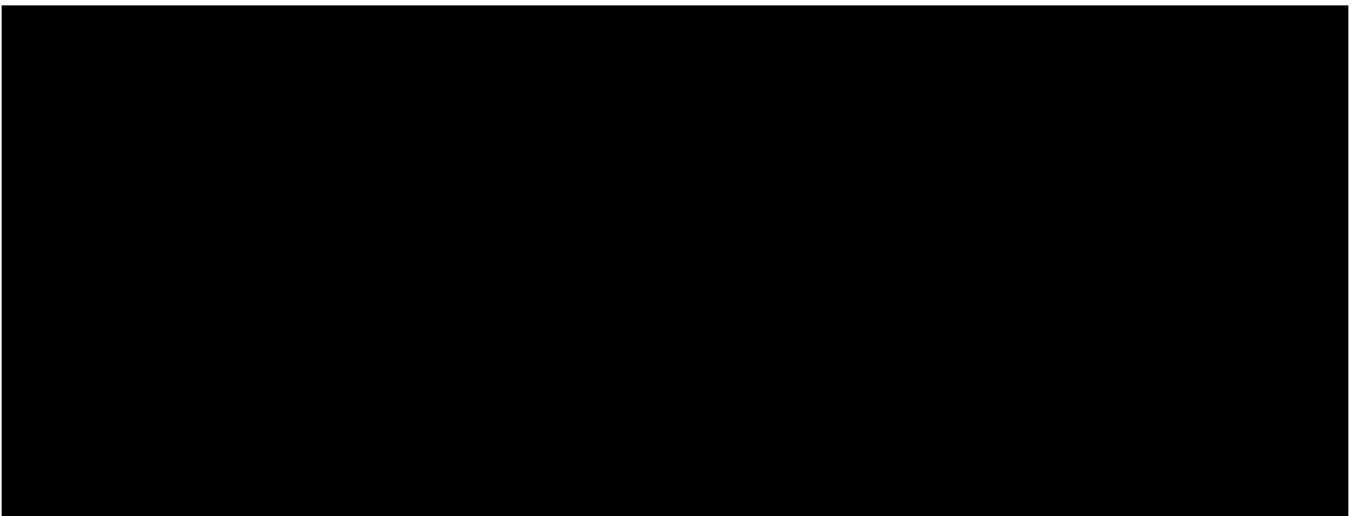
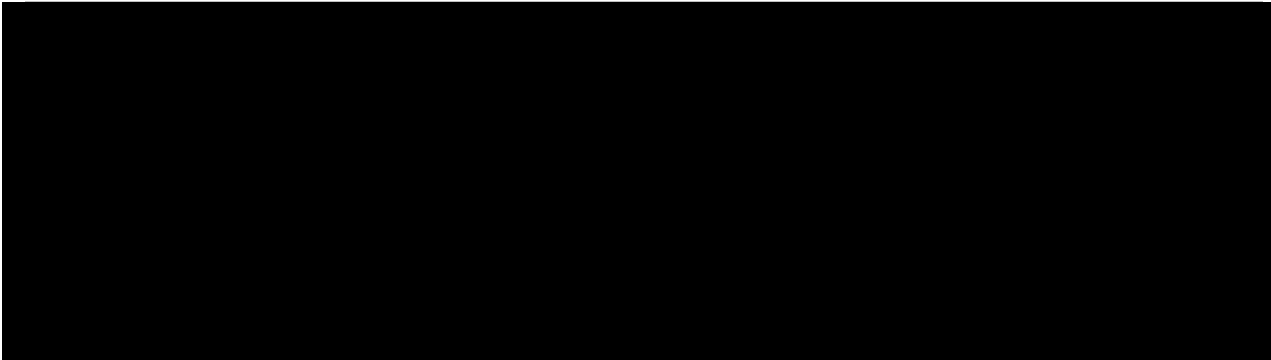


Exhibit 6: [REDACTED]

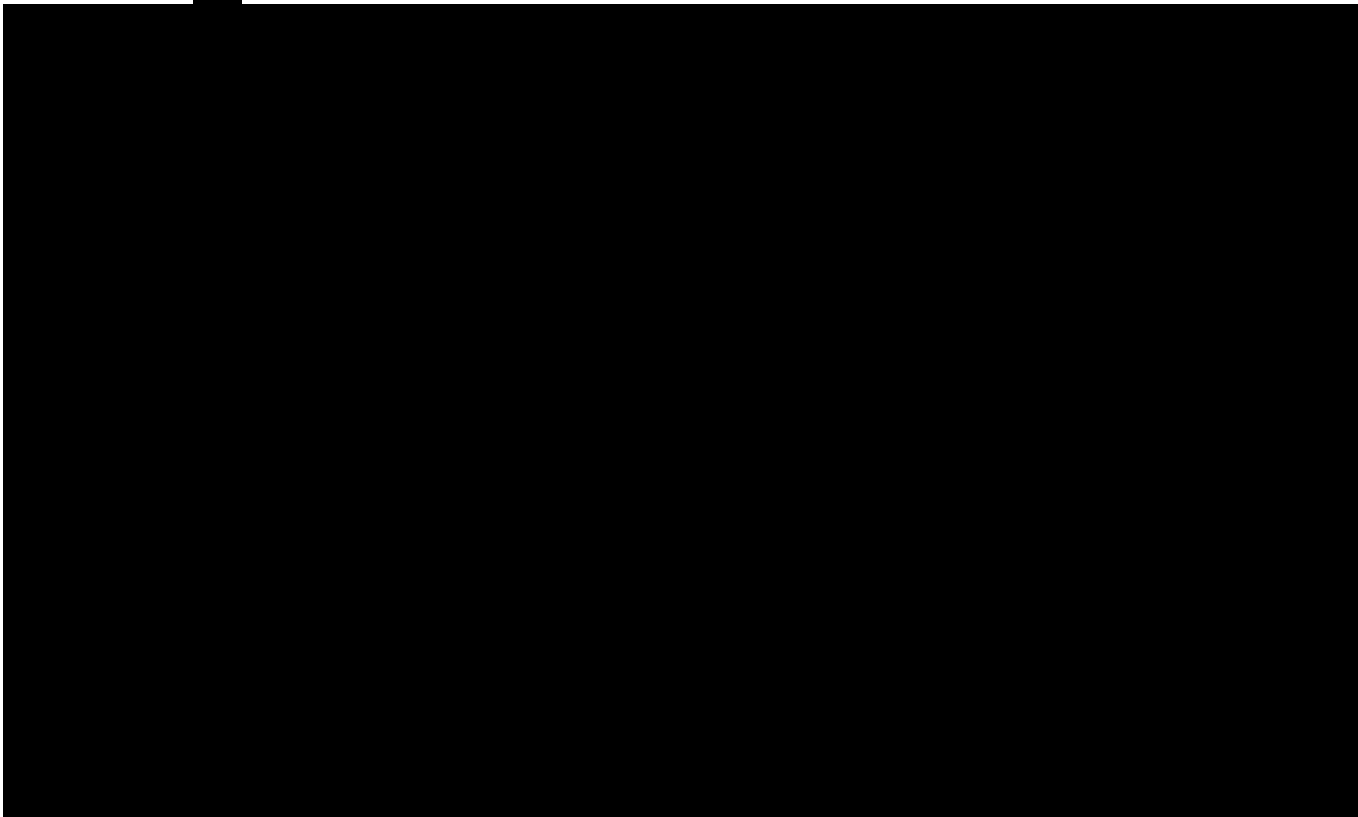


5.12 Software Portfolio Management



McKinsey's Distinctive Value to Public Agencies

McKinsey's core belief is that software portfolio management should be a business and mission driven decision, rather than an IT-driven decision. This requires a significant shift in both the mindset of the organization and in how value is articulated. Public agencies should start viewing software portfolio management from "consolidating applications with duplicate functionality" to "creating business efficiency gains from simplifying processes." Instead of "upgrading to legacy software or applications," they should view it as "reducing operational risk, data risk, and improving the user experience and functionality." Private sector companies that adopts this mindset to simplify its application environment have 20-30% lower application ownership costs, implement new products 35-40% faster, and reduce maintenance requests by 2-3x. We believe we can help public sector agencies achieve similar value by focusing on [redacted] key areas:

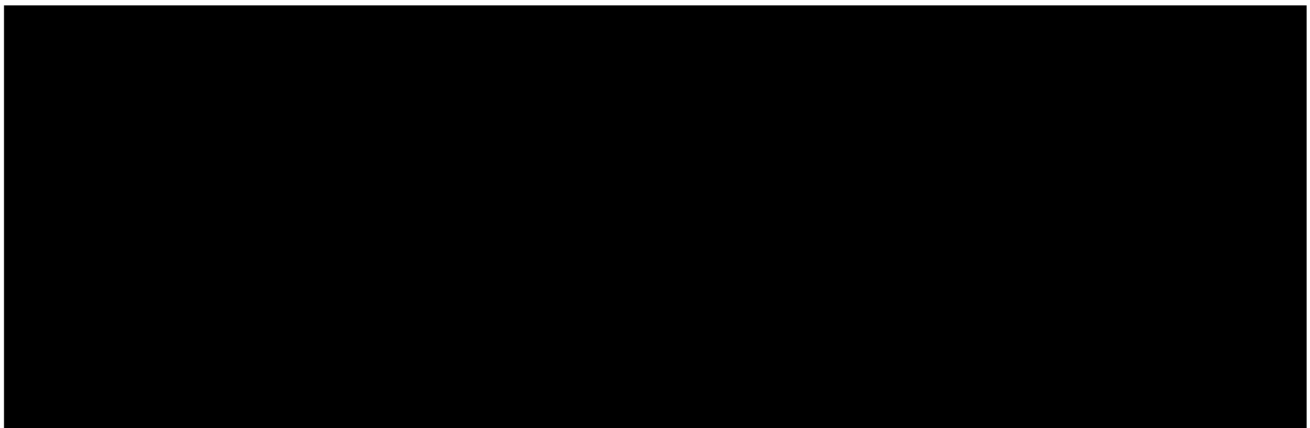
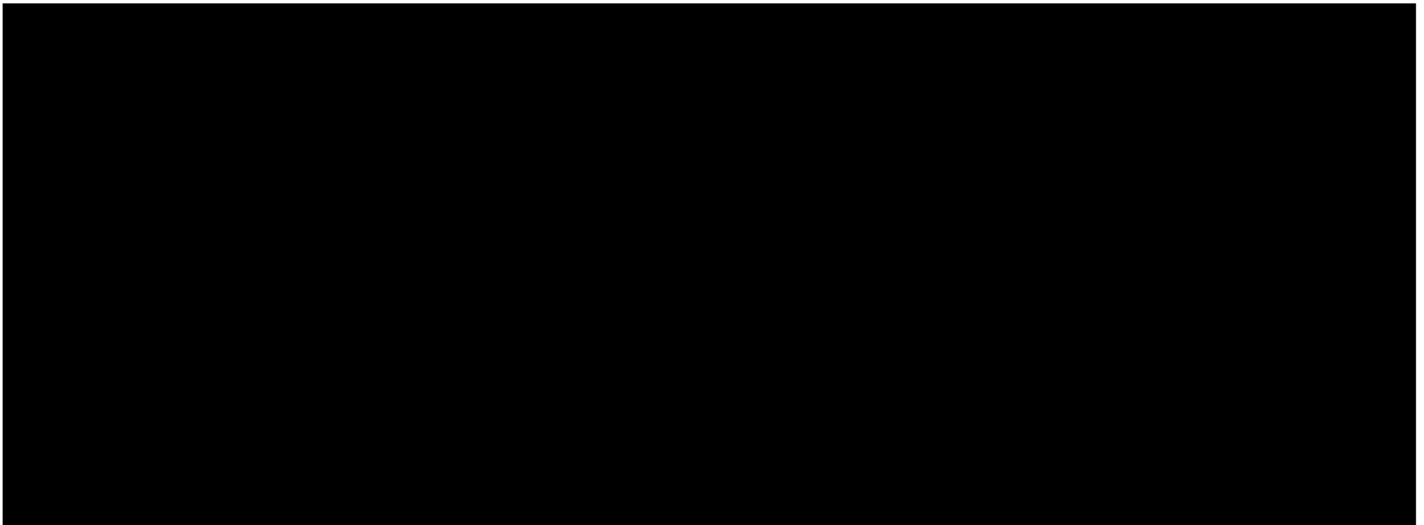


What Makes Our Approach Unique

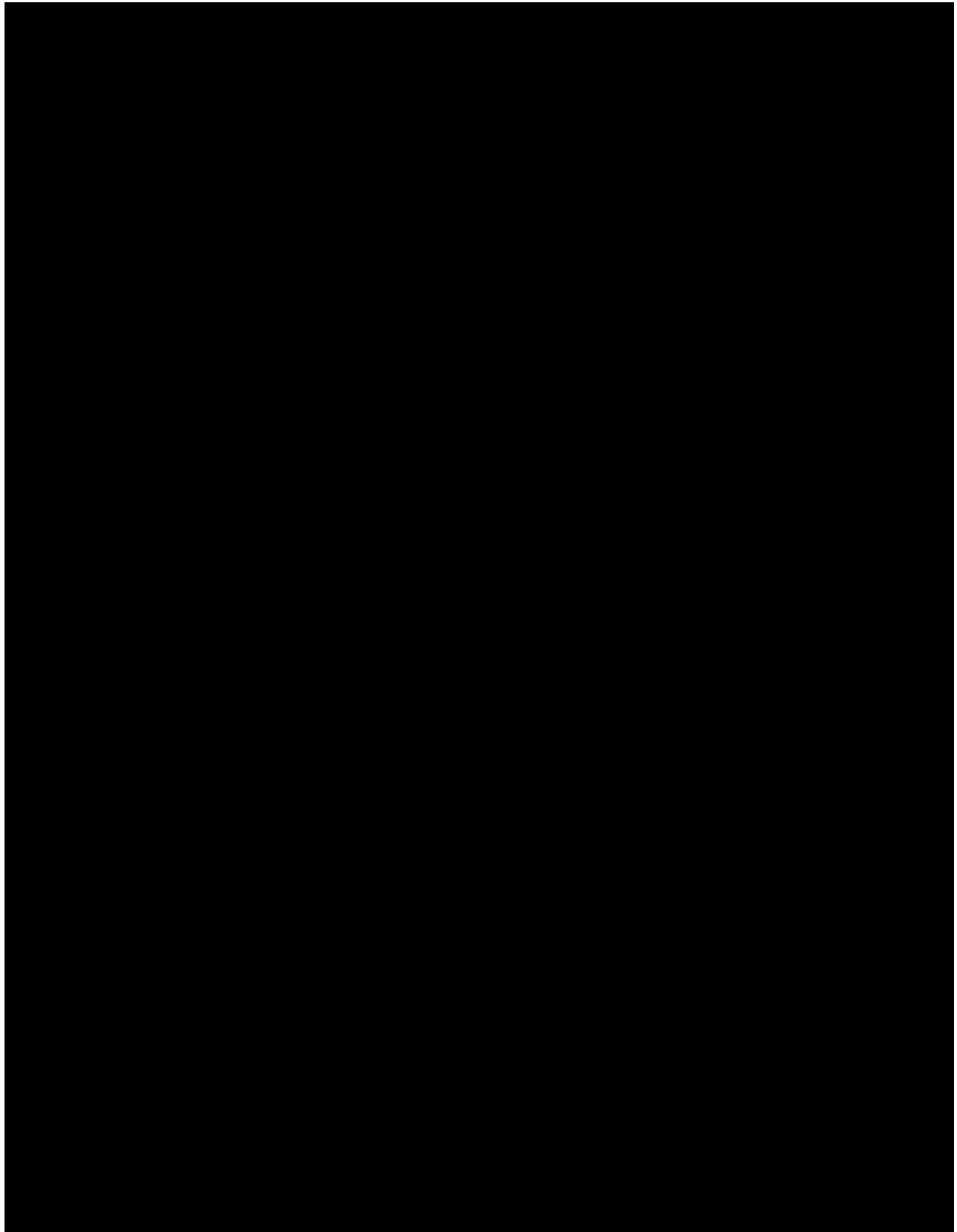
Our unique approach extends beyond the software portfolio component to the management, governance, and implementation components that are required for success. Furthermore, we will consistently maintain our business and mission-oriented lens throughout the end-to-end process. There are [REDACTED] key steps:



Exhibit 7: [REDACTED]



5.13 Organizational Design

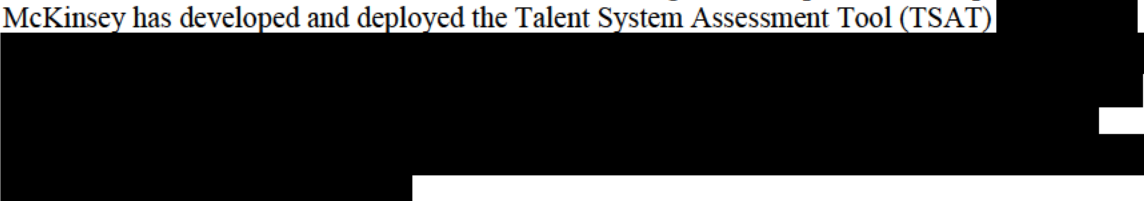




McKinsey's Distinctive Value to Public Agencies

Over 40% of McKinsey's client work directly involves organization related topics. In the last 5 years, McKinsey's Organization Practice completed over 6,700 client engagements, of which ~30% were in North America. We retain over 500 organization experts with various domain expertise. Since 2012, these experts have led engagements with over 340 public and social sector institutions.

McKinsey's Organization Practice has deep functional capabilities in workforce planning, organizational structure and operating models, stakeholder engagement, and proprietary tools and methodologies that will enable clear communication and rapid deployment of an organizational change program.

- **Organization Design and Health** – McKinsey organization design and health experts have supported thousands of clients around the world in their transformation changes. We have developed a systematic approach that focuses on organizational performance as well as organizational health. While many organizations measure performance, health is also tangible, quantifiable, and actionable. We know that high performing organizations – particularly in the public and not-for-profit sectors – do not necessarily excel in all dimensions but are distinctive in a specific, winning combination of complementing strengths. We help our clients determine which strengths matter most to their mission and how to build on successful initiatives underway while addressing gaps, while recognizing the unique constraints public institutions and not-for-profits face in correcting organizational health gaps.
 - **Culture and Change** – McKinsey culture and change experts help leaders deliver faster, larger and more lasting changes in their organizations with proven, reliable techniques to influence needed shifts in mindsets and behaviors at scale. We do this distinctively through time-tested 'learn by doing' approaches and use proprietary tools, benchmarks and cases to help diagnose how culture/mindsets are helping or blocking longer-term performance. Our public and not-for-profit clients benefit from the depth of benchmarking and experience both among peers, as well as the best practices we bring from the private sector. We collaborate with client's personnel to co-design and evaluate all projects and coach the senior leadership team and key managers to support implementation. As part of this effort, we design a relationship and communication program to coordinate stakeholder outreach, making efficient use of stakeholder time and input while providing information through effective channels at the right frequency.
 - **Talent Management and Workforce Planning** – McKinsey talent management and workforce planning experts help our clients bring rigor to understanding and addressing human capital challenges. Our work lead to forging of a tight, simple link between institutional strategy and talent strategy. We build the capability to unleash the true productivity of the HR function, and understand external trends to determine workforce strategies. In the public sector specifically, McKinsey has developed and deployed the Talent System Assessment Tool (TSAT)
- 

We also leverage a wide variety of propriety assets and knowledge when serving our clients based on their needs. Some of these assets and knowledge include:

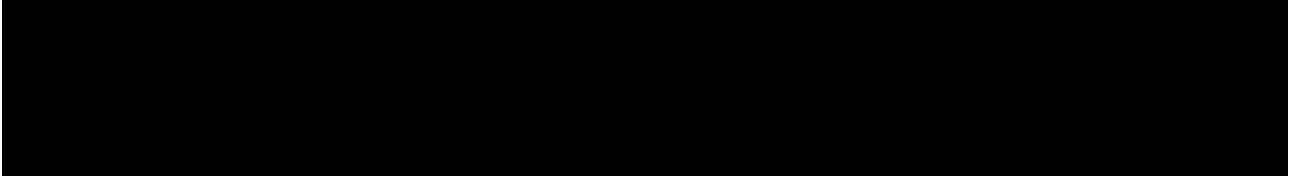
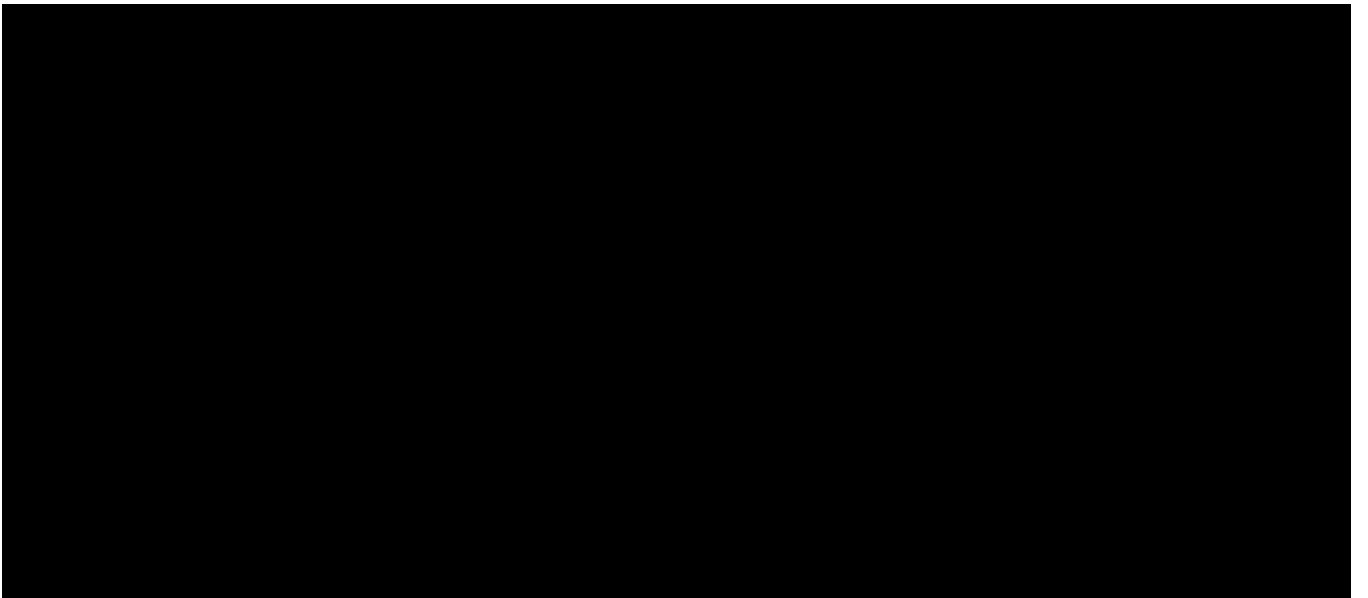
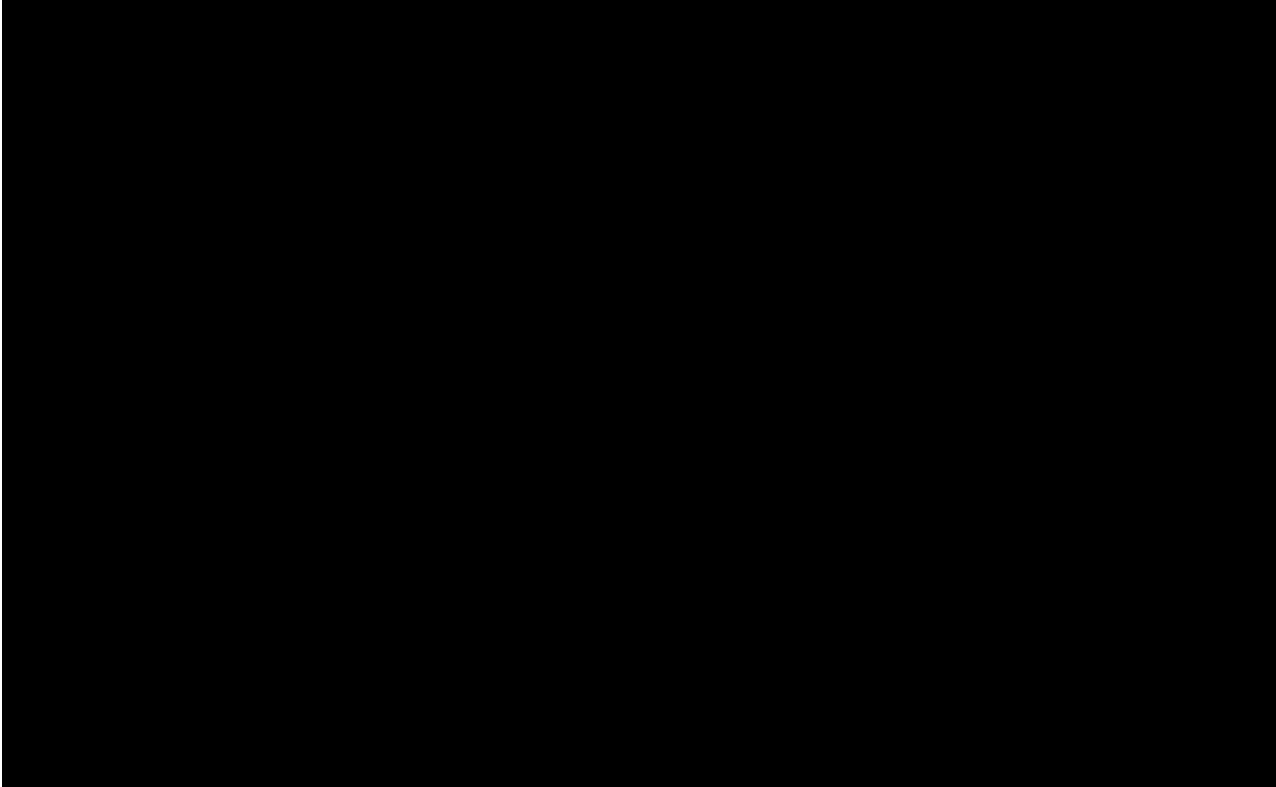


Exhibit 8: [Redacted]

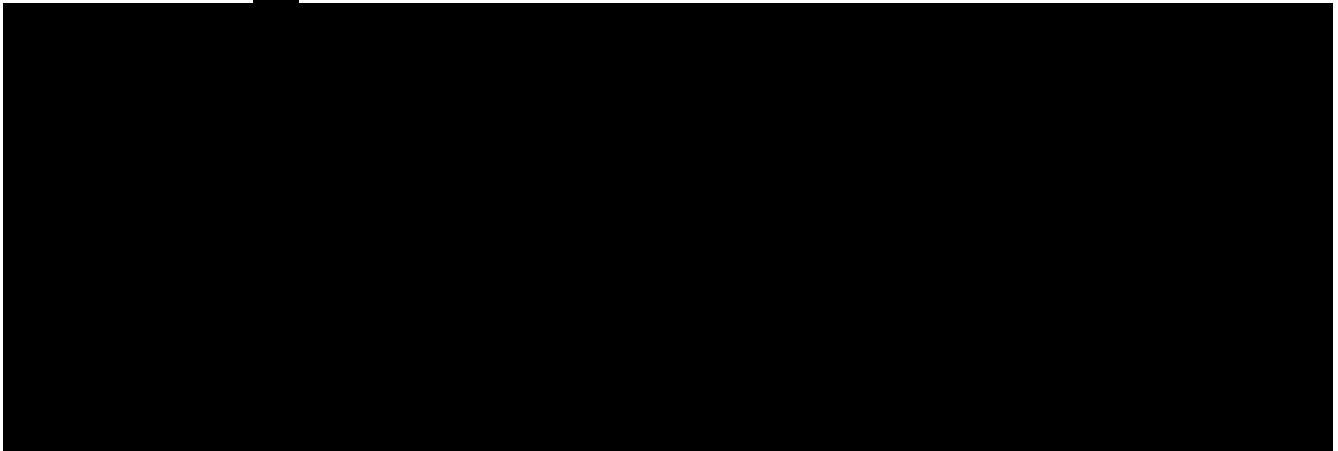




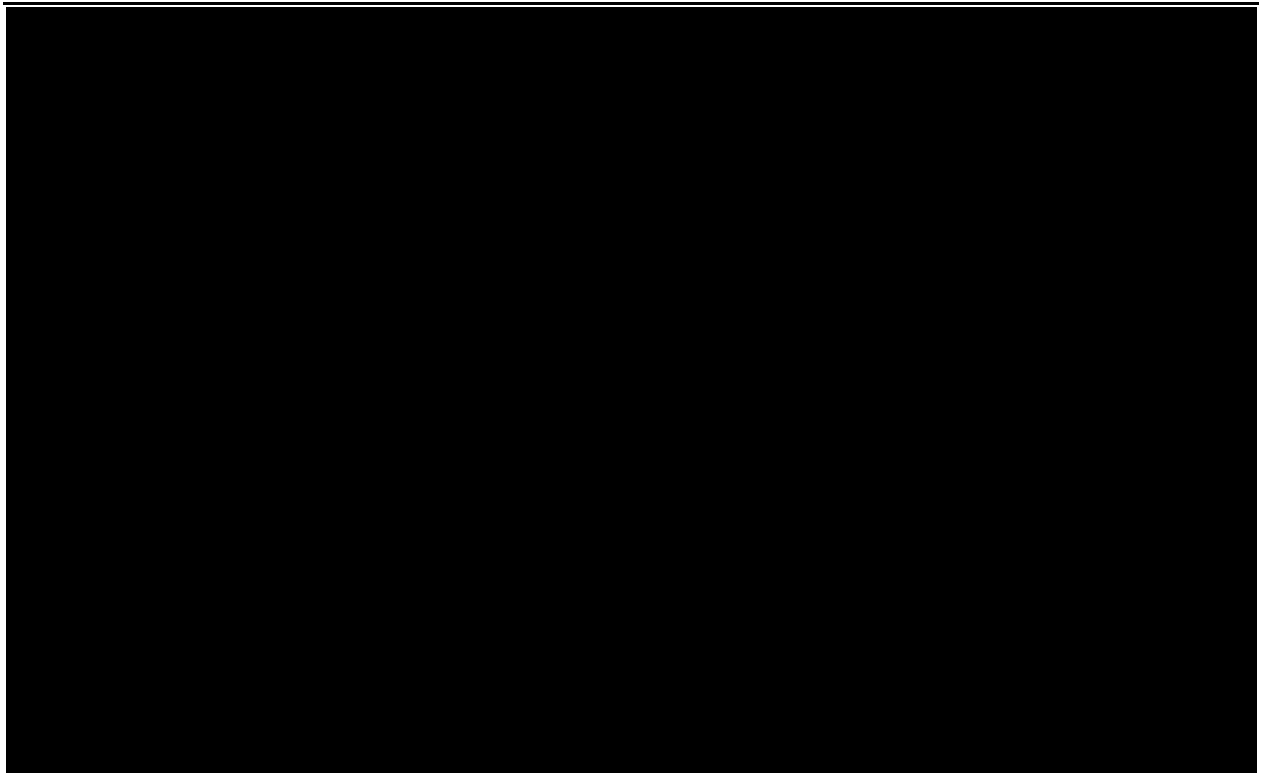
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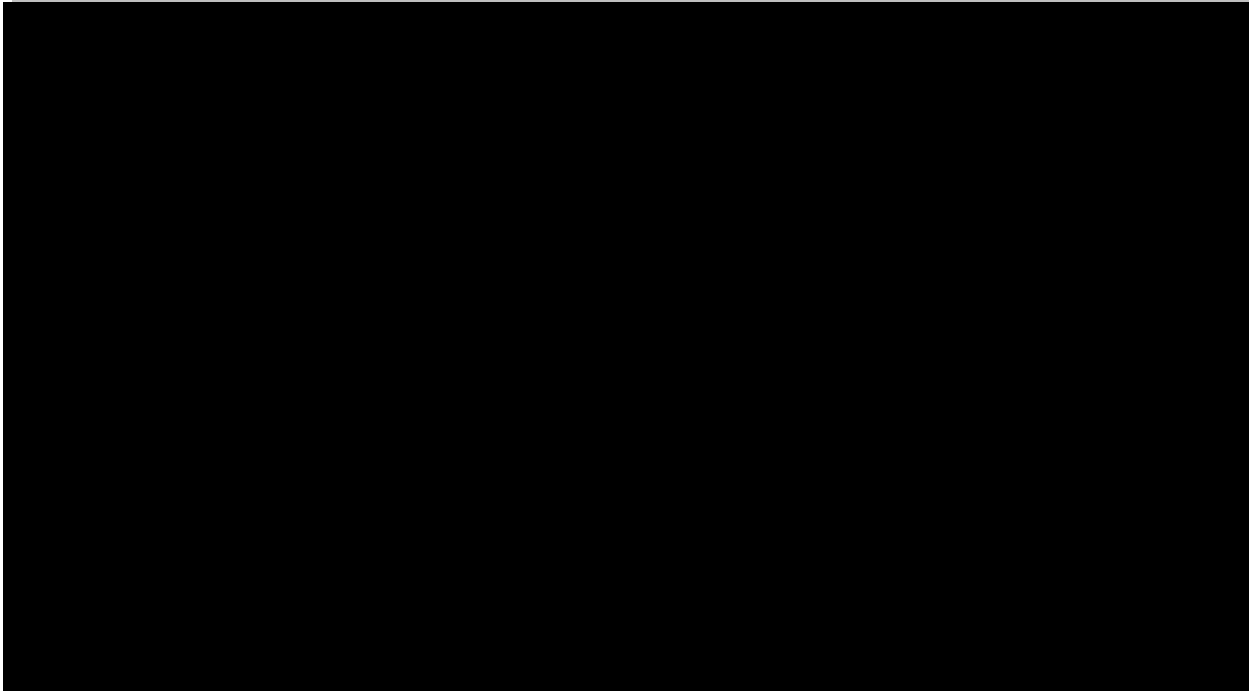
We believe our approach to organizational work is distinctive because it combines a deep understanding of the institutional context, leading-edge research and a holistic approach to the problem and the necessary interventions.

Our work includes [redacted] key elements:



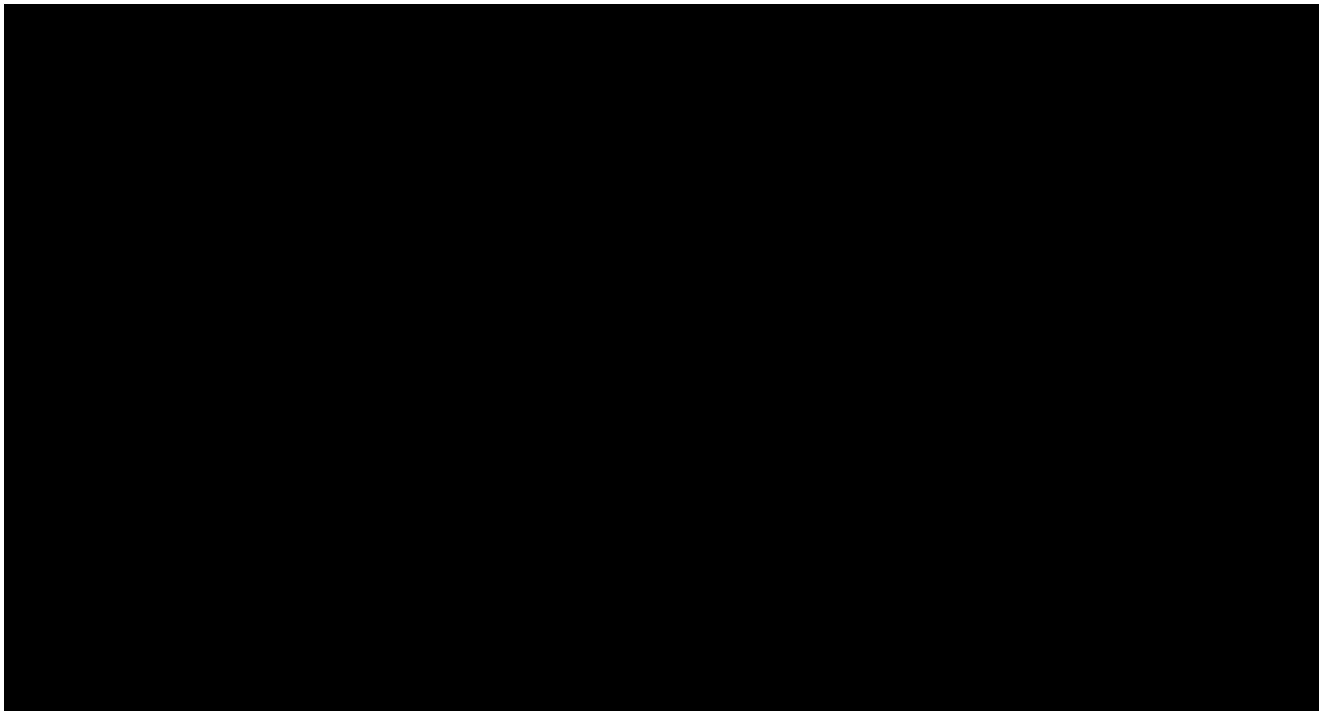
5.14 Leadership Development & Coaching Services

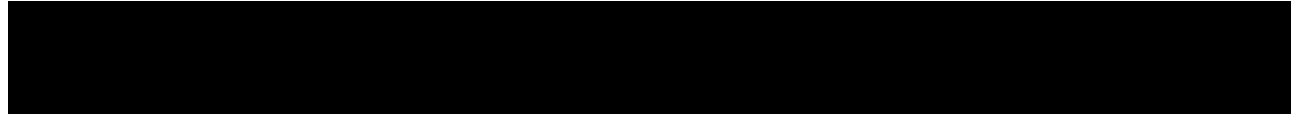




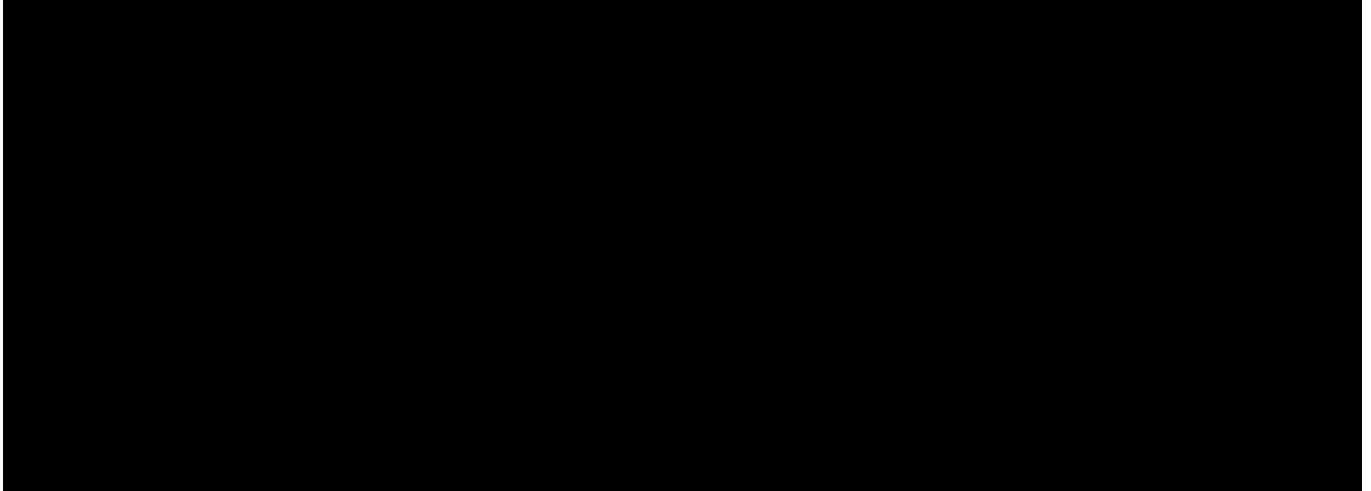
McKinsey’s Distinctive Value to Public Agencies

Public Sector leaders are facing significant external challenges (e.g., demographic changes, rising citizen expectations, rapid technological innovation) while being asked to do more with less in new ways (e.g., pressure for productivity improvement, winning the war on talent, reducing budgets). Public sector leaders also face more complex cultures and critical leadership challenges, which makes delivering change in government more complicated and requires a different approach to delivering transformation. McKinsey brings tremendous expertise in capability building and leadership development, and our distinctive value to Public Agencies are:



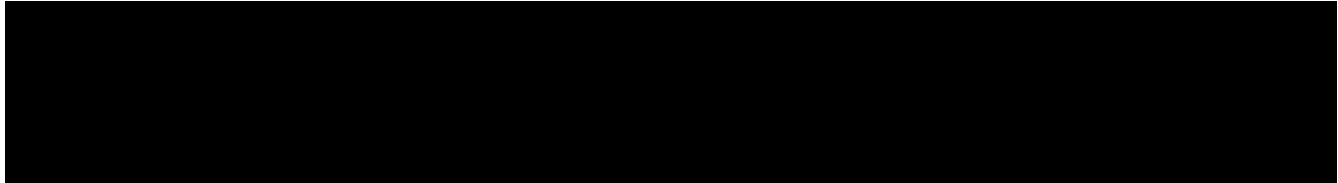


Our capability building and leadership development for Public Agencies:



What Makes Our Approach Unique

McKinsey supports governments at all levels navigate and succeed through pivotal transformations by developing skills and helping shift mindset and behaviors among leaders, managers, and the workforce to embrace new ways of working. McKinsey’s approach focuses on wholistic change developing leaders to:



To develop and coach leaders that addresses the different ways people learn and grow, we deploy a holistic “Forum, Feedback, Fieldwork” technique. This technique is composed of [redacted] components:



Exhibit 9:

McKinsey is unique in what and how we develop and coach leaders, and is distinctive because we take into account 'adult learning' principles. Specifically, our approach includes co-creating the learning journey together with our clients to sustain the change (see **Exhibit 10** below)

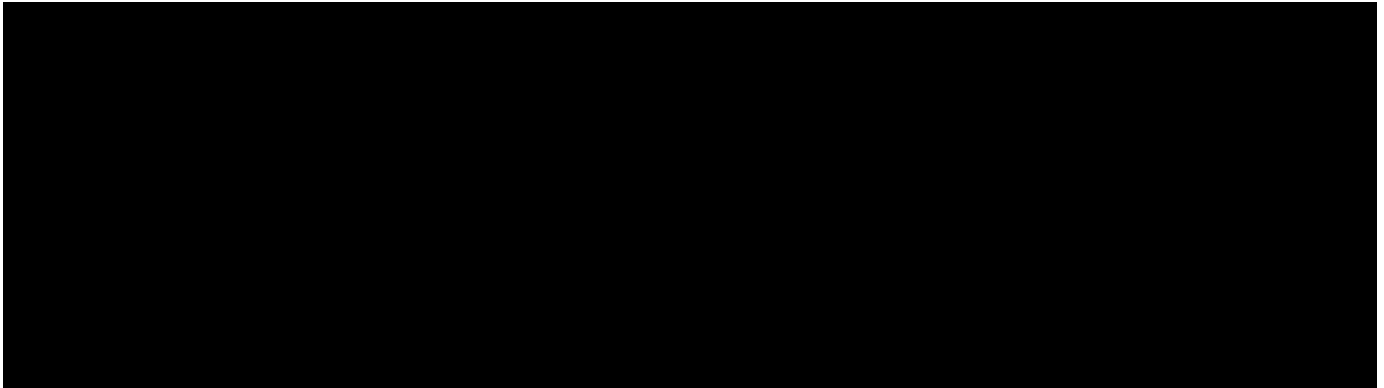
Exhibit 10:

5.15 Succession and Transition Planning



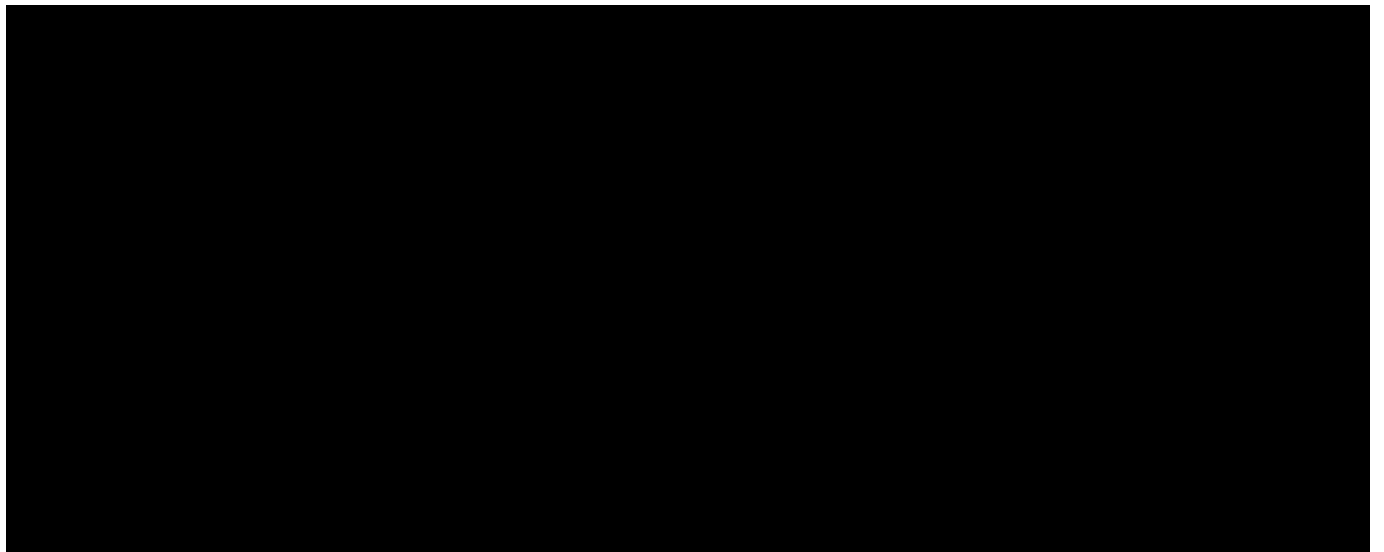
McKinsey's Distinctive Value to Public Agencies

We believe our approach to succession planning and transition support work is distinctive because it combines a deep understanding of the period between an outgoing and an incoming government leader, and how to effectively capitalize on the momentum of the election or appointment and lay the foundation for success. We offer a holistic approach including:



What Makes Our Approach Unique

We have identified a set of core principles that drive success in government transitions:



These core principles for success have informed a six-step approach to support an effective transition, consisting of aspire, manage, organize, plan, de-risk, and deliver (**Exhibit 11**).

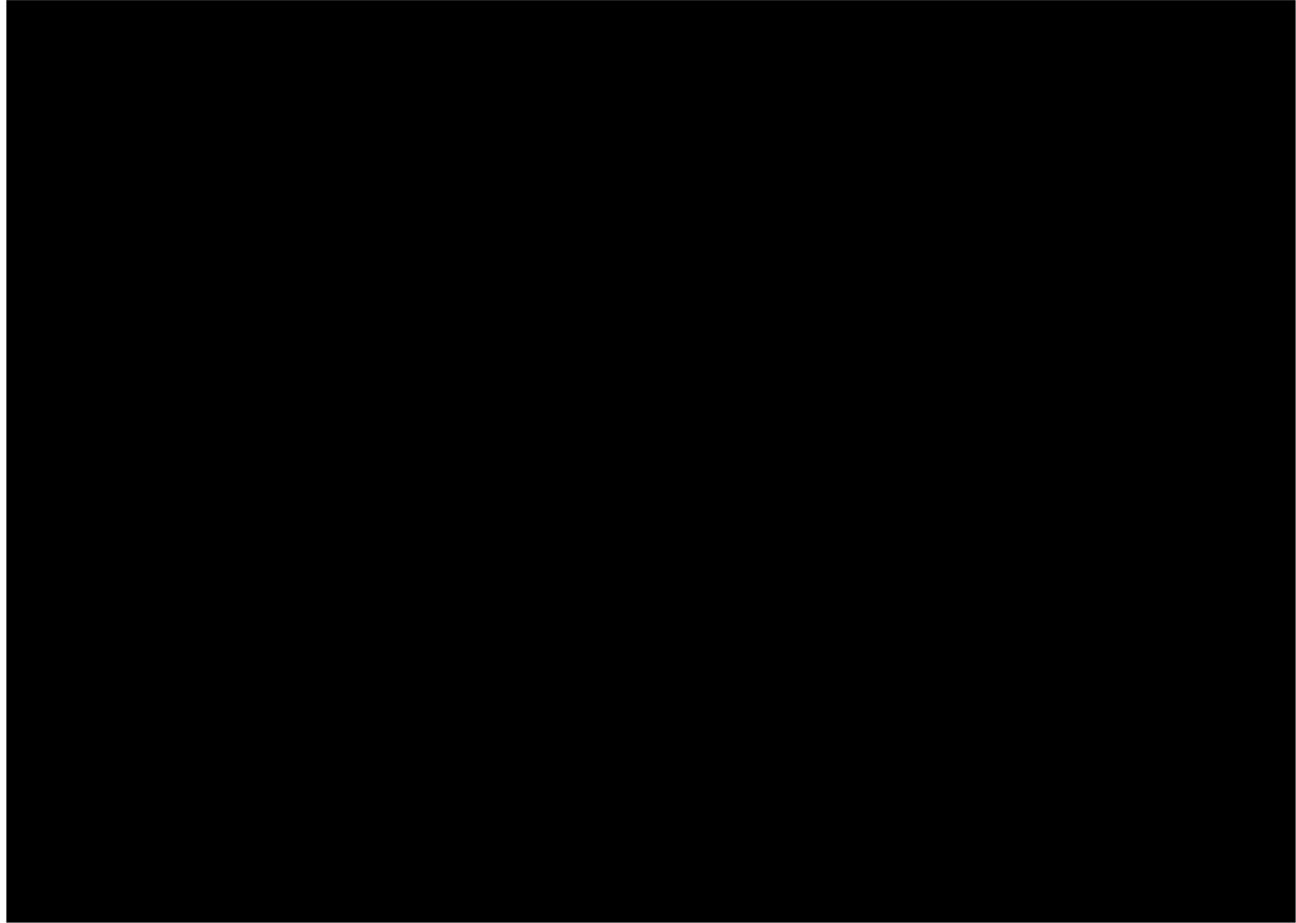
Exhibit 11: [REDACTED]

The transition period is a time of celebration and preparation, but it can also be a difficult time. Using this [REDACTED] approach can help to set a government leader's incoming administration on the path to success by sorting through unnecessary complexities, understanding common missteps, and staying focused on what matters most. If government leaders thoughtfully engage with these steps during the transition, they will increase their ability to establish a rock-solid foundation upon which to build a successful administration.

5.16 Customer/Citizen Experience Design

McKinsey's Distinctive Value to Public Agencies

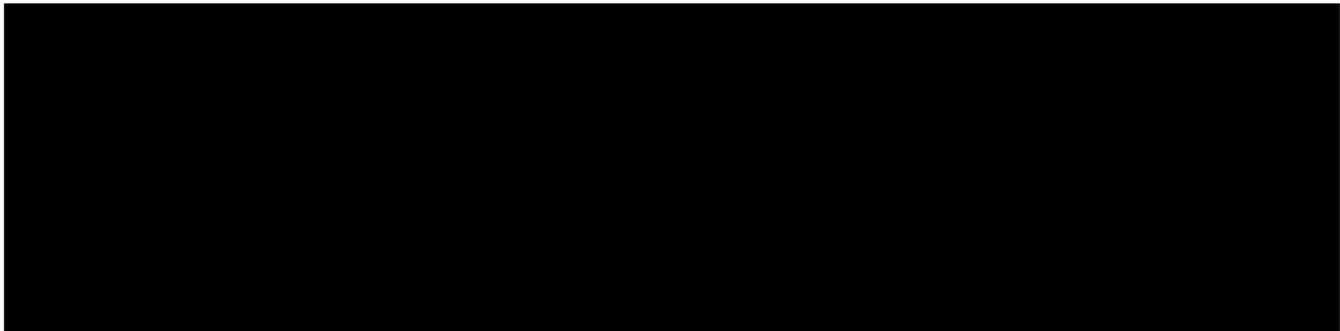
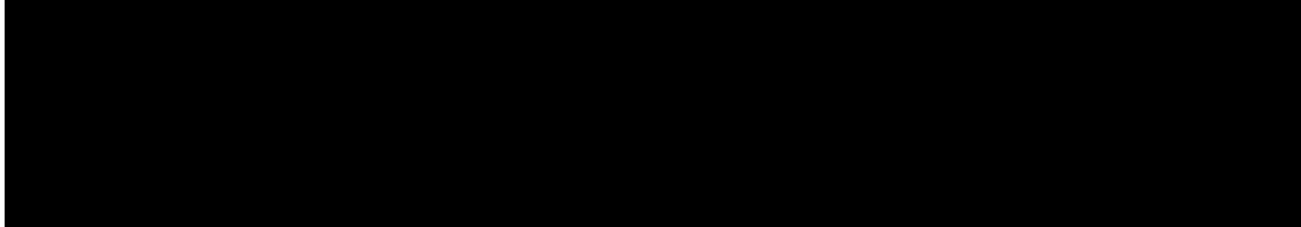
McKinsey believes that customer experience (CX) is an essential element to achieving agencies' mission outcomes, financial goals, employee engagement, and public trust. Our approach, capabilities, track record, and expertise make us well-positioned to assist Agency Partners with the development of recommendations and prototypes for an optimal CX strategy. Below, we illustrate how Agency Partners will have the following benefits by partnering with McKinsey

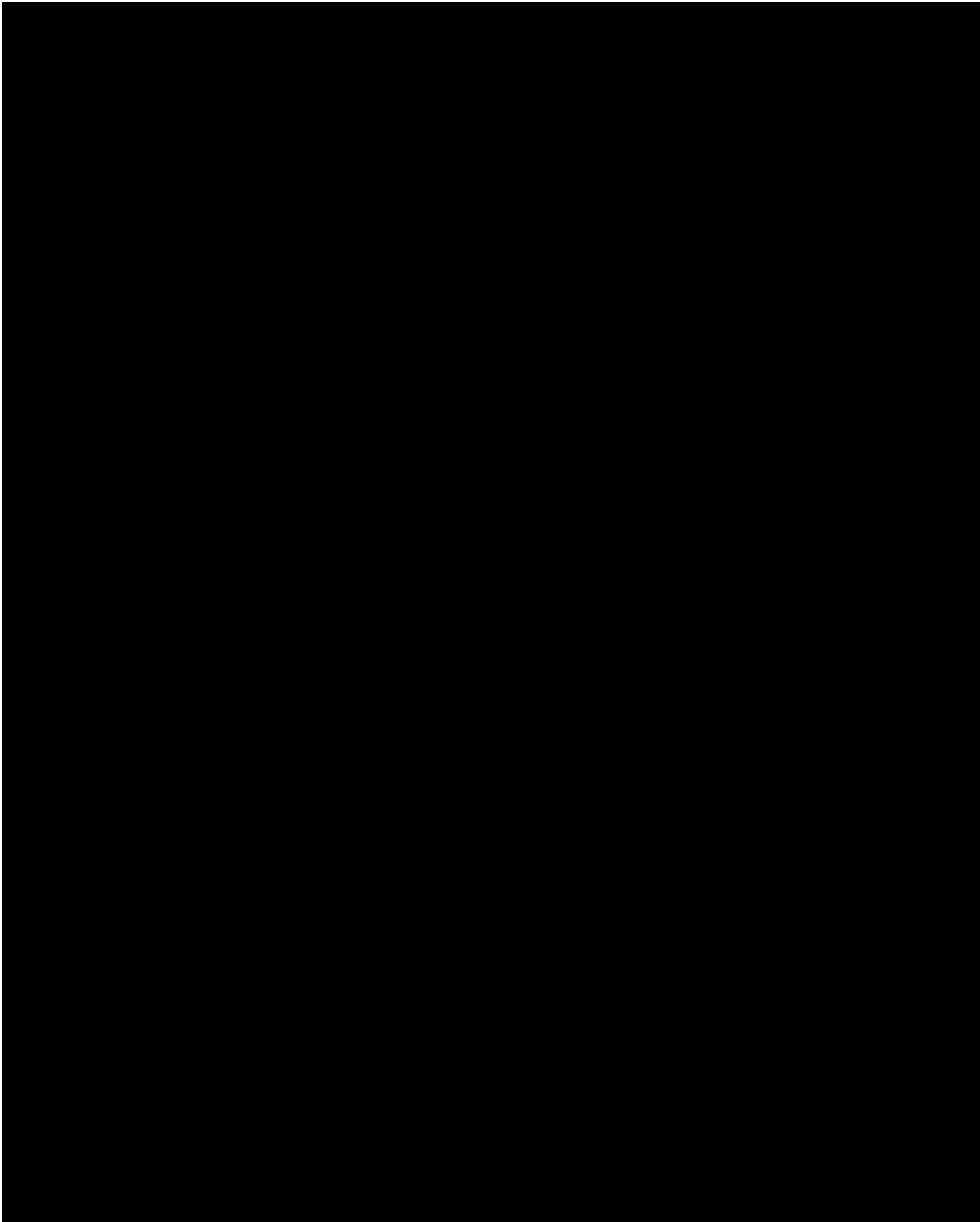


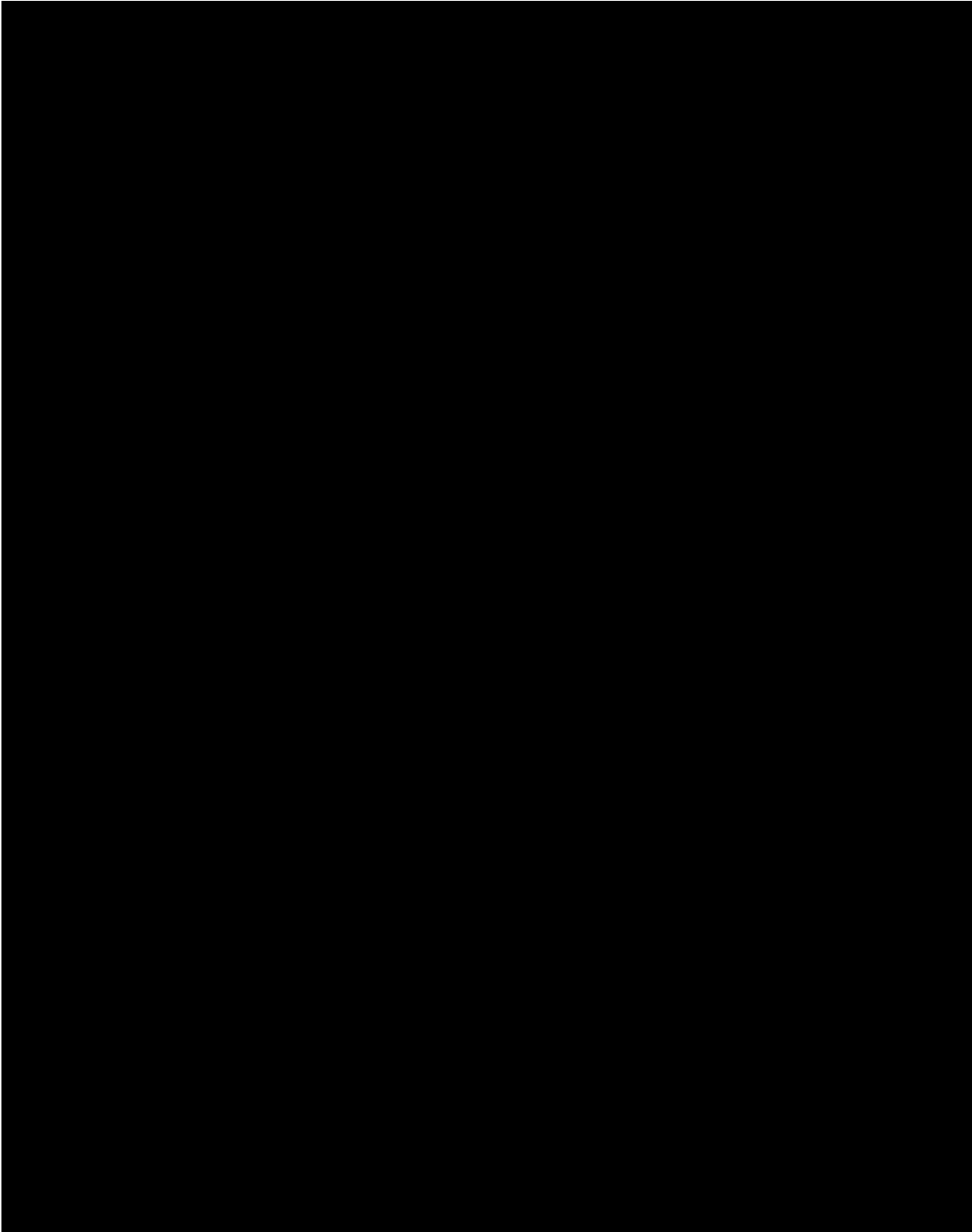
What Makes Our Approach Unique

Below, we outline our proposed methodology to support NCPA in delivering impact through Customer / Citizen Experience (CX) design, including activities and deliverables associated with each phase. The duration and scope will differ by project, but the framework below illustrates an overview of the sequencing.

Exhibit 12:







5.17 Service Digitization Assessment and Consulting Services

McKinsey's Distinctive Value to Public Agencies

While many public agencies may have an overall service digitization strategy, we find these strategies often lack a plan for how this overall vision will be operationalized in delivering tangible value alongside building the capabilities to sustain and scale the operations. Our core focus in working with public agencies is in the following four areas:

- **Operationalizing strategy:** McKinsey embeds next-generation capabilities into the fabric of your organization strategy, identifying which investments will generate the greatest impact. We architect your transformation program from start to finish, leveraging our track record of generating impact at scale. Further, we set ambitious top-down targets that inspire your people to fundamentally rethink processes and organization structures. In addition, we build a replicable process and reusable assets that will allow you to sustain and expand impact over time.
- **Delivering impact:** McKinsey re-engineer end-to-end journeys using traditional (e.g., standardization) and automation levers (e.g., RPA, machine learning) in an integrated way. We also help in rapidly translating automation solutions into bottom line impact through our agile "domain sprints".
- **Building capabilities:** McKinsey prioritizes sustainability and scalability from day 1. This is achieved by building the capabilities you need to be successful after our work together ends; we invest in your success, not downstream interests. Alongside, we create effective training using a field-and-forum method honed over decades of capability building programs.
- **Re-skilling the workforce:** McKinsey tackles the organization and change management challenges of automation, not just the technical ones. One of the ways we achieve this is by prioritizing the roles and skills that will drive value both today and in the future. We also apply the latest analytics techniques for hiring, developing, deploying, and retaining great people.

Our distinctive value for service digitization is rooted in our driving capability building and delivering impact through our deep public sector knowledge as well as technical expertise in broad aspects of service operations. In our work with public sector agencies, we bring:

- **Access to unequalled operations expertise and insights:** Nearly a third of McKinsey's work is in operations, and Service Operations is the largest sub-practice within Ops at ~30% - we deliver the broadest and deepest expertise in all geographies. Our team of 1200+ Service Operations experts and consultants (500 dedicated) offer the deepest practical experience backed by unrivalled investments in research, tools, and proprietary data. As a result, you tap into our unmatched network of business leaders, innovative thinkers, and a wealth of exclusive operations knowledge and learning opportunities. Further, we collaborate with leading organizations across the public and private sectors to foster client learning, deliver customized services, and develop and share knowledge.
- **Flexibility and commitment to your lasting success:** We work collaboratively with our clients at all levels of organization – from the C-suite to middle management to the front lines. We always put client interests first and present an independent perspective while bringing well-grounded understanding of strategic context, priorities, and initiatives. Alongside, we develop enduring, trust-based relationships and ensure our work delivers substantial long-term impact, enabling our clients to significantly outperform the broader market.
- **Ability to shape direction and make change happen:** We understand where public sector is going and present best practices from other sectors to enable you to innovate. We respond to your specific needs with powerful tools, proprietary data, and analytics that accelerate impact. We also build skills to deliver sustained impact, and our global network of capability centers, model factories, and product teardown labs help your teams learn in hands-on, real-life environments. This is supported by our cadre of implementation experts who are masters of the art of change.

What Makes Our Approach Unique

For each engagement, we create customized teams, selecting the right people, given your unique circumstances and tailor the engagement structure to meet your needs.

Our approach typically includes [REDACTED] phases (please see):

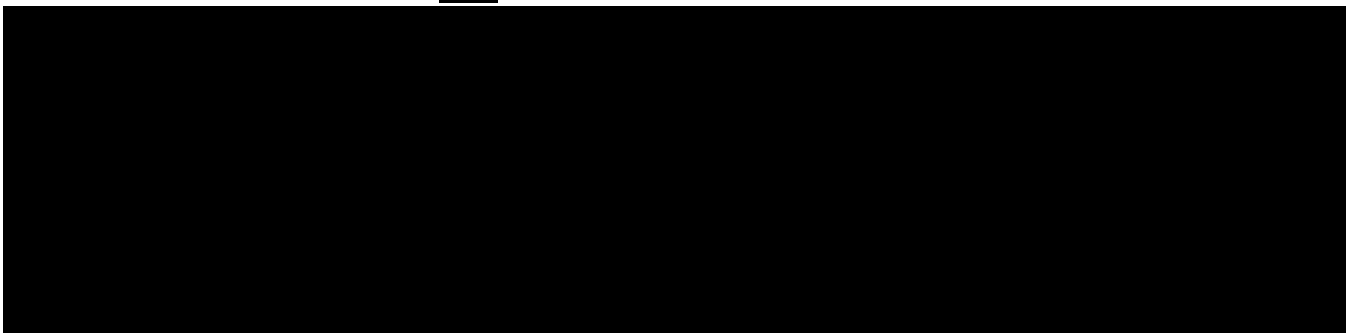
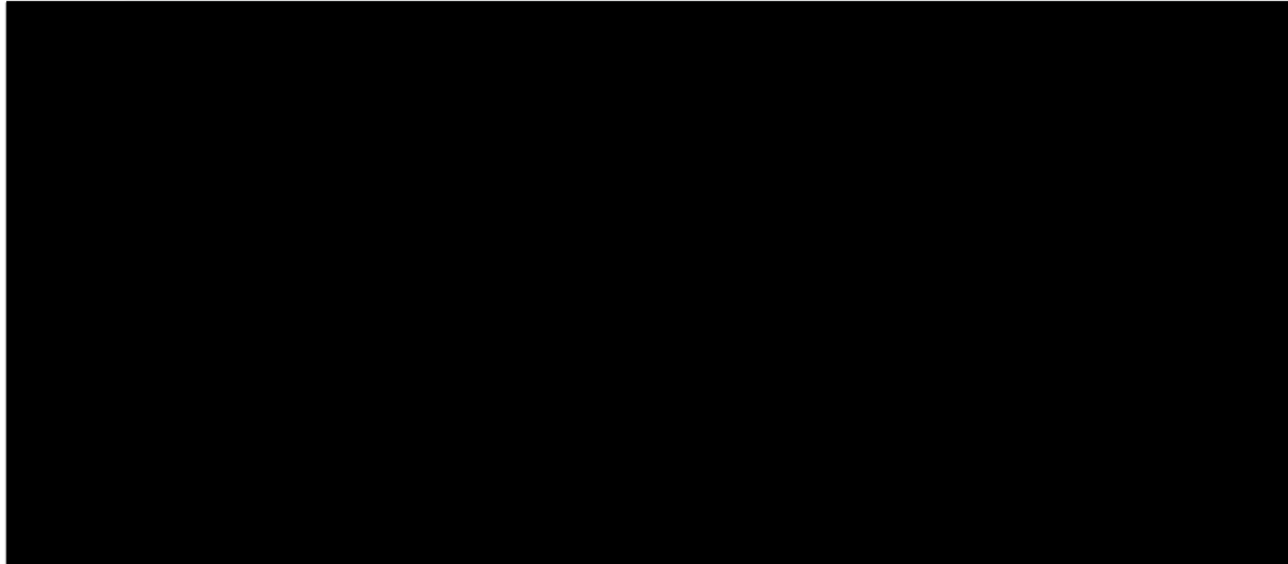
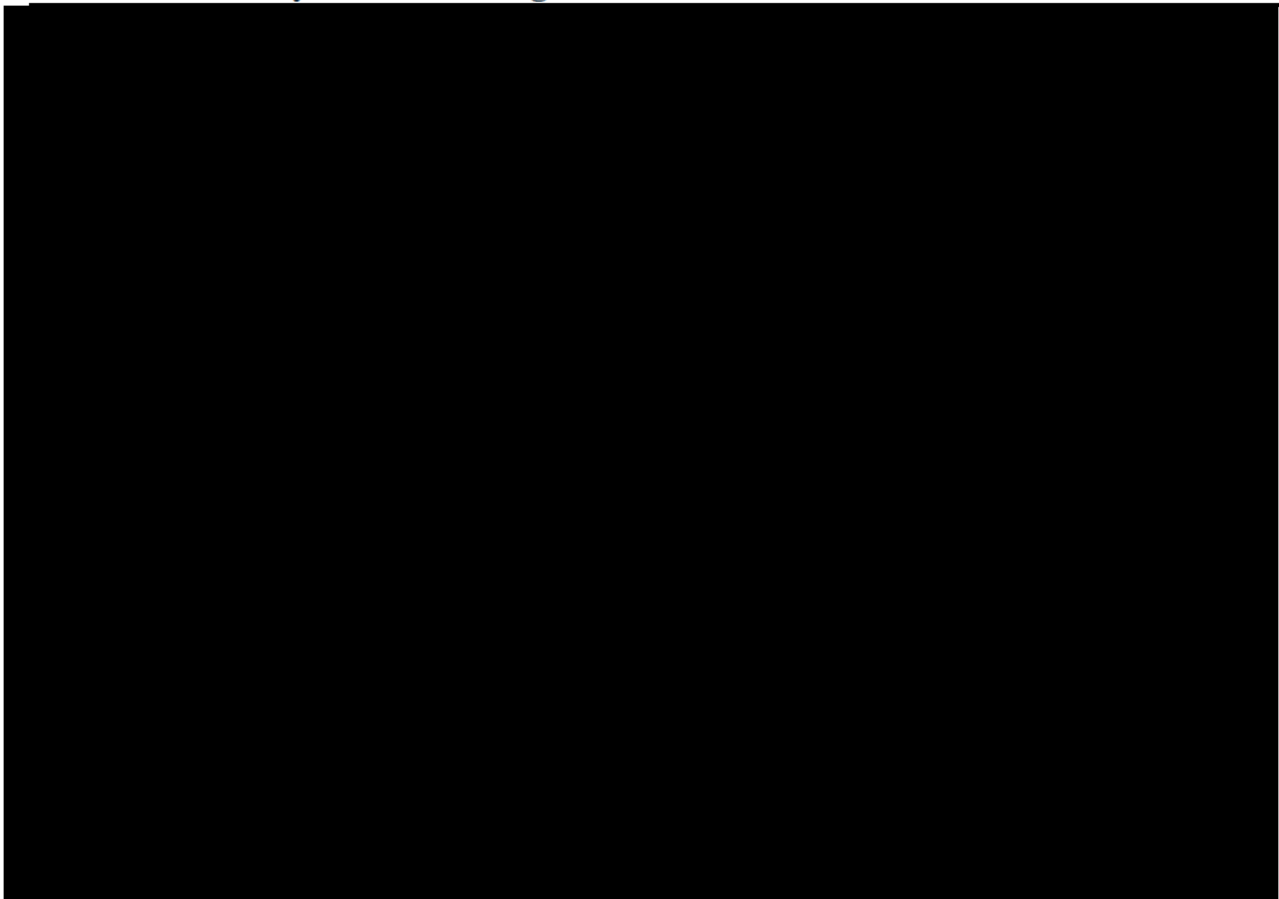


Exhibit 13: [Redacted]



Additionally, we may provide intensive coaching for smaller teams or help refresh the skills (e.g., agile, cloud) needed to meet today's challenges. In all cases, we ensure that the structure is right for the specific challenges your organization is confronting.

5.18 Data Analytics Consulting Services






McKinsey's Distinctive Value to Public Agencies

While many public agencies may have an overall data analytics strategy, we find these strategies often lack a plan for how this overall vision will create specific and tangible mission value. This results in several risks for the agency:

1. Data analytic solutions are built without a clear mission purpose (e.g., building technology for technology's sake)
2. Data analytic solutions cannot be integrated into the existing data architecture or business processes, slowing adoption
3. Agencies try to build a comprehensive solution rather than a minimum viable product that begins delivery value immediately, resulting in a prolonged timeline that does not deliver value for years

Our distinctive value for data and analytics is rooted in identifying and delivery mission value to public agencies. We achieve success through our deep sector knowledge, in deliver specific, tangible mission value to public agencies through a combination of distinctive sector knowledge, deep technical expertise, intimate familiarity with best-in-class toolsets, and our track record of a collaborative, capability building partnership.

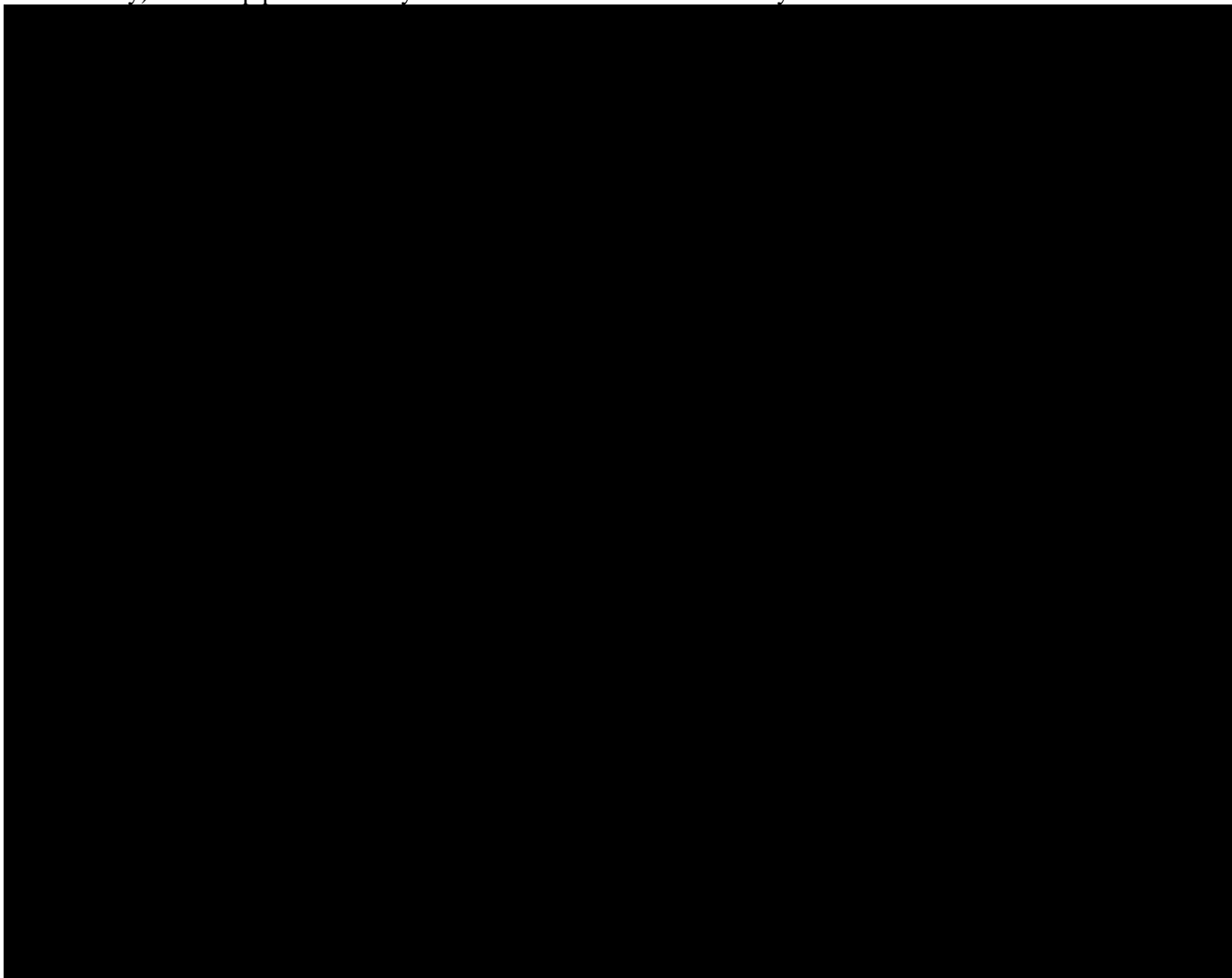
- **Extensive sector knowledge in data and analytics:** We have a dedicated public sector practice with a broad partner leadership team serving a wide range of government service areas, including healthcare and benefits, education, revenues and compliance, and public safety. We have used data and advanced analytics to deliver mission value to the most important areas for our public agency clients, such as improve service outcomes through smarter resource decision making; enhance the quality of citizen interaction, and improve resource utilization by reducing costs and / or increasing outputs. Our assessments will be immediately practical and grounded in what is needed to enable an effective design. Our leadership knows what it takes to orchestrate change in the public sector. This allows us to develop a fit-for-purpose data analytics solutions tailored to each organization. The end result is the tangible and timely delivery of value to organizations from data and analytic solutions.
- **Deep technical expertise:** 
- **Leverage the latest best-in-class tools:** Collectively, our team has experience in all the best-in-class tools that are commonly deployed in data and analytics (e.g., R Shiny, Python), database management (e.g., Hadoop, Spark, New SQL), ETL, visualization and reporting (e.g., Tableau, Qlik), business intelligence, social analytics, machine learning, speech, Natural Language Processing (NLP) and artificial intelligence (AI); cognitive, search, text, and spatial tools. This

enables us to adopt to your platforms or bring you what is best-in-class across industries. Furthermore, it allows us to build in capabilities that are easily accessible and supported by the agencies after our engagement is complete.

- **Collaboration and capability building:** Building the capabilities of our client’s people is the most important factor in successful digital and analytics transformations. Deploying a blend of powerful learning techniques and assets, we help our clients equip their people with the skills they need to drive the change they need—and keep it going. Our focus is on shifting behaviors and mindsets in ways that allow people to sustain new levels of performance over time. Towards that goal, we will work with you in a close and collaborative way - tailored to your way of working. We will adjust our working style to accommodate the remote working required during social distancing periods, and if we are able to during this engagement, we will spend time on-site with you as well.

What Makes Our Approach Unique

The goal of a data and analytics project is to develop a set of prioritized use cases, execute on their delivery, and ensure they are embraced by the organization and deliver value. In doing so, we will pressure test the organization’s existing use cases and identify barriers (e.g., technology, skills, data availability) to the top priorities. Key activities of the data use case analysis include:






5.19 Data Strategy and Transformation



McKinsey's Distinctive Value to Public Agencies

As data becomes more important to the strategy and operations of public agencies, many organizations are also awakening to find significant gaps in its current state: data is fragmented and often of poor quality, data sharing and governance is challenging and not well defined, data standards are immature, and capabilities are often missing throughout the data value chain. We believe McKinsey is uniquely positioned to help agencies overcome these challenges and bring distinctive value to their data strategy and transformations:

- **We have a track record of delivering impact in data strategy and transformations:**
McKinsey is often brought in when previous data efforts have failed – supporting our clients to take practical steps to address the technical, cultural, and organizational challenges that prevent success. We have completed over 

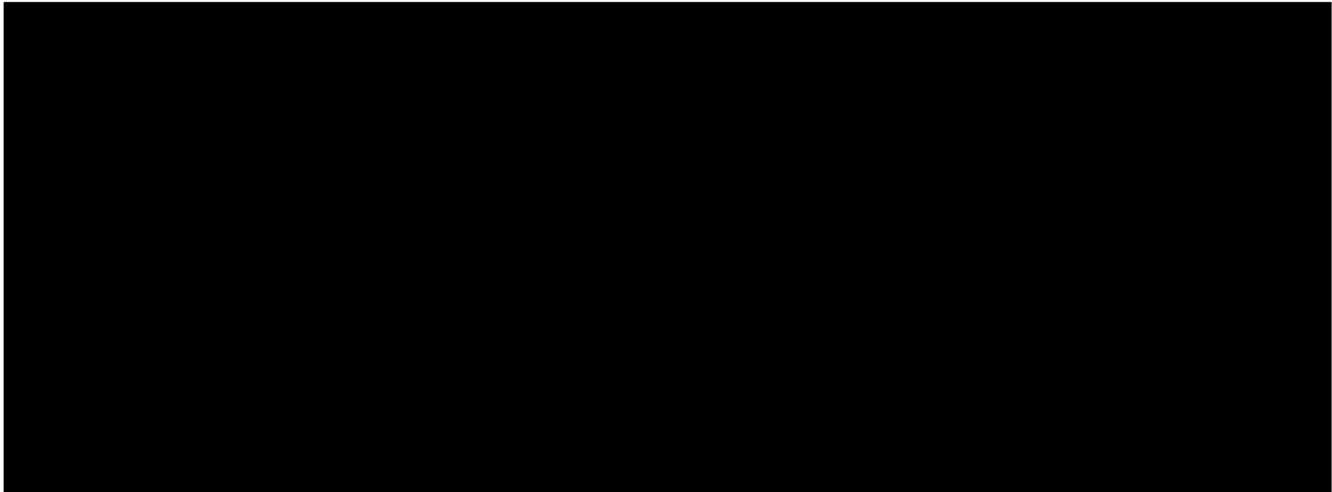
including over [REDACTED]

- **Our team brings deep expertise:** The leadership team of this effort includes individuals who have overseen true end-to-end data strategy assessments and transformations. This means that our assessment will be immediately practical and grounded in what is needed to enable an effective strategy design. Our leadership knows what it takes to orchestrate change and possesses a depth of understanding of the public sector. We complement our leadership with a bench of nearly [REDACTED] Our colleagues are trained at premiere institutes (e.g., Harvard, MIT, Oxford) and have experience at leading companies (e.g., Apple, Facebook, IBM, SAS) or have founded their own. Our teams have first-hand experience at what best-in-class data strategy looks like and how to leverage it to deliver value to the rest of the organization.
- **We root our strategy by gaining a deep understanding of your current state, not by providing generic answers:** Data strategies succeed when they build on pockets of strength and directly address greatest weaknesses. Our Analytics Quotient tool provides [REDACTED]
- **We understand the imperative of change management and creating a data-driven culture:** Embracing data and analytics is not just a technical challenge – it is a cultural one. We will ensure that change management is embedded in our approach from day and that stakeholders have a common view of the problem you are facing and trying to solve. This approach to culture change is rooted in the research and experience of our organization practice – which has completed nearly [REDACTED]

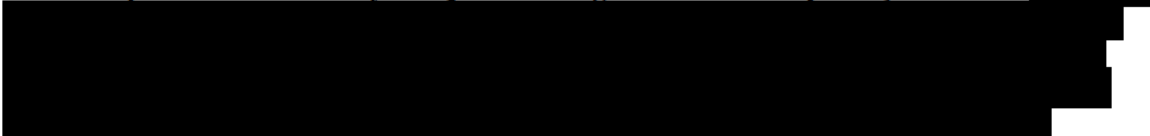
What Makes Our Approach Unique

Our approach to any strategy – whether it is developing a new business model in the private sector or designing an approach to data strategy in the public sector agency – is rooted in a deep understanding of the organizational context. Therefore, we start by developing a shared perspective on the biggest challenges and opportunities for the agencies. We then craft a joint vision based off what we have seen in best-in-class private sector institutions and the needs of the agency. We will next build an in-depth roadmap to guide you the agency during its journey. Finally, we bring world-class communications and change management plans to ensure the strategy is executed.

Exhibit 14: [REDACTED]



- Core components of the Analytics Quotient diagnostic: Our Analytics Quotient tool [REDACTED]



- [REDACTED]
- [REDACTED]
- [REDACTED]



5.20 Technology Strategy and Consulting (to Include Cloud Strategy, IT Organization / Operating Model)



McKinsey's Distinctive Value to Public Agencies

McKinsey has had a distinguished track record of providing technology strategy and consulting services to the world's most important public agencies. In the last 5 years, McKinsey has performed more than



We believe our distinctive value to public agencies in the technology strategy and consulting domain lies in four areas:

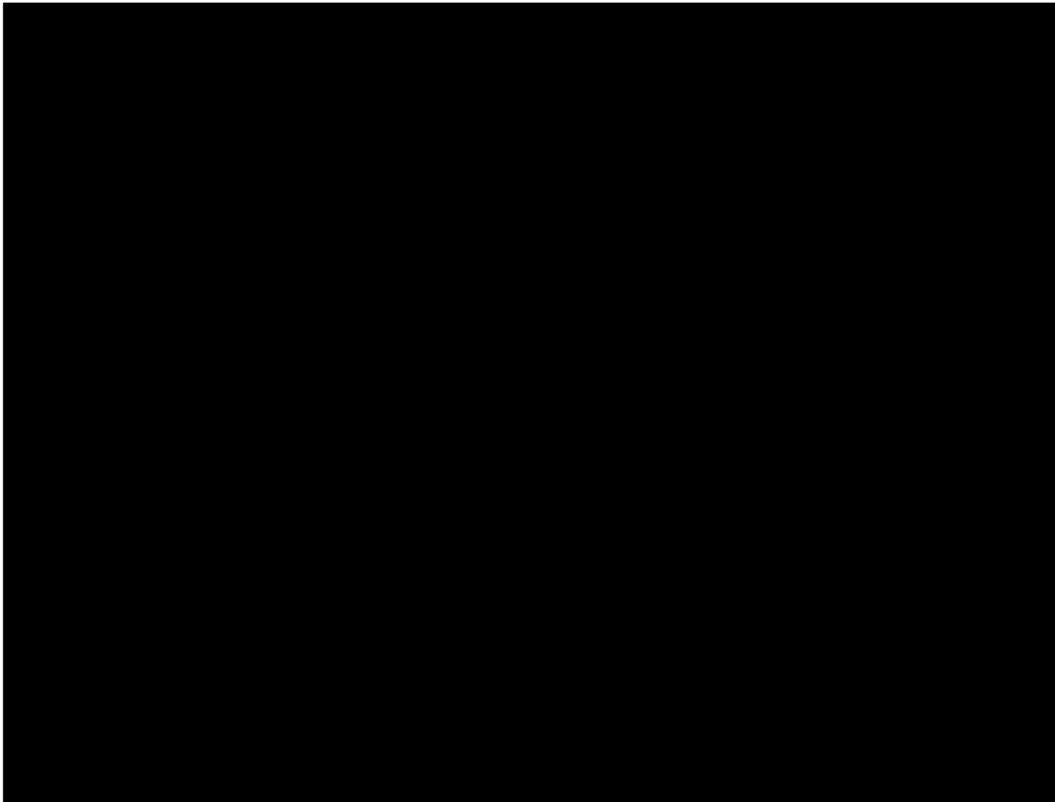
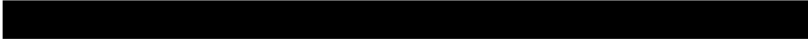
- **We are mission / business driven rather than technology driven:** Our distinctive approach starts with the mission and business objectives of our public sector clients. Rather than building technology for technology's sake, McKinsey partners with our clients to identify opportunities and pain points in their organization and processes, integrate technology where it matters most, and help their people embed and sustain these changes. We combine the latest innovations with deep industry expertise to help clients, and will draw on McKinsey experts, practices and tools from our various technology service lines to help our clients achieve the most impact. Our broad,

business-oriented technology strategy and consulting offerings include holistic technology/IT transformations technology strategy assessment and planning, transformation design, operating model, talent, sourcing/procurement (hardware, software, labor, telecom, infrastructure/cloud), and program management / value assurance on large IT megaprojects. As a result, analysts have ranked McKinsey as a leading technology consulting firm (**Exhibit 15**).

- **We can expand your vision by sharing what is possible from best-in-class organizations in the private and public sector:** We help public agencies define their future state by sharing what is possible. We accomplish this by providing unique, first-hand experiences of technology, concepts, and business cases in action:

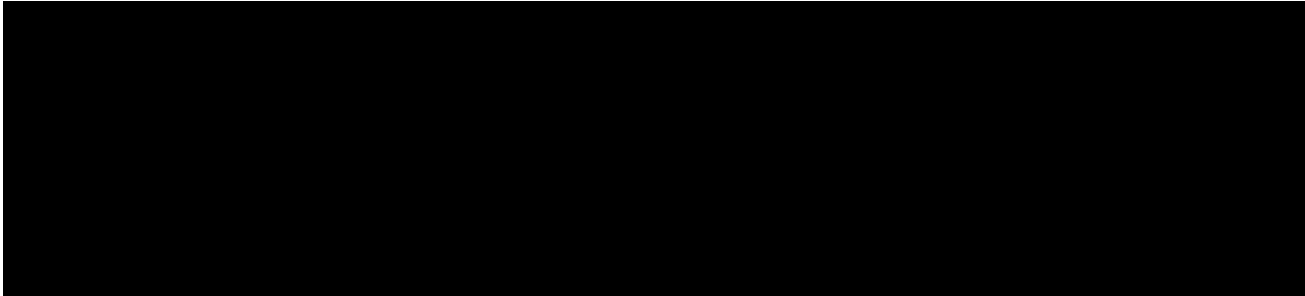


Exhibit 15:

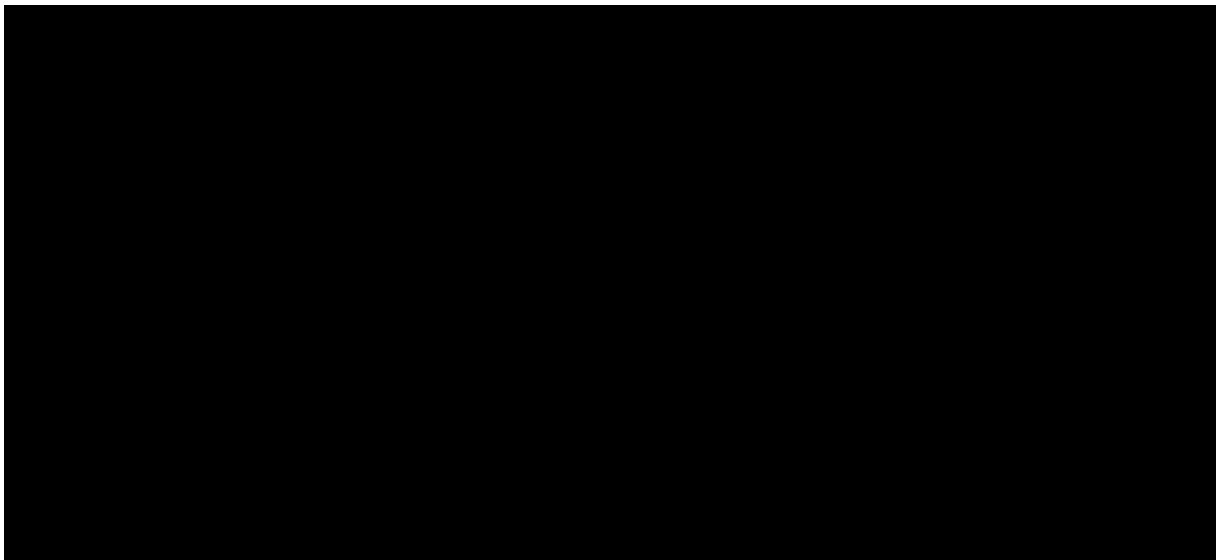


- **We bring multiple approaches to define domains, identify opportunities, and map pain points:** A key part of our technology strategy and consulting value is to uncover new

opportunities for agencies. McKinsey will work closely with your team to ideate on digital and analytic opportunities that can transform business domains through significant changes (e.g., greatly improved/altered operations, new products/services). We do not take a cookie-cutter approach but rather rely on multiple approaches to define priority domains and map potential pain points that can be addressed through technology:

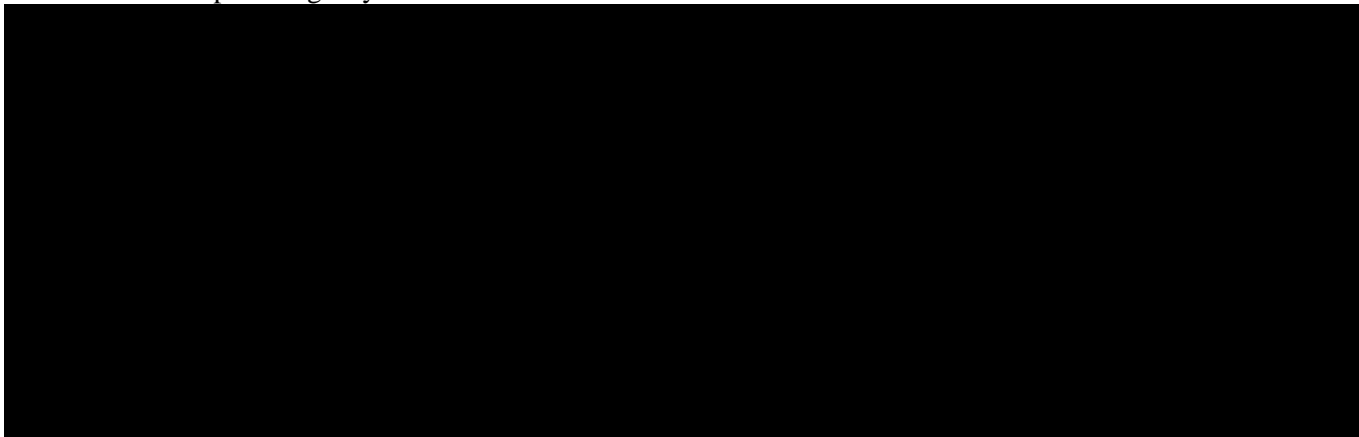


- **We bring a tested set of frameworks and library of use cases to help you ideate and identify opportunities:** Each of these provides detailed insight into the organization’s performance with respect to technology and comparison against peers and best practices.



What Makes Our Approach Unique

Our approach leverages best practices from thousands of previous technology strategy engagements but is tailored to our public agency clients:



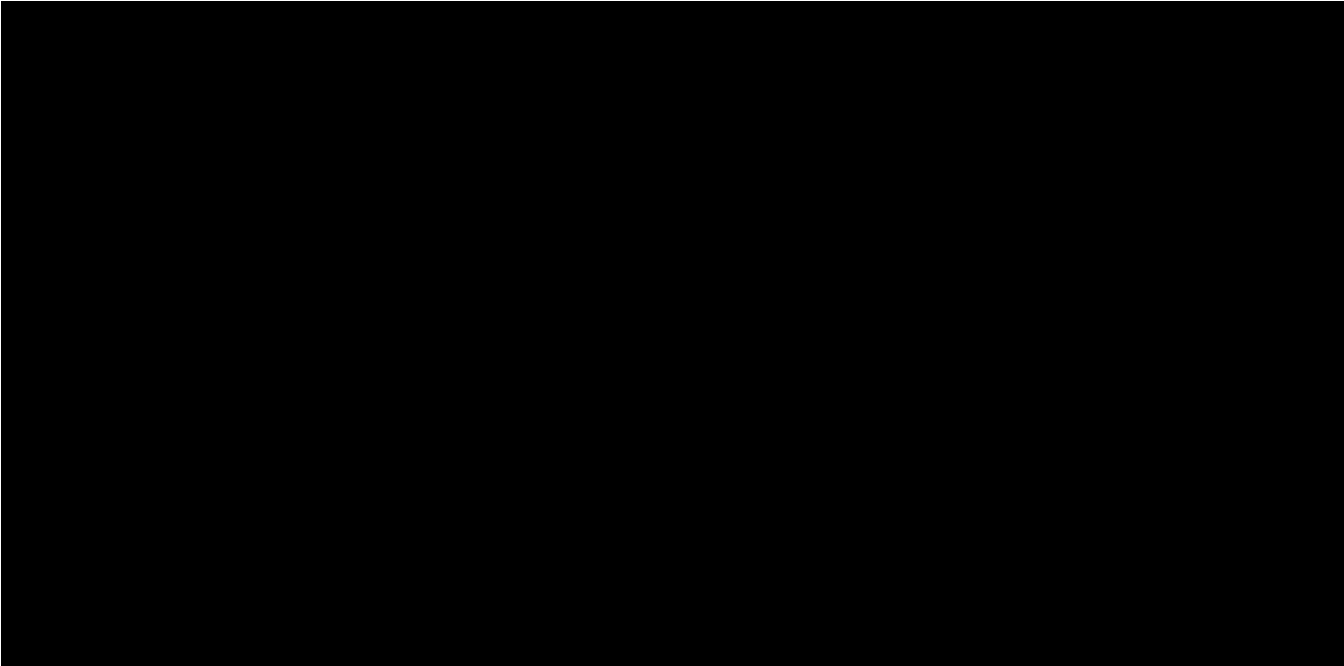
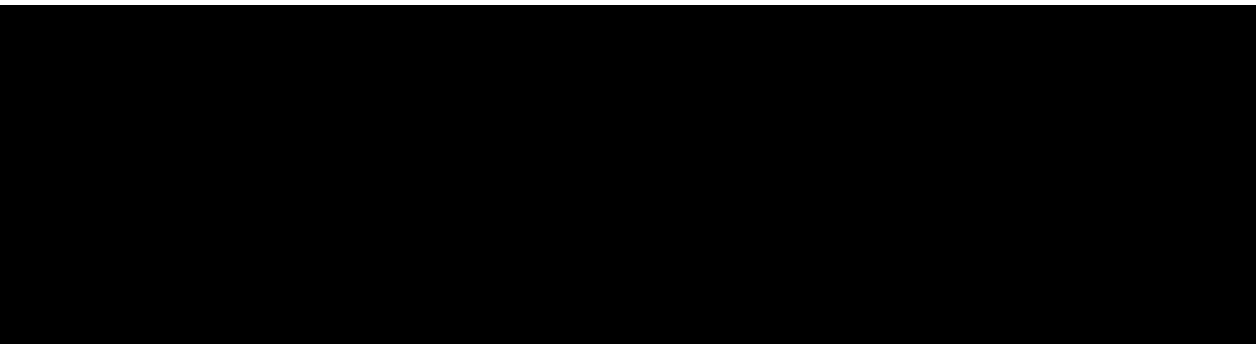
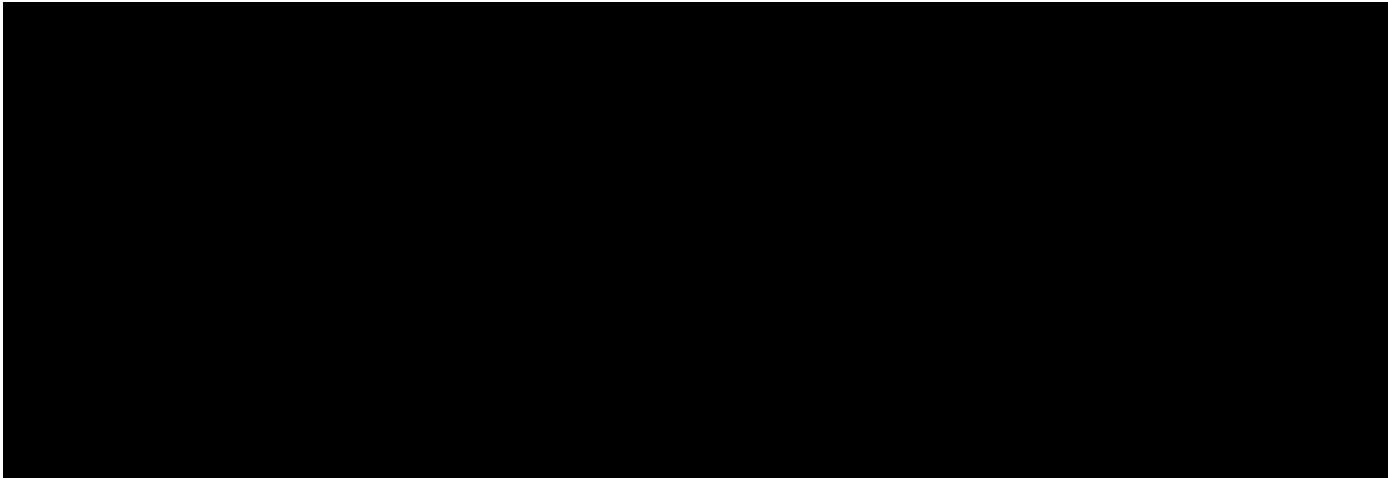
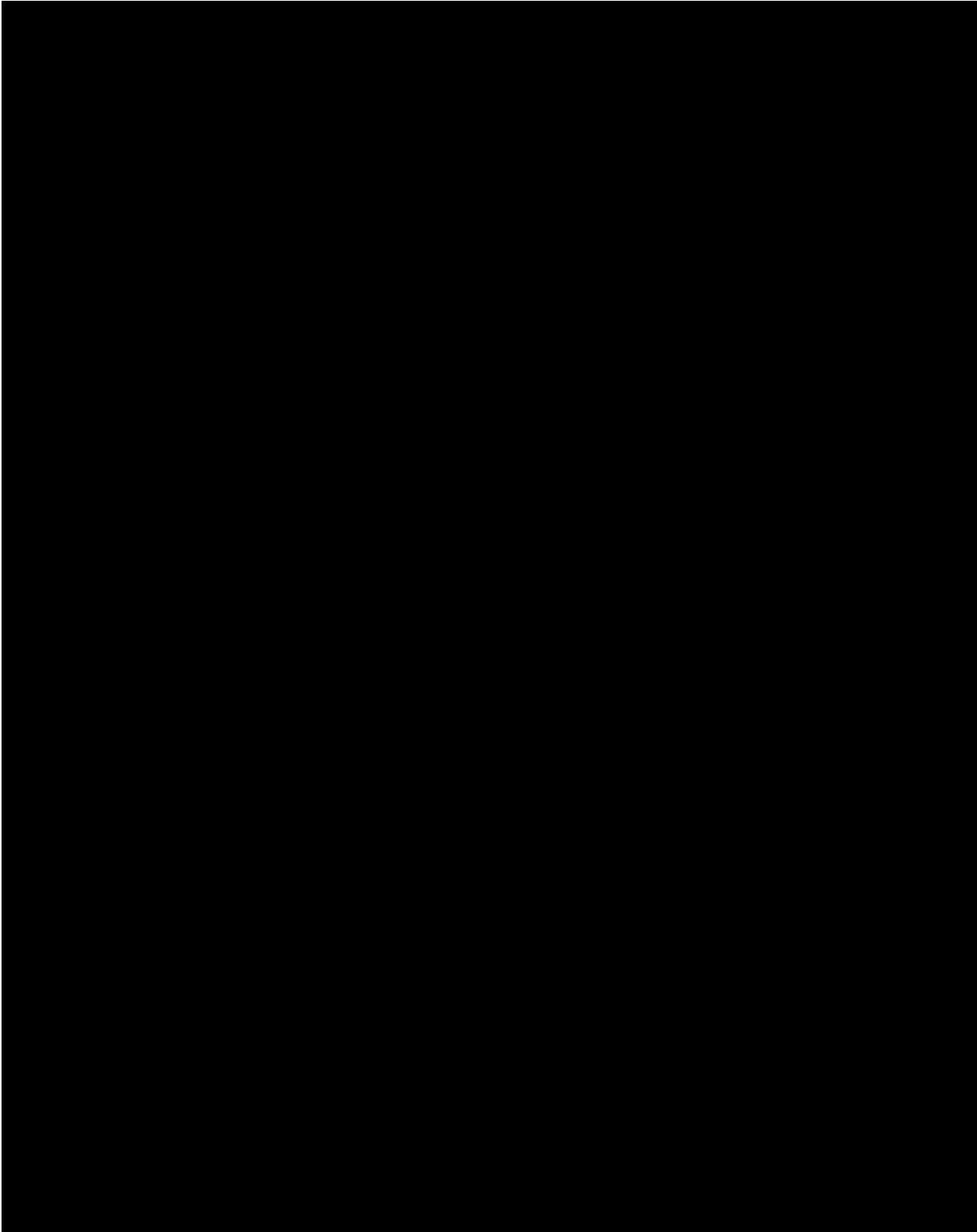


Exhibit 16: [Redacted]



5.21 Program and System Assessments



McKinsey's Distinctive Value to Public Agencies

McKinsey can perform program and system assessments at any stage of the program. Our review and assessment typically become the foundation for a series of strategic change initiatives that will set up the program and system for success in the years to come. By selecting McKinsey, public agencies get a partner who delivers the following:

- **A team that includes individuals that have conducted similar review and assessment for public and private sector peers, and can do it in a compressed time frame.** We have distinctive expertise in assessing programs, organization, IT systems and operations, large-scale IT vendor management, and helping leaders craft strategic change recommendations. We have advanced tools and data sets that allow us to successfully conduct these types of reviews and assessments in a matter of weeks, including in complex global organizations with thousands of IT employees and contractors.
- **A deep understanding of the unique role and mandate for public agency(s), the evolving nature of the industry in which it operates, as well as the broader regulatory ecosystem.** Our leadership team typically would have served similar agencies and would include folks not only familiar with the agency(s) but also the broader ecosystem.
- **Senior leaders with the expertise, judgment and seniority who roll up their sleeves and work side-by-side with the agency(s) team.** Our partner to associate ratio is [REDACTED] compared to other firms who maintain 1:50 or 1:200. Our partners spend meaningful time with client working teams, problem solving, developing options and alternatives, and addressing the most critical issues.
- **The tools and data to quickly assess public agency(s) program and system(s) against industry best practices.** Our proprietary knowledge and standard toolkit is specifically tailored for comprehensive program and system assessments against best practices. We have developed specialized tools that have been tested and refined over years of real world experience.
- **Business value enablement.** Our assessments are grounded in how the technology unlocks business value and supports the agency(s) mission and goals, and not just evaluating the technology in a vacuum. As a result, our go-forward options will typically include ideas to accelerate value delivery and capture.
- **The ability to “go deep” in most critical technical capabilities.** McKinsey can bring the best of the firm to public agency(s) with no barriers between our public and private sector work or our geographic locations. For example, [REDACTED]
- **Recommendations that align with public agency(s) interest, not those influenced by relationships with technology vendors.** Public Agency(s) requires a trusted advisor with no financial interests in the outcome of the assessment. Downstream interests do not cloud our advice, recommendations, and deliverables. We do not retain partnerships with technology vendors, and stand completely independent and objective. We put the public agency(s) interests first.

What Makes Our Approach Unique

Our approach is optimized to quickly diagnose the most critical gaps and opportunities in the program or system in support of the agency(s) mission and goals. We typically deploy a 5-step approach to conduct robust assessment, and can tweak and refine it depending on the program and system (see **Exhibit 17**)

Exhibit 17: [REDACTED]



Our approach is distinctive and unique because we:

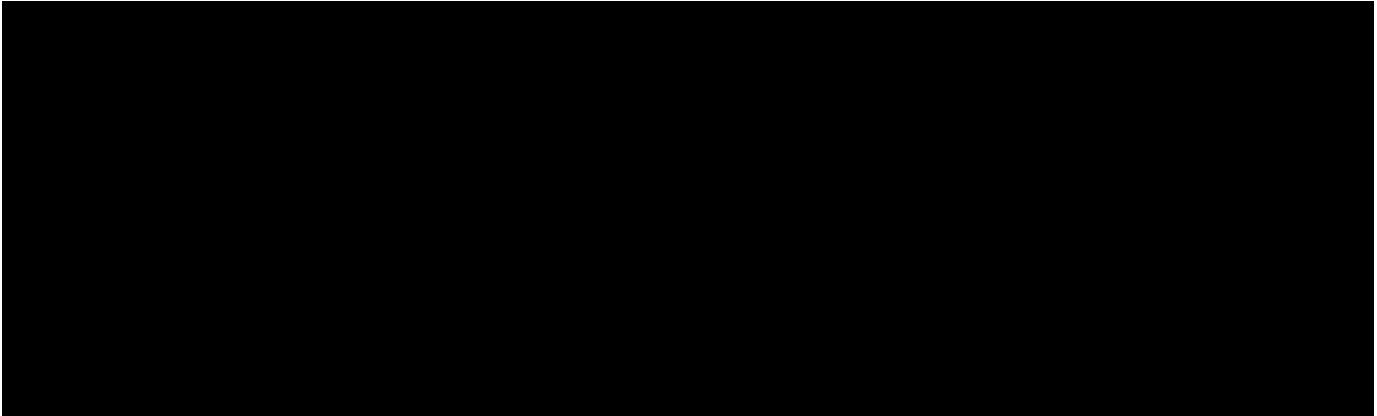
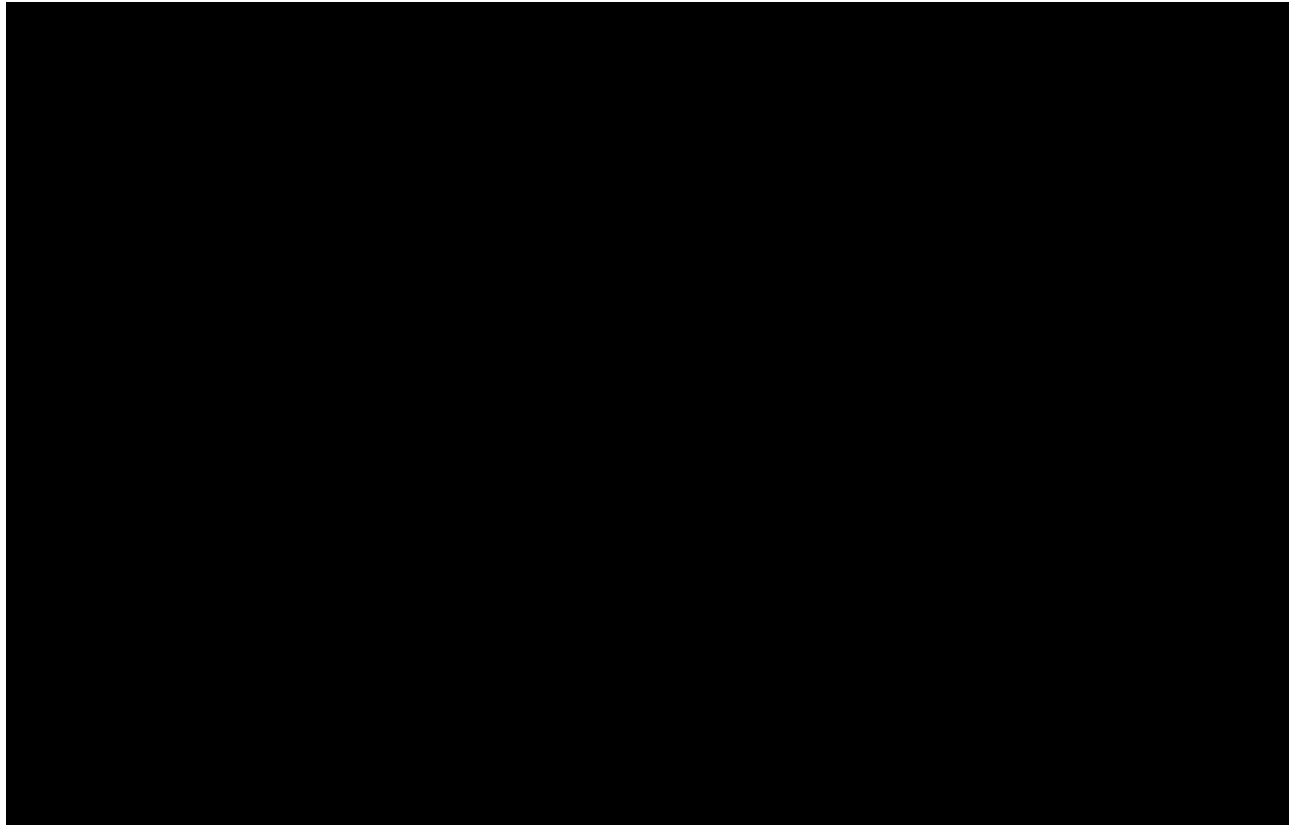
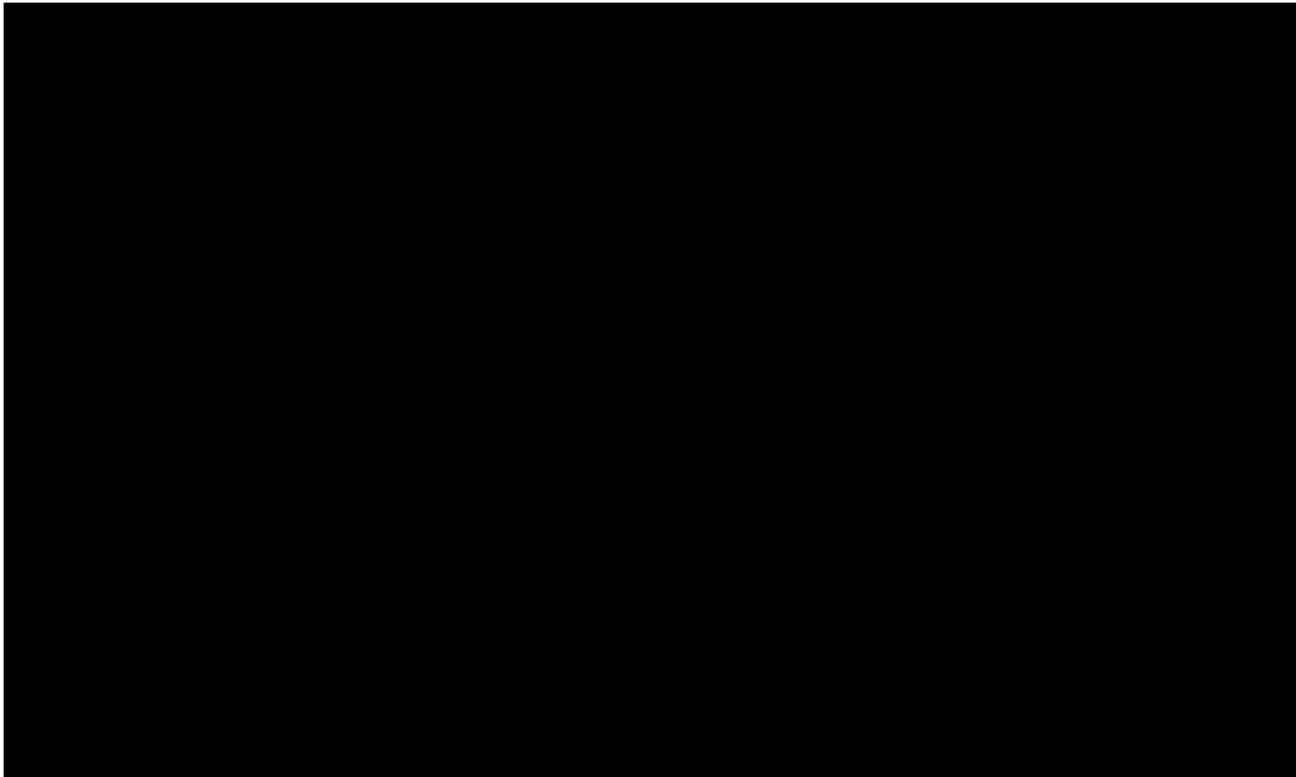
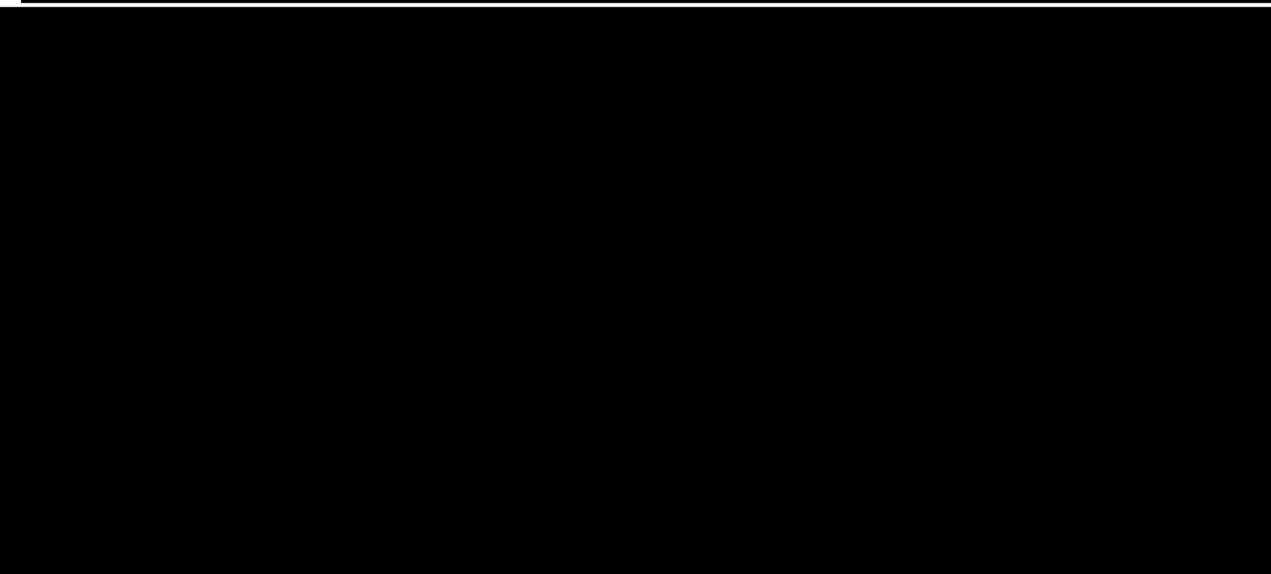


Exhibit 18: [REDACTED]





5.22 Program Management Services



McKinsey's Distinctive Value to Public Agencies

Program management sets the foundation for the success of public sector programs. When done well, effective program management can create and enable efficient and effective program delivery, especially in public agencies where there are multiple stakeholders to manage.

McKinsey's program management services will help to establish:

- [Redacted list item]

- [REDACTED]
- [REDACTED]

The benefits to public agencies are manifold:

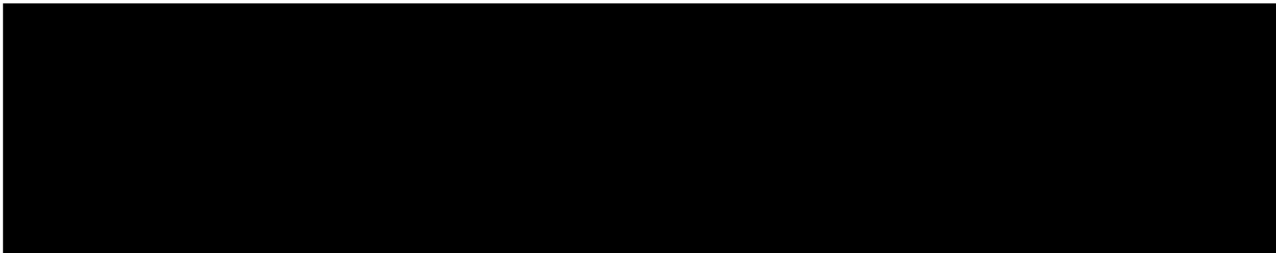
- Governance well communicated and stakeholders are bought into it, avoiding “shadow governance” and decision making
- Decisions are made in a timely and informed manner and there is effective information flow across teams and stakeholders groups
- Roles and responsibilities are clear and people feel empowered in their role
- IT is operating in partnership with the stakeholders to both deliver what is needed and with the right governance to maintain checks and balance
- Risks are highlighted in a timely manner and mitigated to ensure program objectives are met

What Makes Our Approach Unique

A typical Program Management Office (PMO) doesn't address all of the critical successful factors for a large program. Specifically, ~80% of PMO functions surveyed lacked the assurance function ensuring that the program delivered the value expected.

McKinsey offers a distinctive Value Assurance (VA) approach that provides research and experience backed objective program management services and ensuring large program value delivery without a system or software sales agenda.

As a VA Partner, McKinsey brings strong pattern recognition, independent perspectives, and a strategic mindset to:



These Value Assurance services could be tailored to the public agency's needs. For example:

- **Comprehensive support:** These services are appropriate when there is insufficient expertise or capacity in the public agency(s) or there is time pressure or a need to accelerate. As part of support, McKinsey supports program quality assurance (i.e., benefits, risk management), value-based scope management, organizational change management (e.g., communications), go-live planning, readiness assessment, and post-go-live stabilization etc.
- **Counseling with periodic assessments:** These services are appropriate when the public agency(s) has expertise and capacity but is desiring for an independent review. As part of support, McKinsey provides ongoing counseling to senior executives, or supports assessments or helps solve specific issues (e.g., refactor program plan to accelerate value capture).
- **Long tail support:** These services are appropriate when there is a need for an initial burst to set the program up for success and the public agency has strong execution capability after initial setup. As part of program management support, McKinsey provides Tiger team support for critical issue resolution, Project-specific special support (e.g., design review), Proactive risk management, and client capability building.

5.23 Resource Capacity Modeling and Planning

McKinsey's Distinctive Value to Public Agencies

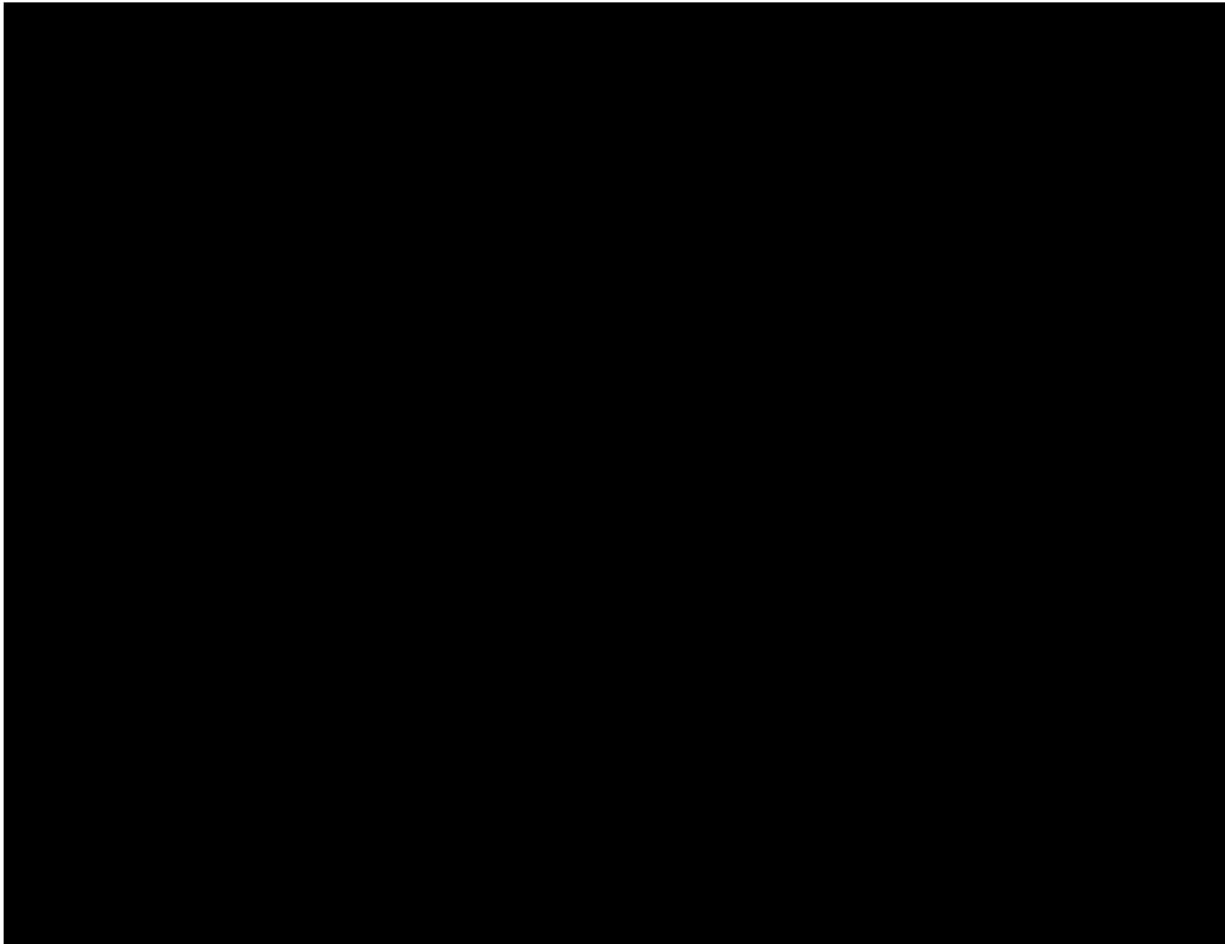
Resource capacity planning and modeling, or strategic workforce planning, helps translate an organization's business strategy or mission into workforce implications. In a changing fiscal, environmental or regulatory environment, this planning gives an organization the analysis and tools required to have an adequate supply and demand view, by quality and quantity, of workforce needs for the future. Resource planning and modeling forms the basis for important workforce decisions, such as knowing critical positions, the number of staff needed in the future and at which locations, understanding qualification requirements, workforce costs, and the most efficient way to transition to the new workforce structure.

We believe our approach to resource capacity planning and modeling is distinctive because we take a holistic approach inclusive of forecasting, capacity planning, hiring, scheduling, real-time management and performance management when considering workforce needs. It is important to ensure resource planning is well defined and embedded in key processes throughout an organization. Key processes include:

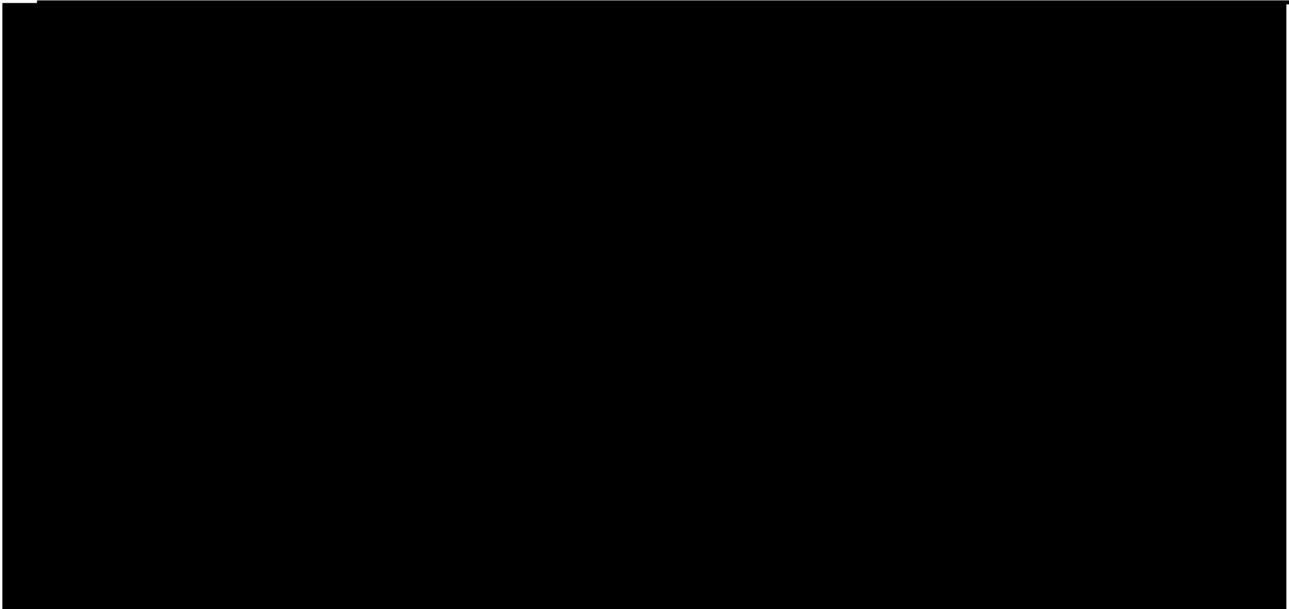
What Makes Our Approach Unique

Resource planning enables the matching of resource supply and demand to resolve existing pain points an organization experiences, as shown in **Exhibit 19**. Our unique approach helps an organization understand resource and skillset availability, understand project prioritization and impacts of changing priorities, identify gap both in terms of skill needs and quantity of resources, helps organization outline resource allocation for the coming year and in-year, and ensures the appropriate resources are onboarded and/or existing resources are enrolled in adequate training..

Exhibit 19: [Redacted]



5.24 Risk Analysis and Management





McKinsey's Distinctive Value to Public Agencies


McKinsey has completed over [REDACTED] risk management engagements in the last 5 years for both financial and non-financial institutions. Specifically, we have developed unique insights around risk management in the US public sector, and have experience leading public sector organizations in creating transparency, determining risk appetite and natural ownership, integrating risk management into managerial processes, redesigning organizational structures and systems around risk, and building cultures that reinforce risk management.

- **McKinsey's risk work in the public sector spans multiple domains.** For example, our teams work closely with healthcare and benefits agencies to lower rates of fraud, waste and abuse. In public finance, our teams have brought best practices from the private sector to stress test and scenario plan around potential fiscal crises. In education, we have helped one of the nation's leading urban systems to design its first Enterprise Risk Management office to safeguard the institution from reputational and financial harm after a series of publicly documented cases of fiscal mismanagement.
- **McKinsey's risk management work is led by over 100 risk partners, 300 risk-focused consultants, and 70 analytical experts** from a wide range of educational and professional backgrounds (e.g., medical scientists, attorneys, investment bankers). We draw upon nearly 20 senior external advisors including former senior executives and regulators with deep knowledge of risk management and compliance. Our risk practice is also supported extensively by our internal network, composed of our Digital McKinsey, McKinsey Analytics, and McKinsey Solutions teams, with over [REDACTED] colleagues focused on risk advanced analytics.
- **McKinsey provides unique advanced analytics capabilities that span a wide range of applications and uses.** Currently, over half of our risk studies are run with a dedicated risk advanced analytics team, and we have a number of exclusive advanced analytics tools, developed both internally and externally.
- **We leverage over 30 proprietary tools and solutions to solve many problems across the risk landscape.** For example, our risk organization tool allows us to review resource allocation, operational costs, and organizational structure in order to identify potential levers to increase effectiveness and cost efficiency. Similarly, our risk culture tools identify cultural root causes behind risk incidents which you can address with tangible initiatives. Each of these tools can be adapted to fit the unique needs of our clients.

Furthermore, McKinsey has built strategic partnerships with several industry associations, regulatory bodies and academic institutions and has regularly published on important topics facing risk management practitioners (over 100 risk papers since 2008 through the McKinsey on Risk publication). McKinsey also convenes clients in annual risk roundtables, which provide forums to facilitate exchange of insights for Risk practitioners across industries.

What Makes Our Approach Unique

McKinsey's approach to risk management in the public sector is based on confronting seven risk management challenges that are most acute for public sector organizations:





To tackle these challenges, we have developed [REDACTED] recommendations that provide an integrated approach to risk management:

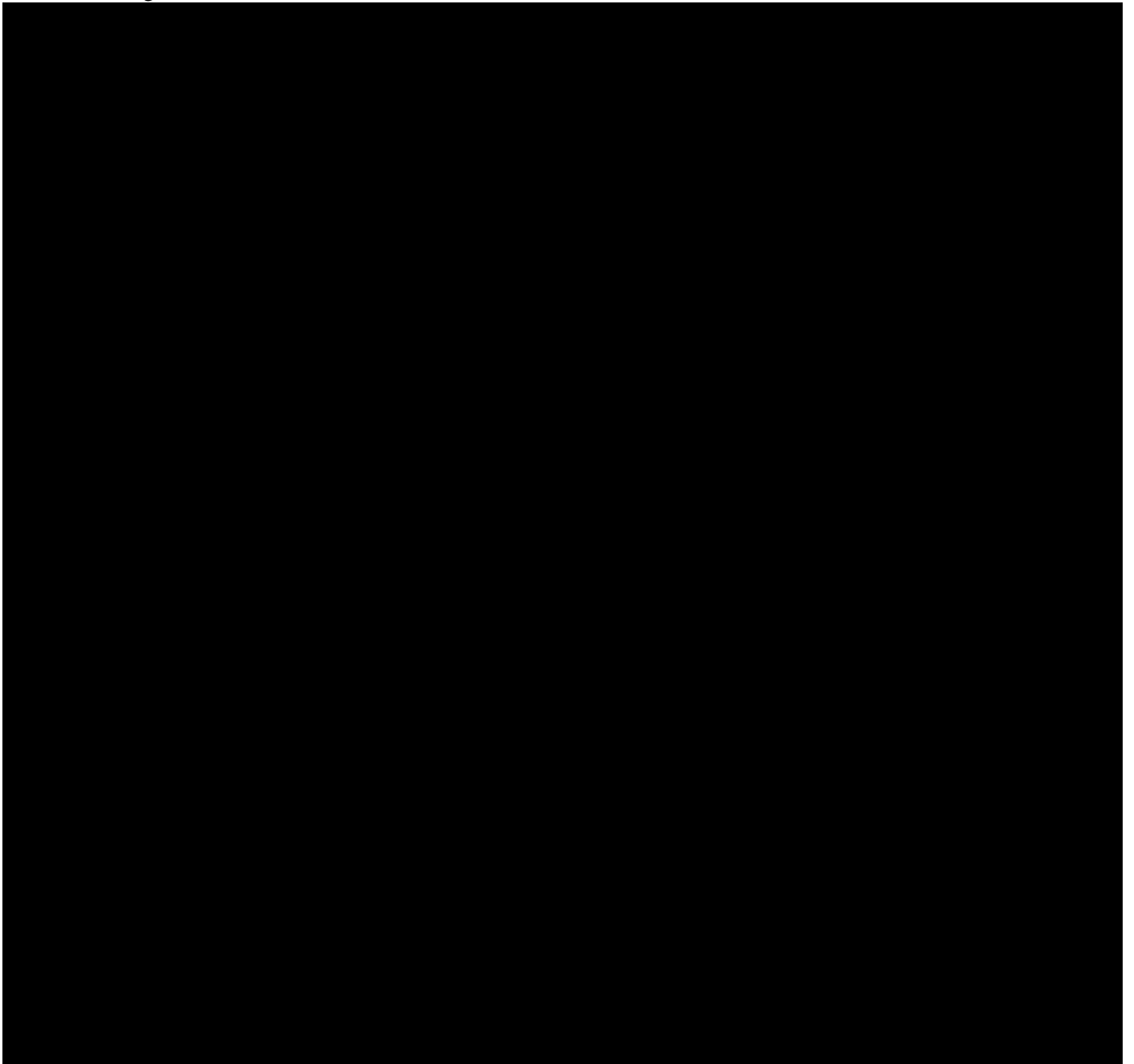
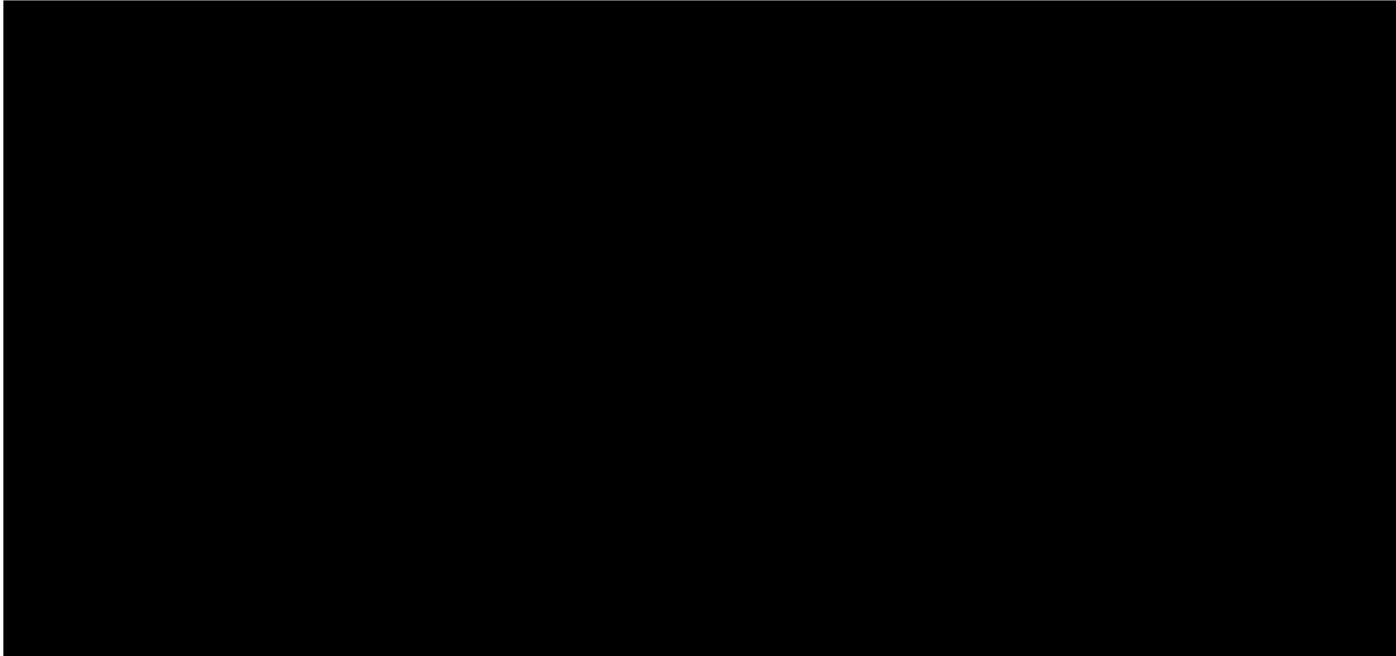
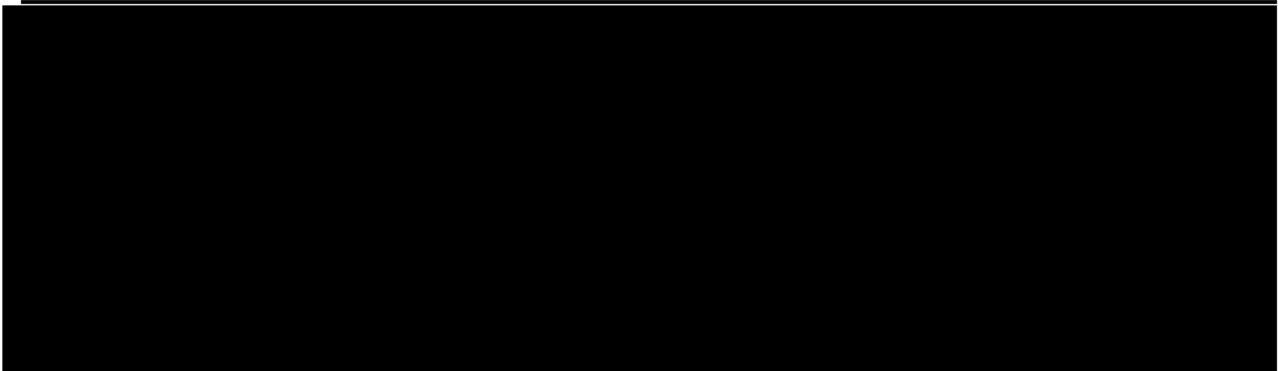


Exhibit 20: [REDACTED]

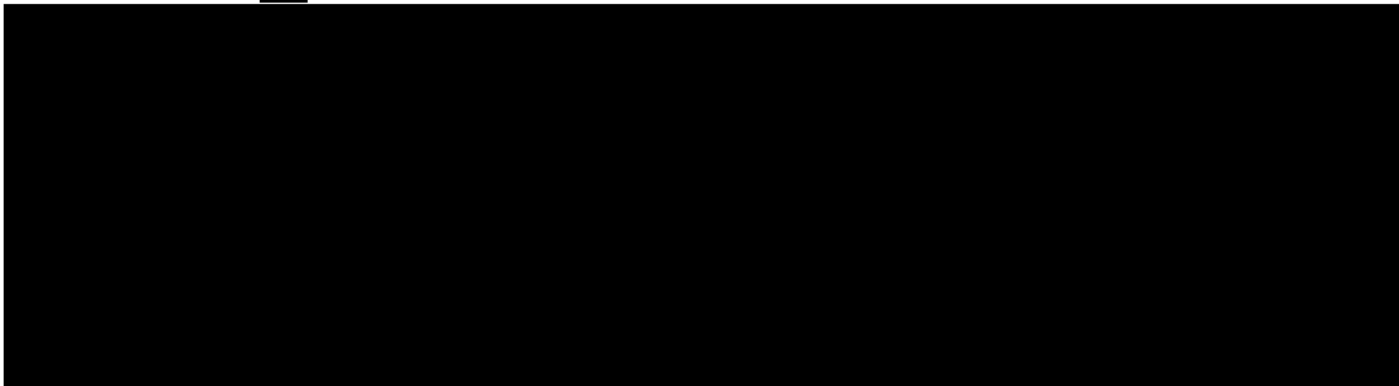


5.25 Research and Analysis



McKinsey's Distinctive Value to Public Agencies

McKinsey's knowledge infrastructure and network of experts bring the latest and greatest thinking to our clients, leveraging [REDACTED] areas:



What Makes Our Approach Unique

Unlike most consulting firms, McKinsey's proprietary research and tools are completely complimentary and available to our clients—we do not have any 'downstream interests', internal revenue targets, or technology products/solutions to market and sell. Our consultants are incentivized by a strong culture of knowledge creation/sharing, where personal reputation is linked closely to knowledge sharing.

Further, in addition to our consultants, our firm has dedicated internal knowledge efforts that deliver the latest thinking and innovations, such as the following:

- Researchers in the **McKinsey Center for Government**, who help public sector defense and security leaders understand the practices that drive better management decisions.
- Data experts from **McKinsey Analytics** who build and maintain advanced data models that allow our clients to generate insights and make better, faster decisions (e.g., on economics, healthcare, reform).
- Practitioners creating unique knowledge and insights for each **industry** we serve, **function** we support, and **growth platform** we leverage. In particular:
 - Industries we serve include Advanced Industries, Banking; Consumer; Global Energy & Materials; Healthcare Systems & Services; Insurance; Pharmaceuticals & Medical Products; Private Equity & Principal Investors; Public & Social Sector; High Tech-Media-Telecom; Travel, Logistics & Infrastructure
 - Functions we support include Marketing & Sales; Operations; Organization; Risk; Strategy & Corporate Finance
 - Growth platforms we leverage include Digital & Analytics; Transformation; McKinsey Accelerate

A decorative graphic consisting of numerous thin, parallel blue lines that curve from the top right towards the bottom left, creating a sense of motion and depth.

Tab 6

References

6.0 TAB 6 - REFERENCES

Since 2015, McKinsey has performed [REDACTED] engagements for public and social sector clients across 105+ countries. Many of these engagements helped clients deliver broad-based transformation and IT consulting and advisory services. We have served local, state, national and international government organizations and cover all the RFP scope of services. Over the past 10 years, we have worked with more than [REDACTED], in addition to supporting K-12 and higher education institutions, cities, counties, and nonprofit entities. For this Business and IT Consulting and Advisory Services opportunity, we have selected a range of references. **Exhibit 21** and **Exhibit 22** illustrates how a selection of McKinsey's engagements align to the recommended service categories listed in the RFP scope of services. These references demonstrate the breadth of our work across the scope and experience serving the types of stakeholders who will use this contract vehicle and benefit from NCPA's support in making needed expertise available to them.

Exhibit 21: [Redacted]

		<i>Service Categories</i>												
Client Names/Engagement Titles	Client Type	1. Strategic Planning	2. IT Assessments	3. Project Management Oversight	4. Business Process Improvement	5. Organizational Change Management	6. Procurement	7. Implementation Oversight	8. Business Advisory & Support	9. Business Process Reengineering	10. Consultation Services	11. Customized Training	12. Software Portfolio Management	13. Organizational Design
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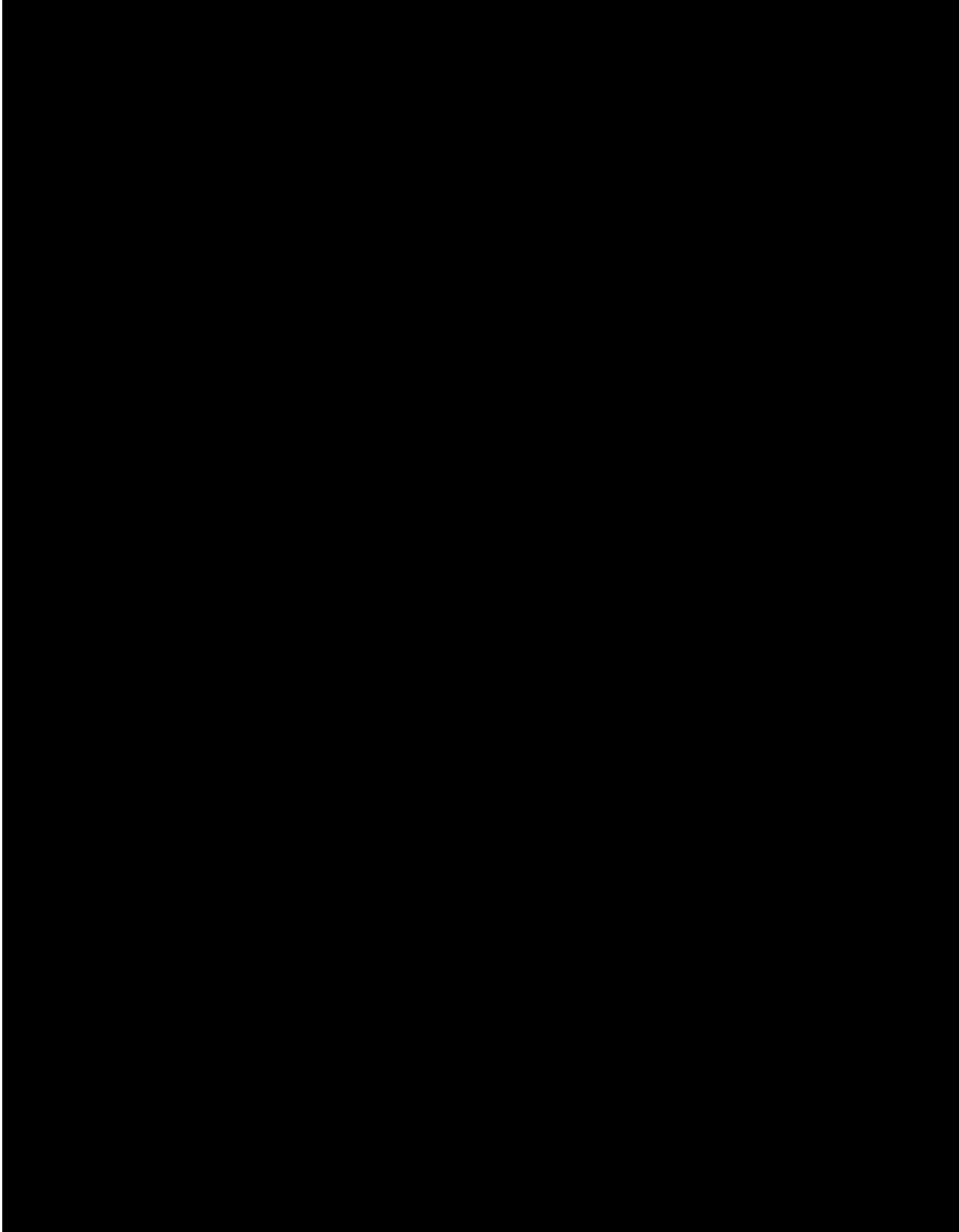
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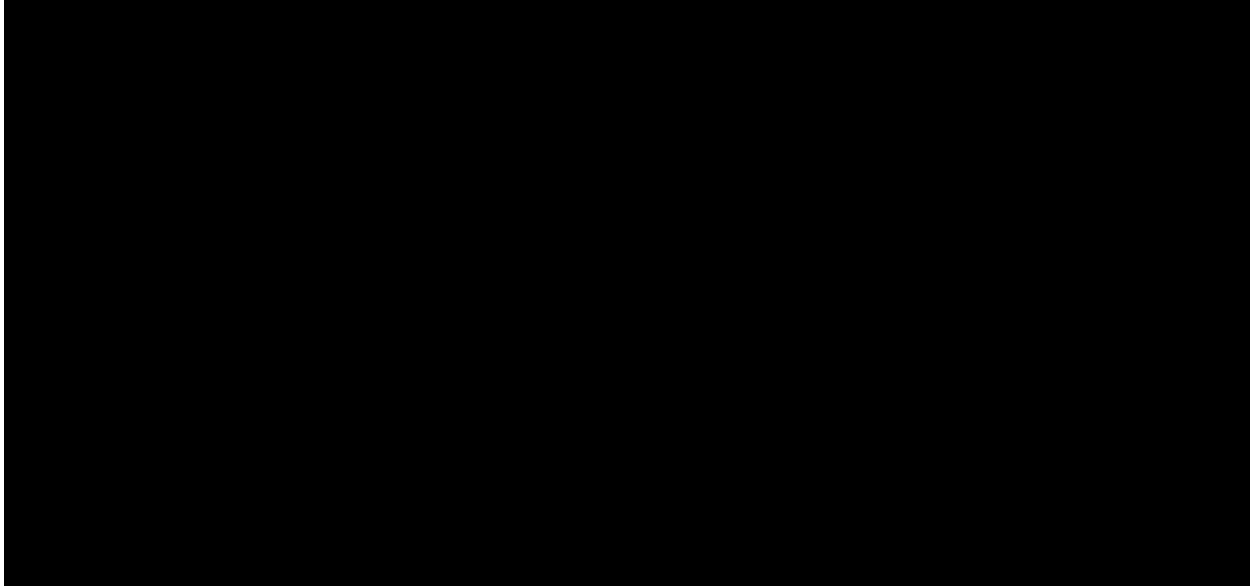
Exhibit 22: [REDACTED]

		<i>Service Categories</i>											
Client Names/Engagement Titles	Client Type	14. Leadership development & coaching services	15. Succession and transition planning	16. Customer/Citizen experience design	17. Service digitization assessment and consulting services	18. Data analytics consulting services	19. Data strategy and transformation	20. Technology strategy and consulting	21. Program and system assessments	22. Program management services	23. Resource capacity modeling and planning	24. Risk analysis and management	25. Research and analysis
[REDACTED]													

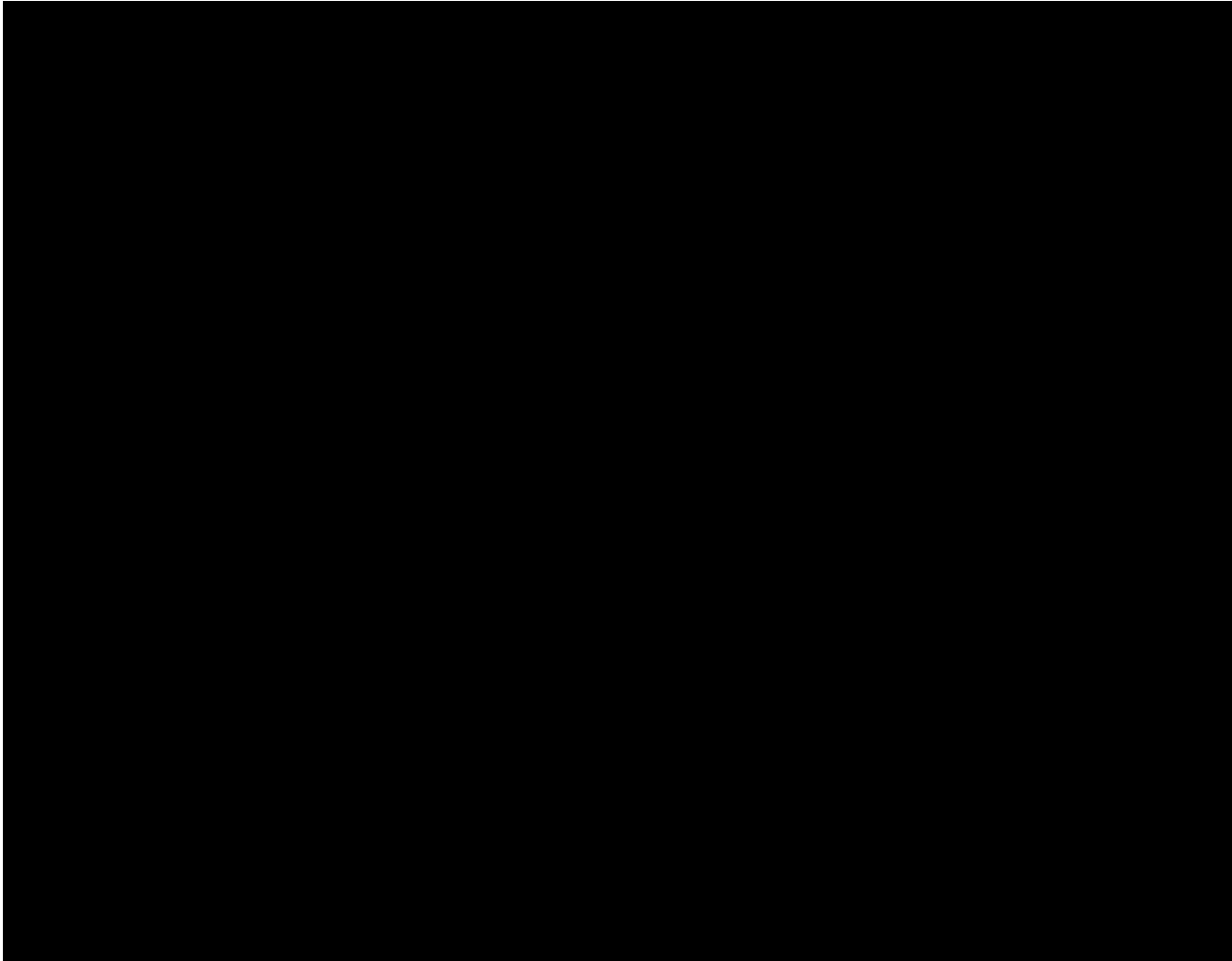
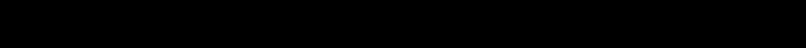
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		15. Succession and transition planning
		16. Customer/Citizen experience design
		17. Service digitization assessment and consulting services
		18. Data analytics consulting services
		19. Data strategy and transformation
		20. Technology strategy and consulting
		21. Program and system assessments
		22. Program management services
		23. Resource capacity modeling and planning
		24. Risk analysis and management
		25. Research and analysis

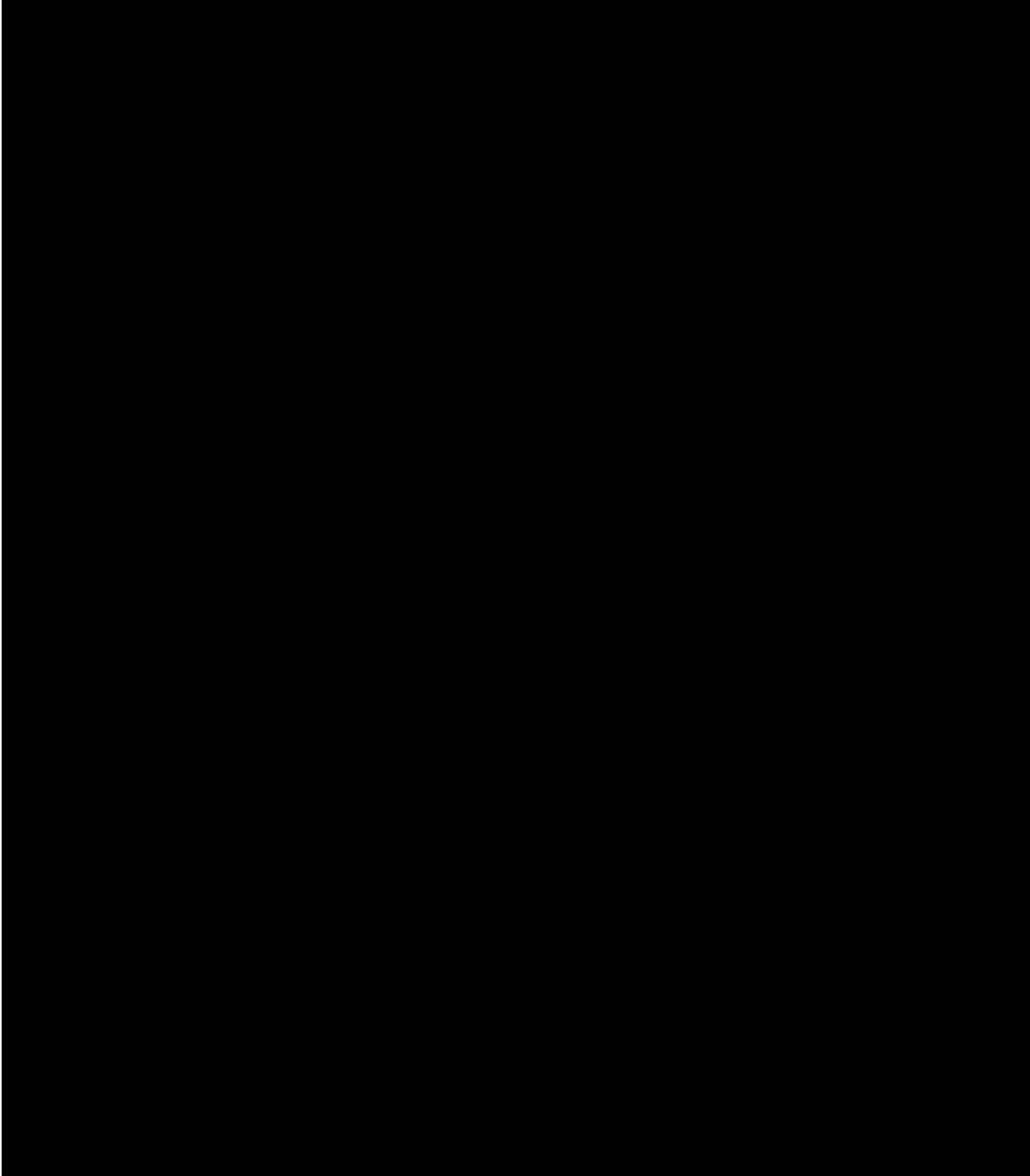
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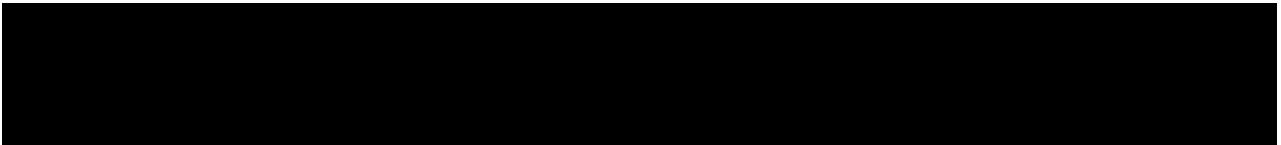


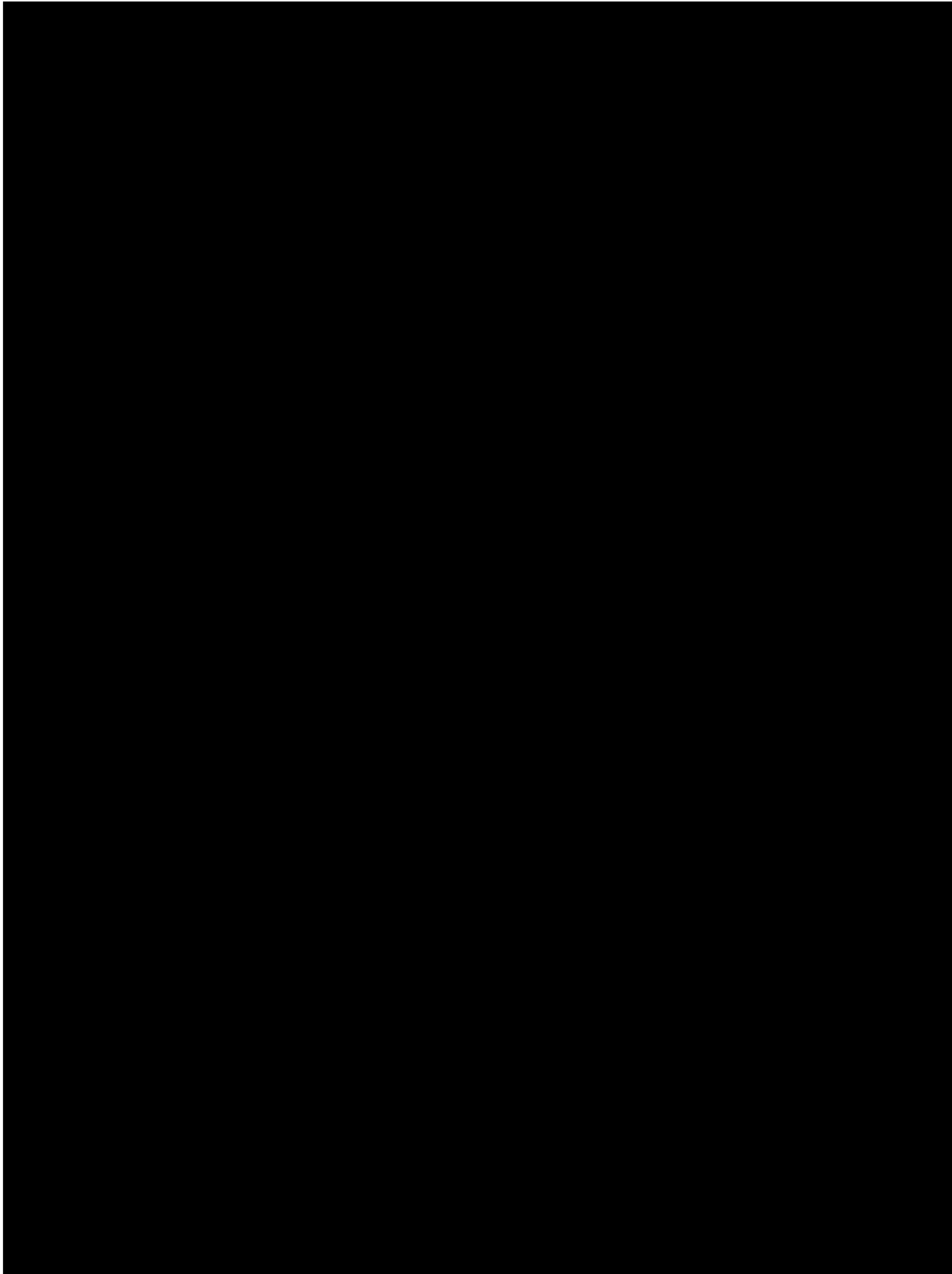
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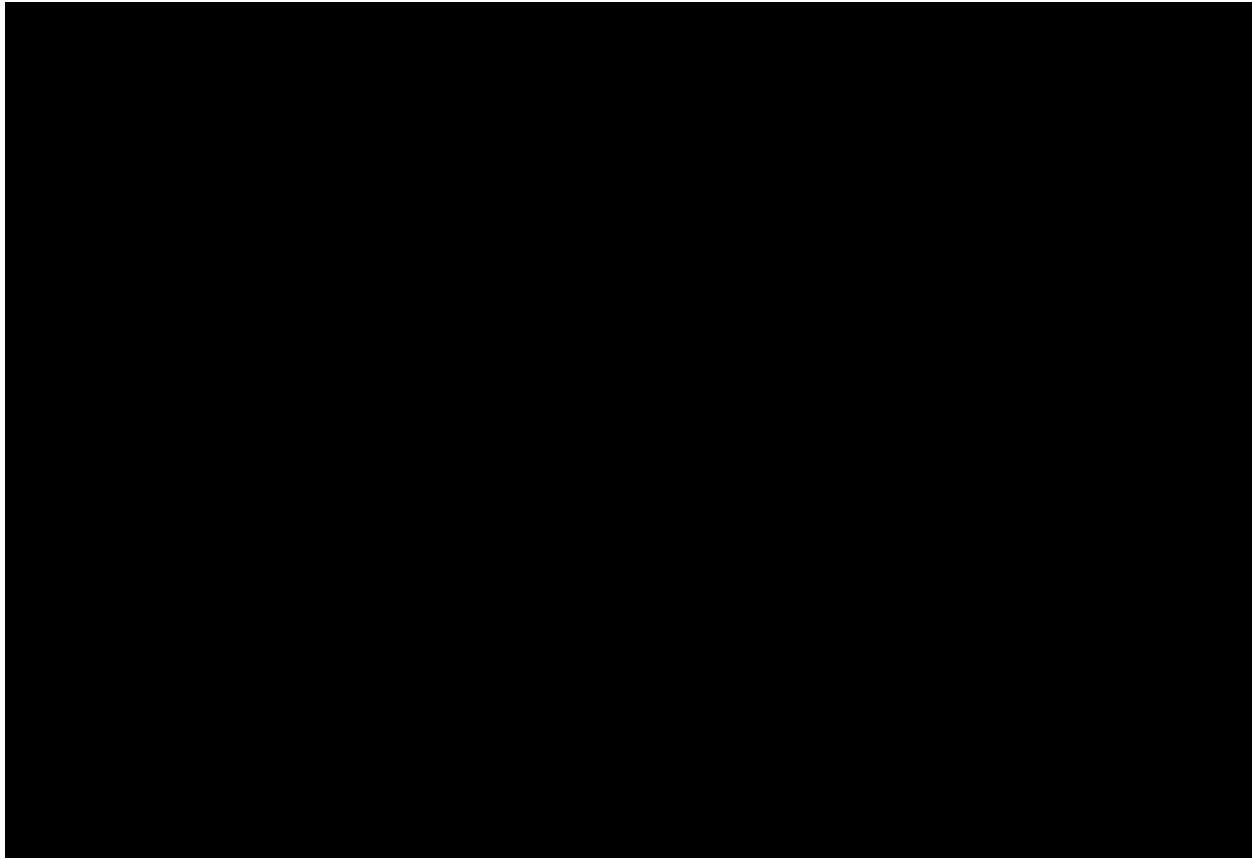


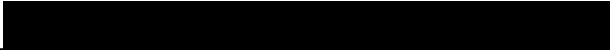


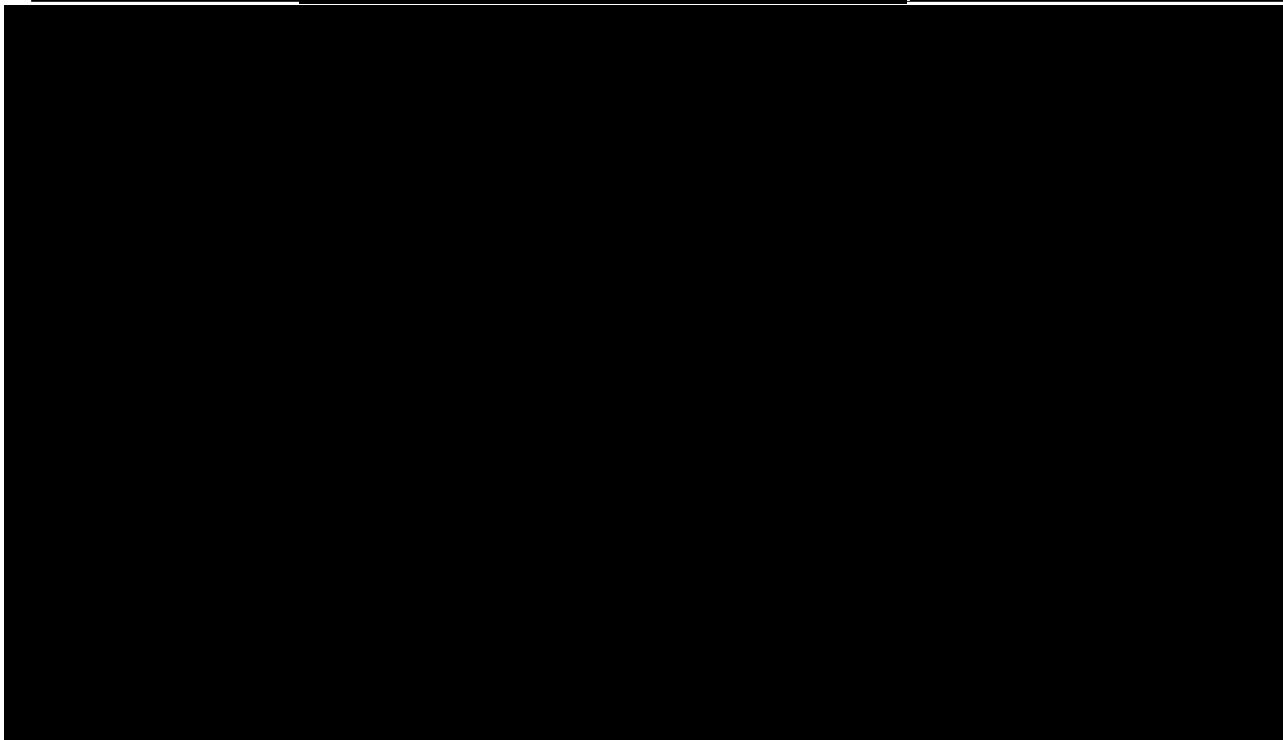


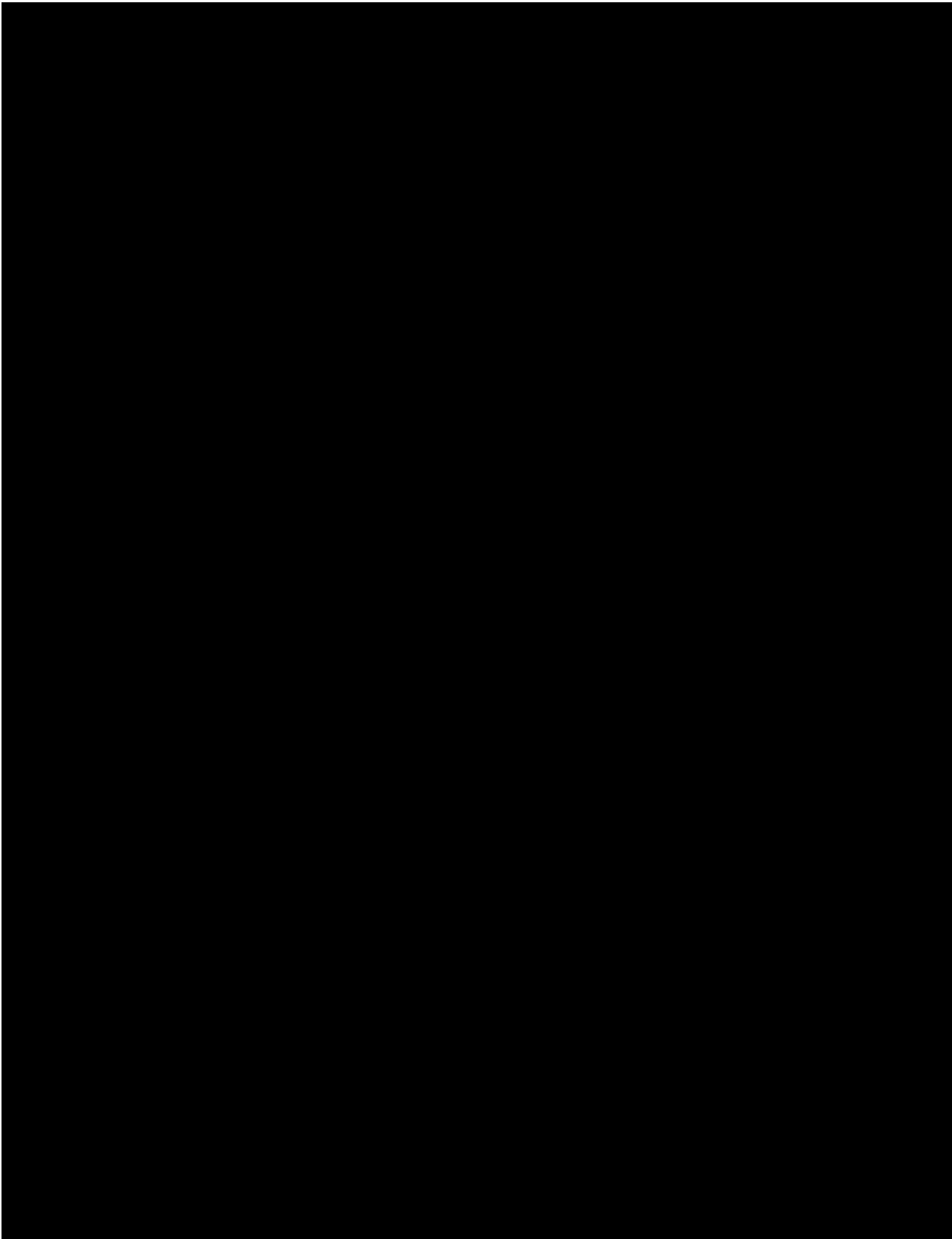
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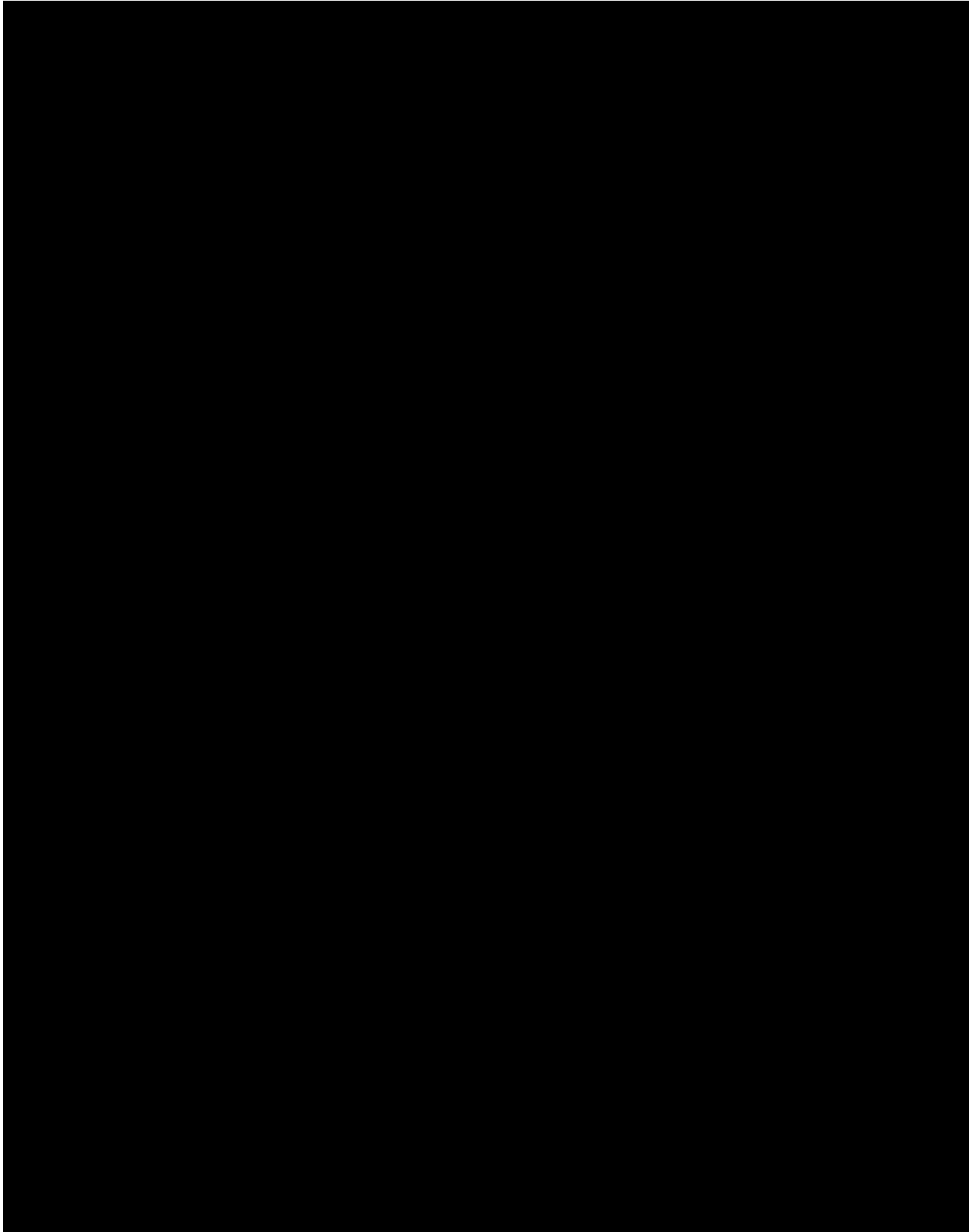
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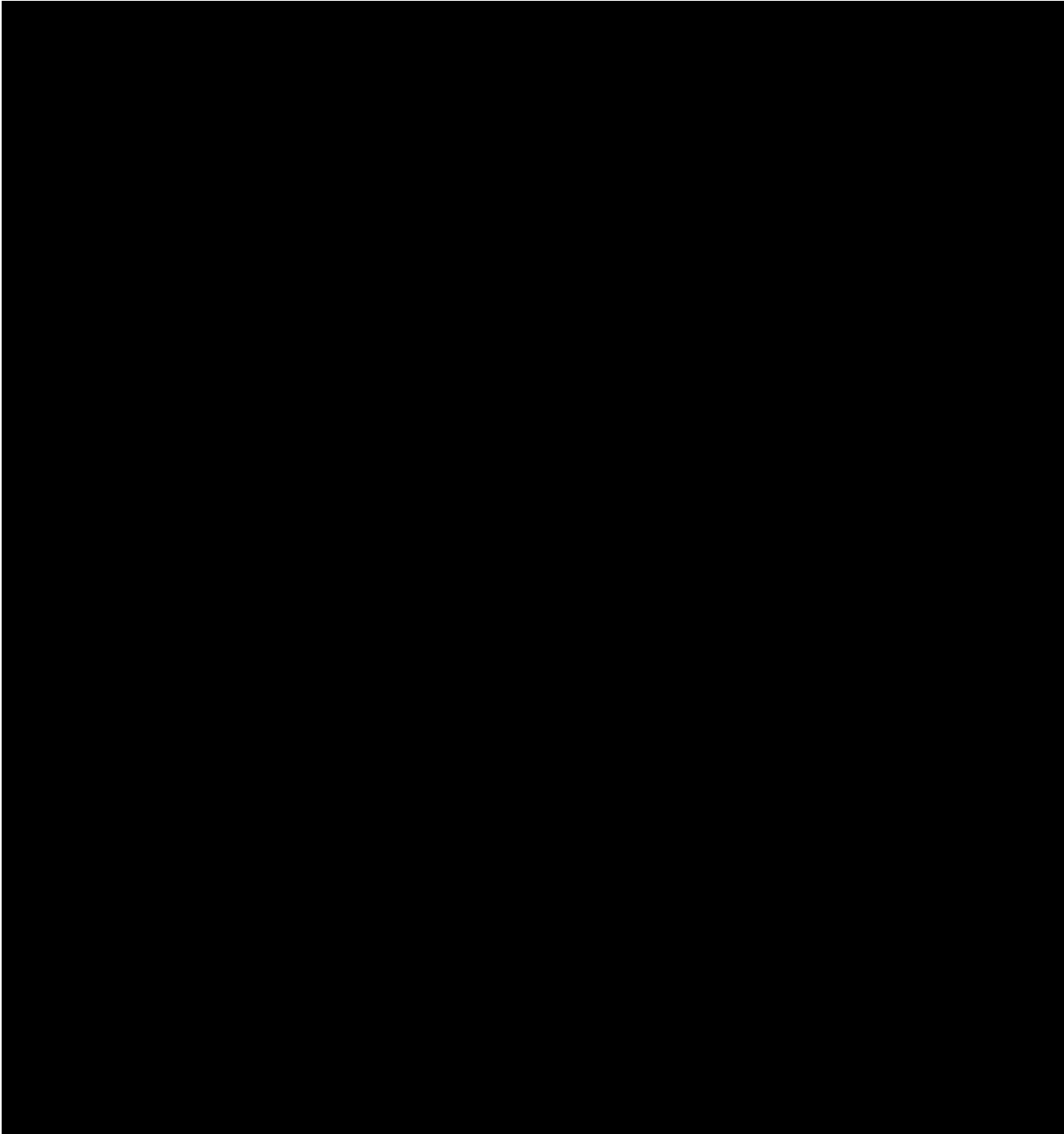
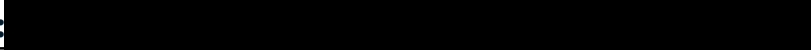
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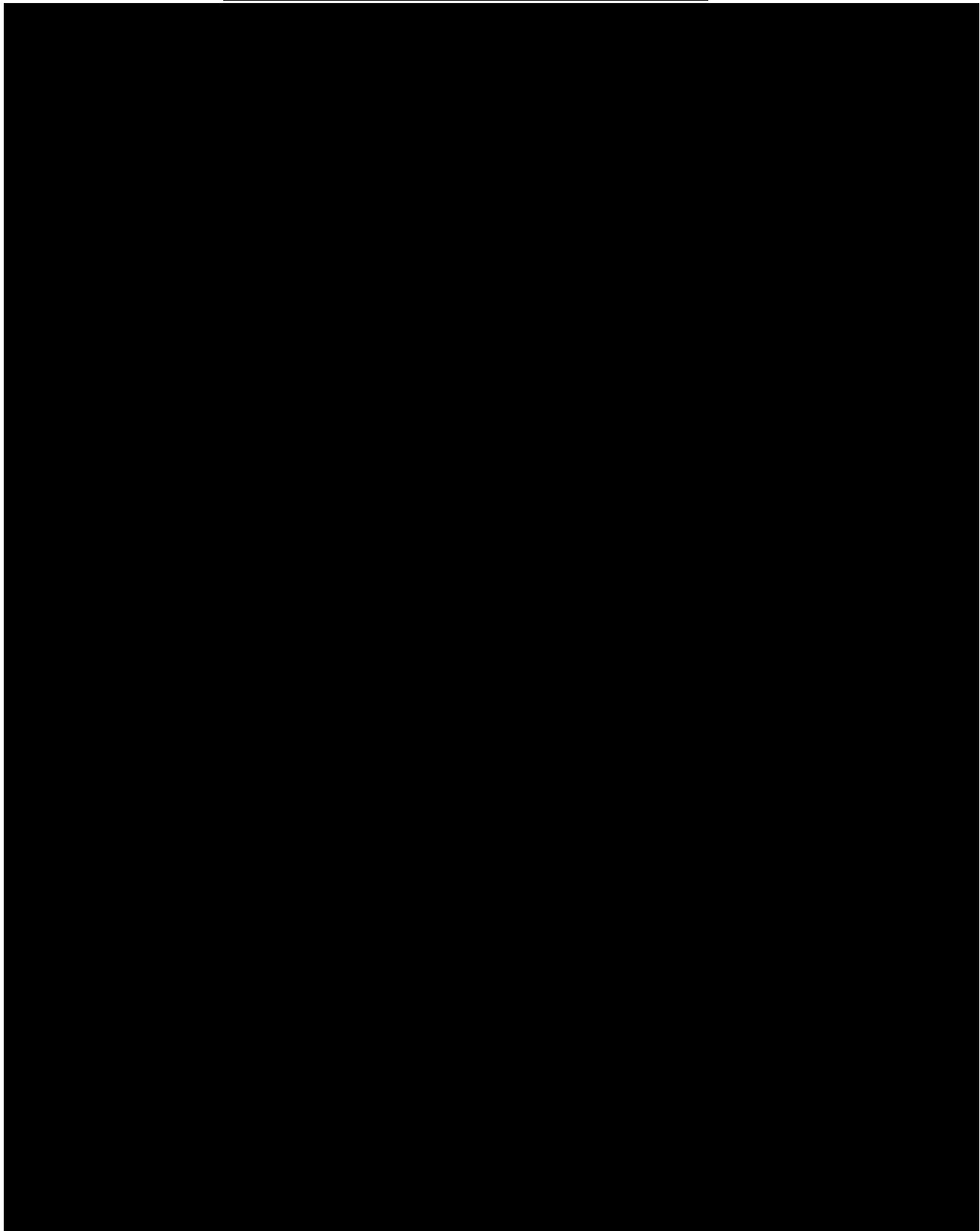




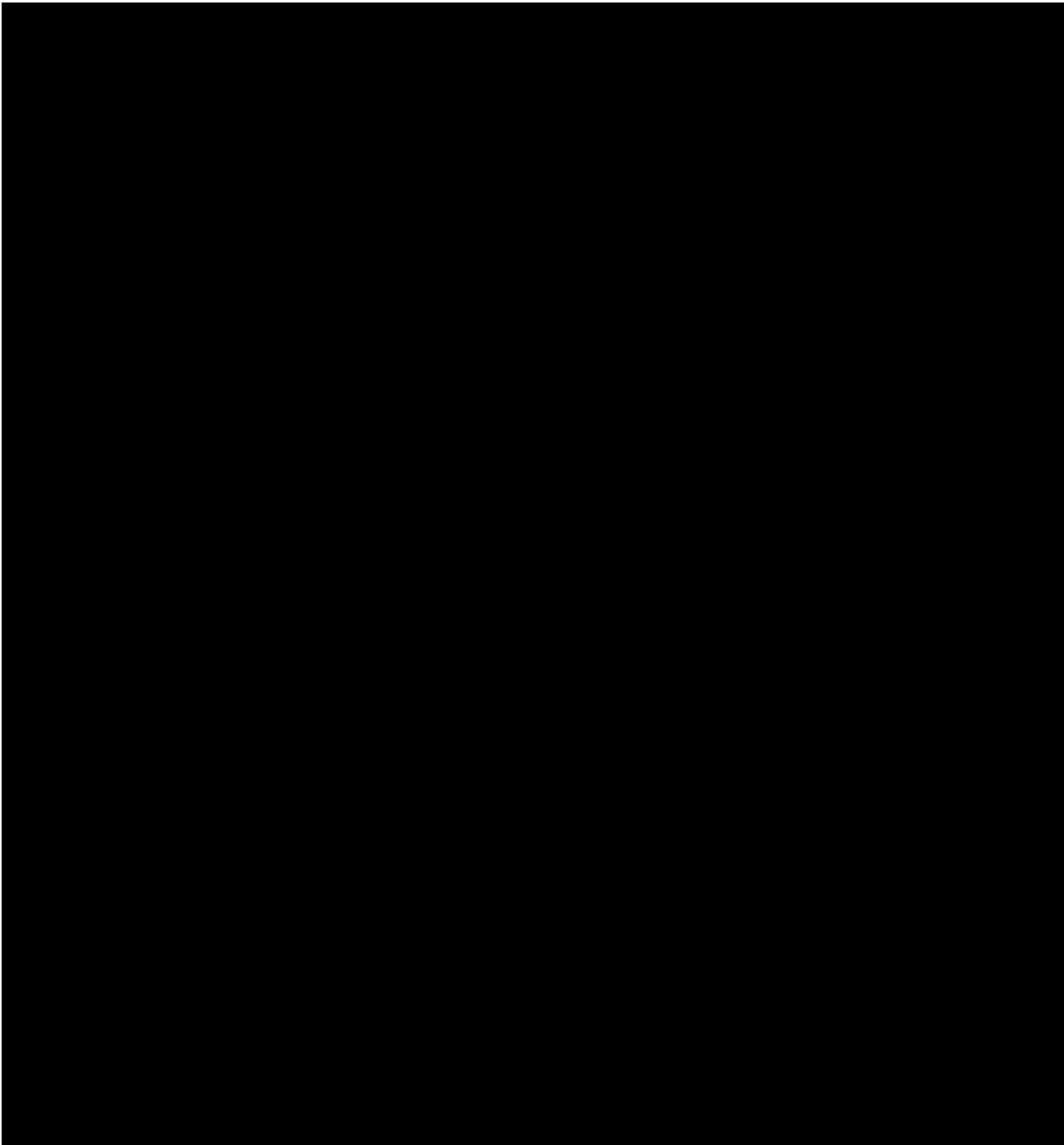
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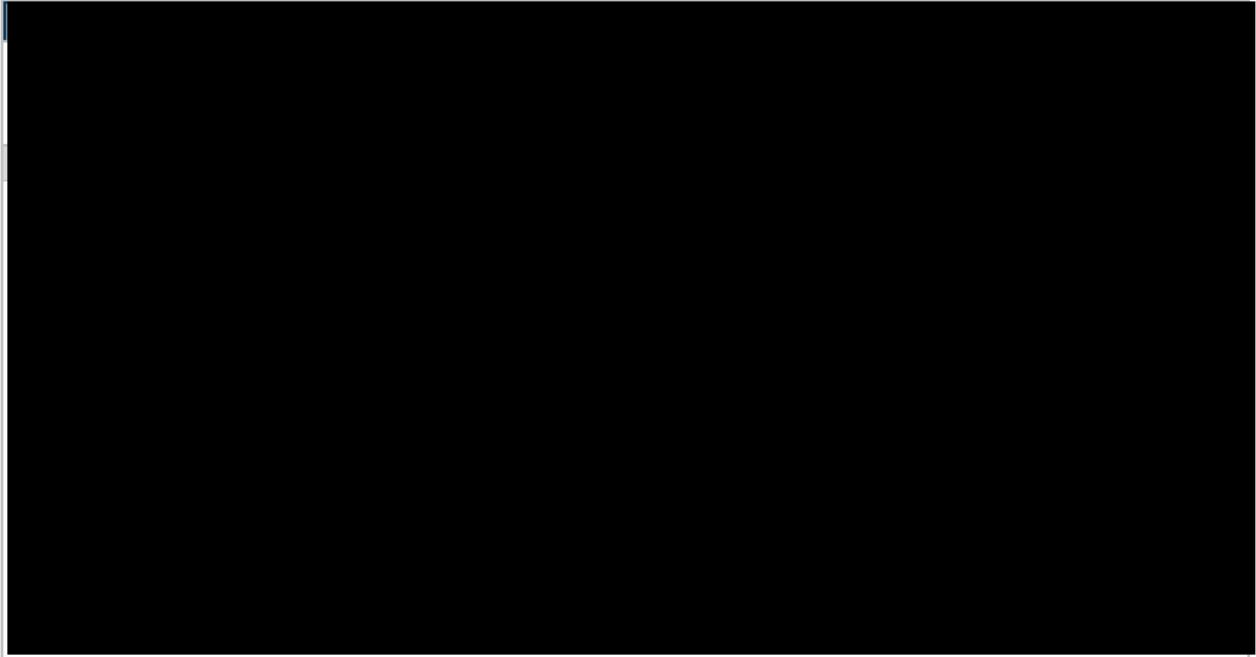


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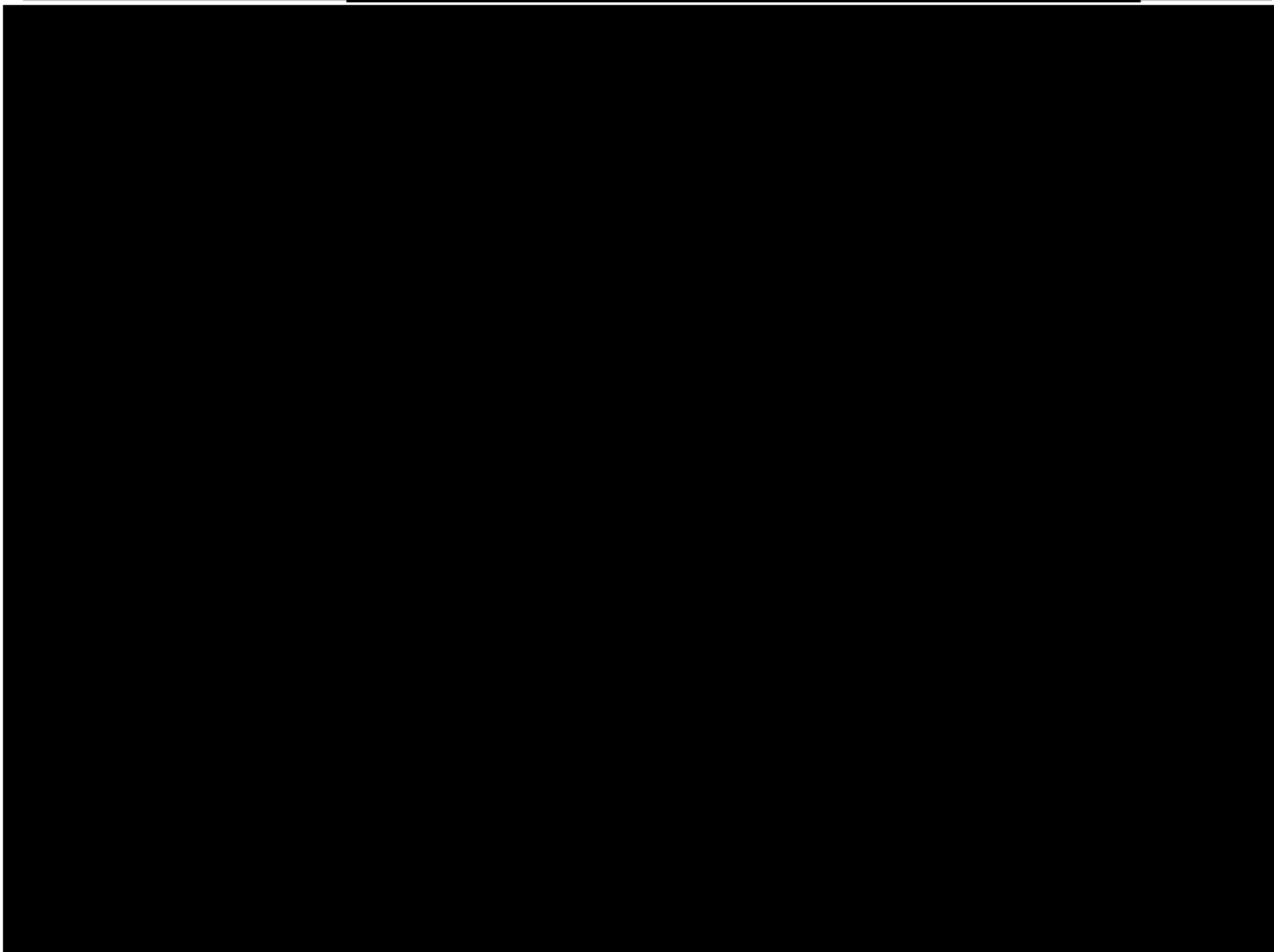


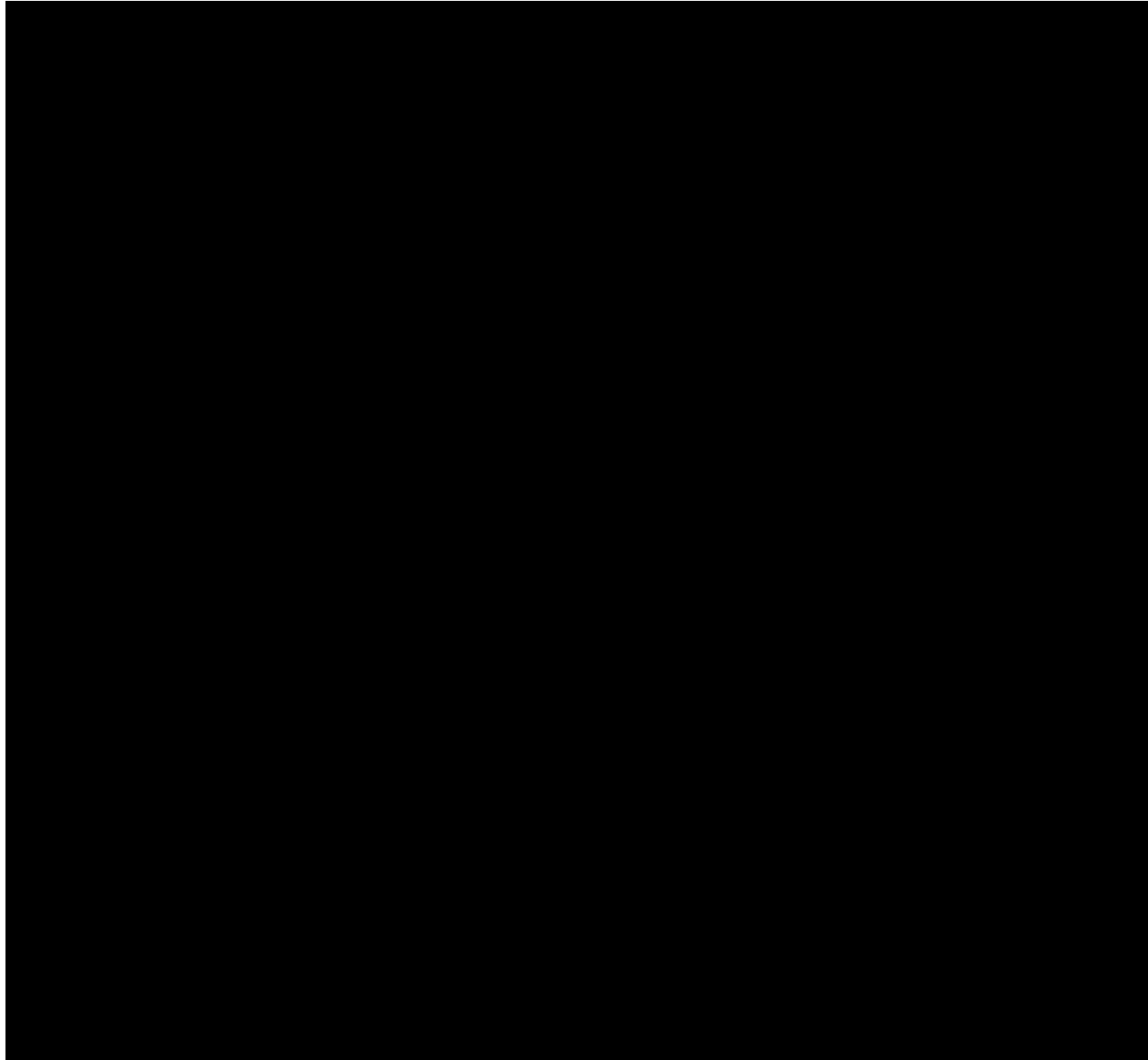
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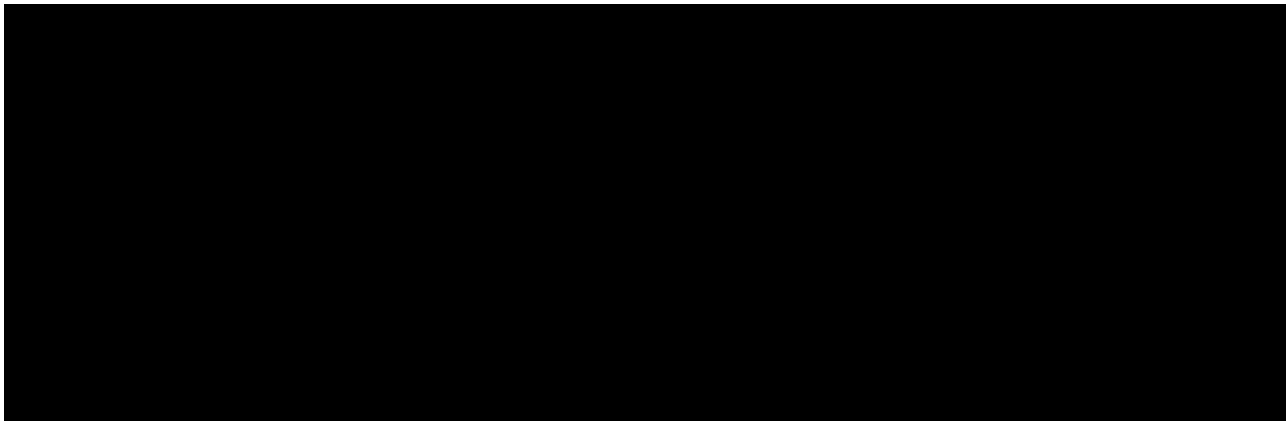


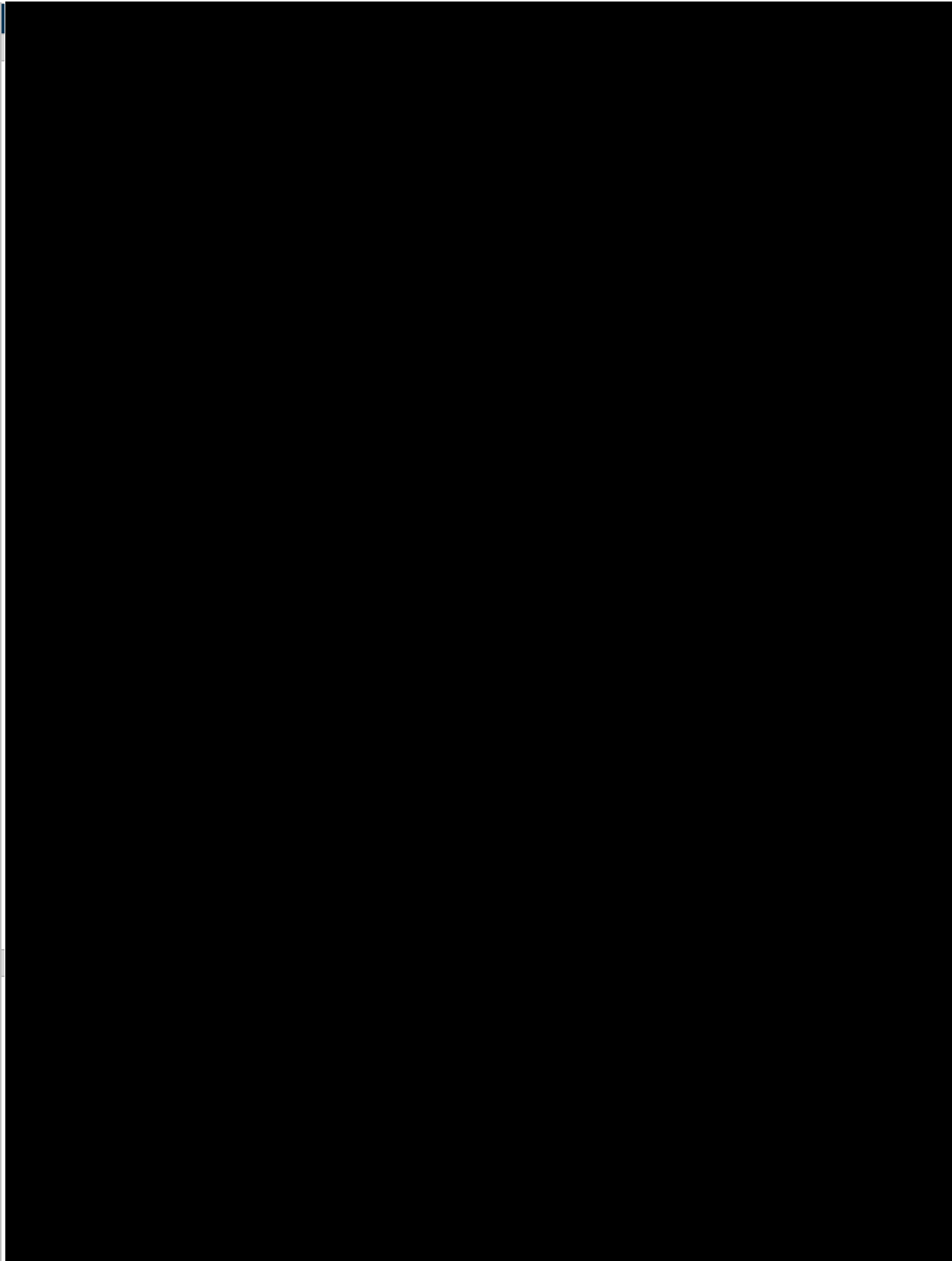
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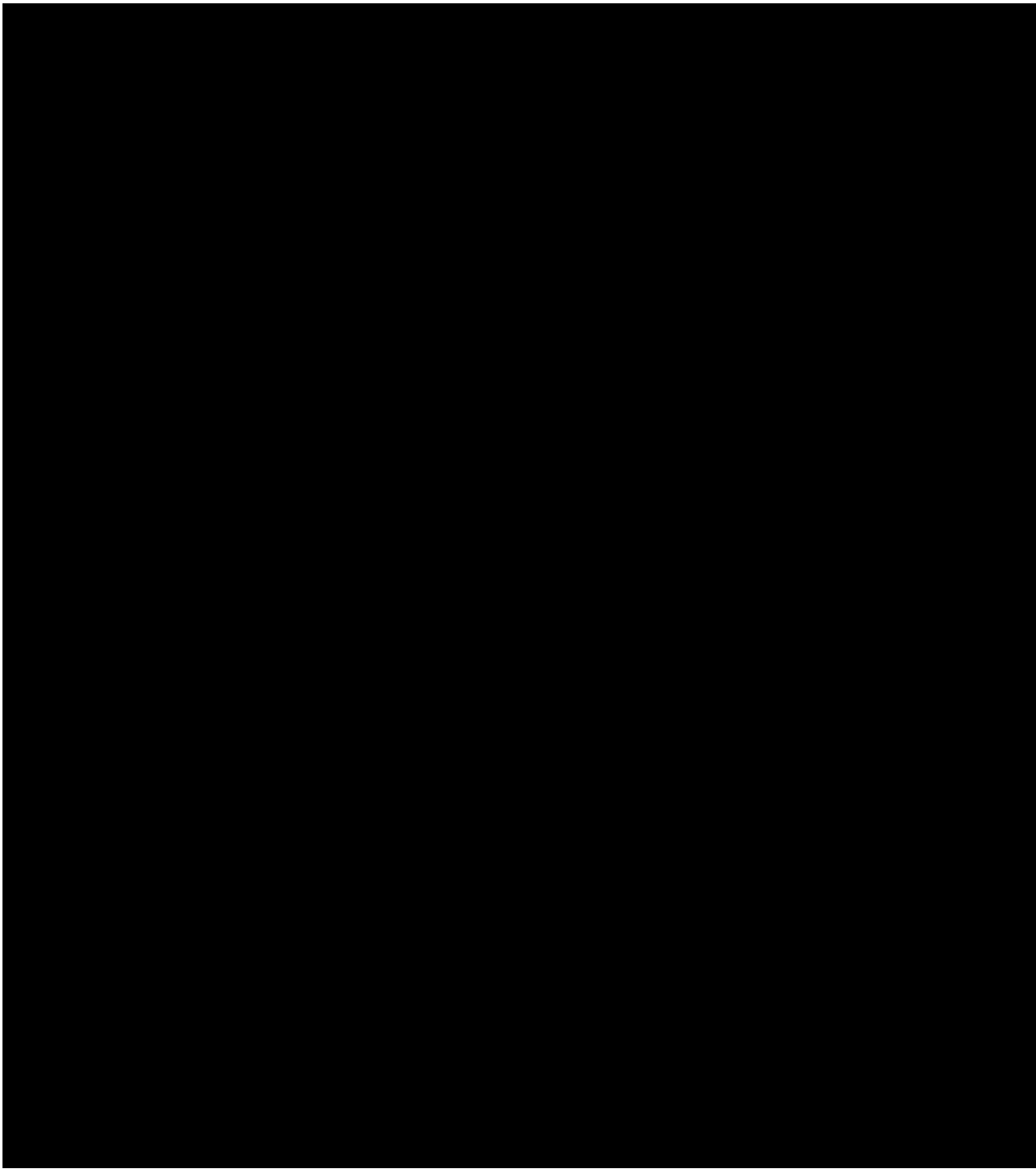


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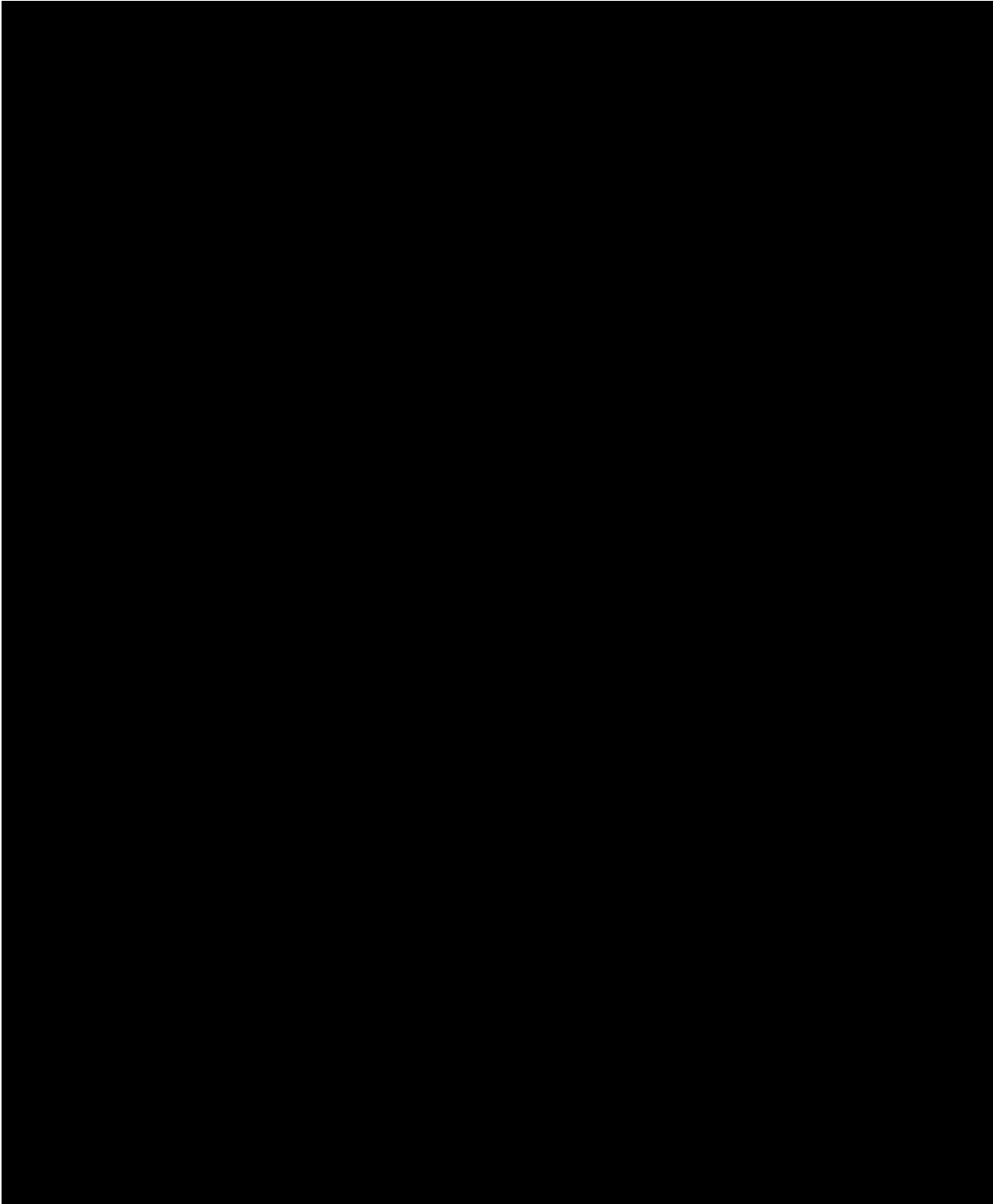




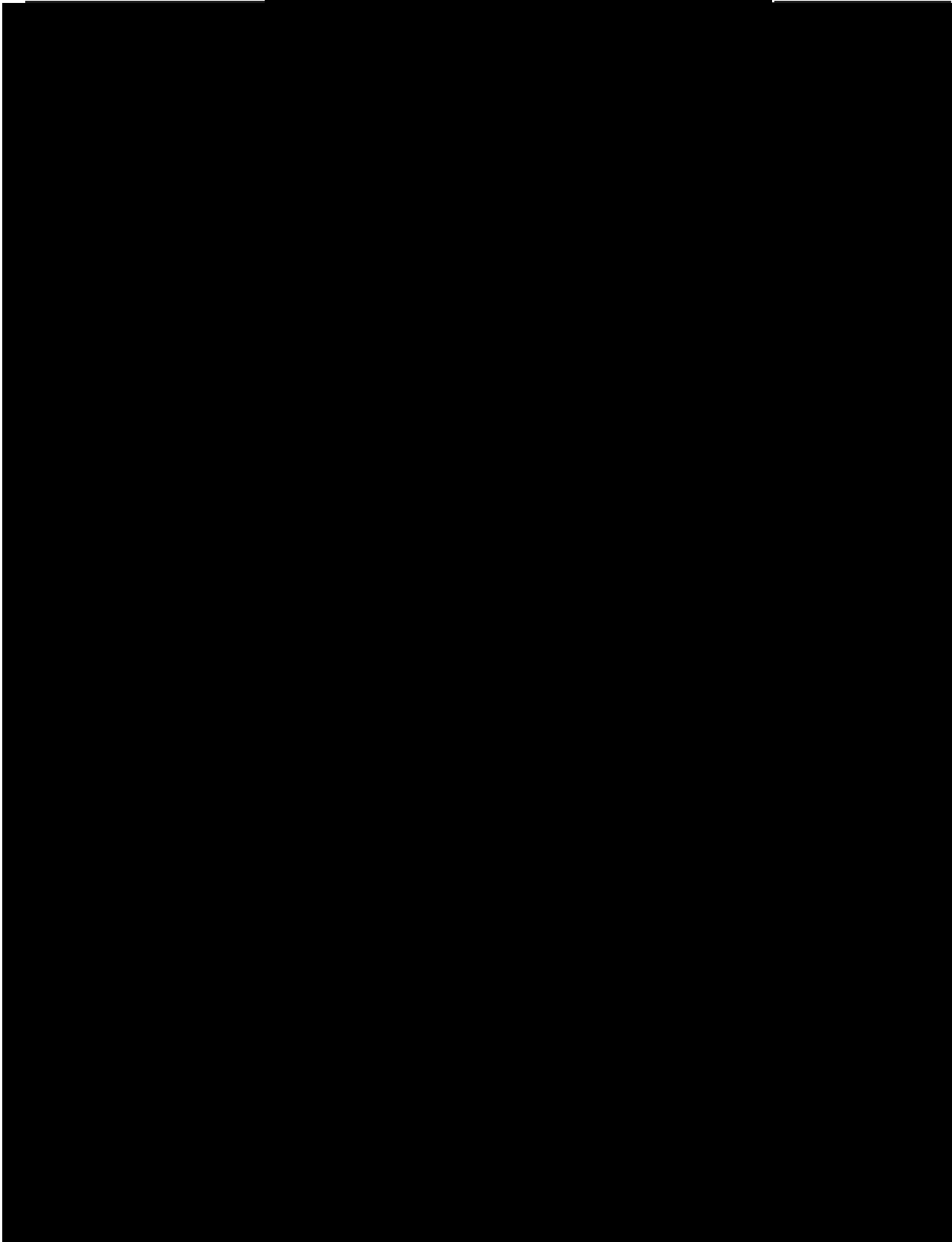
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6.13 Reference 13: 



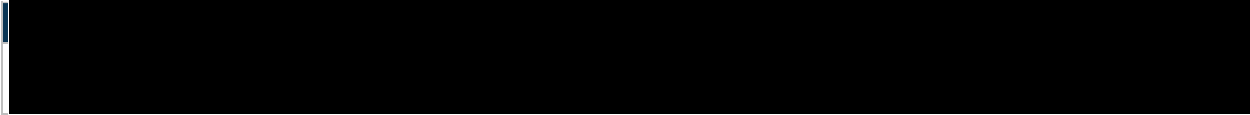
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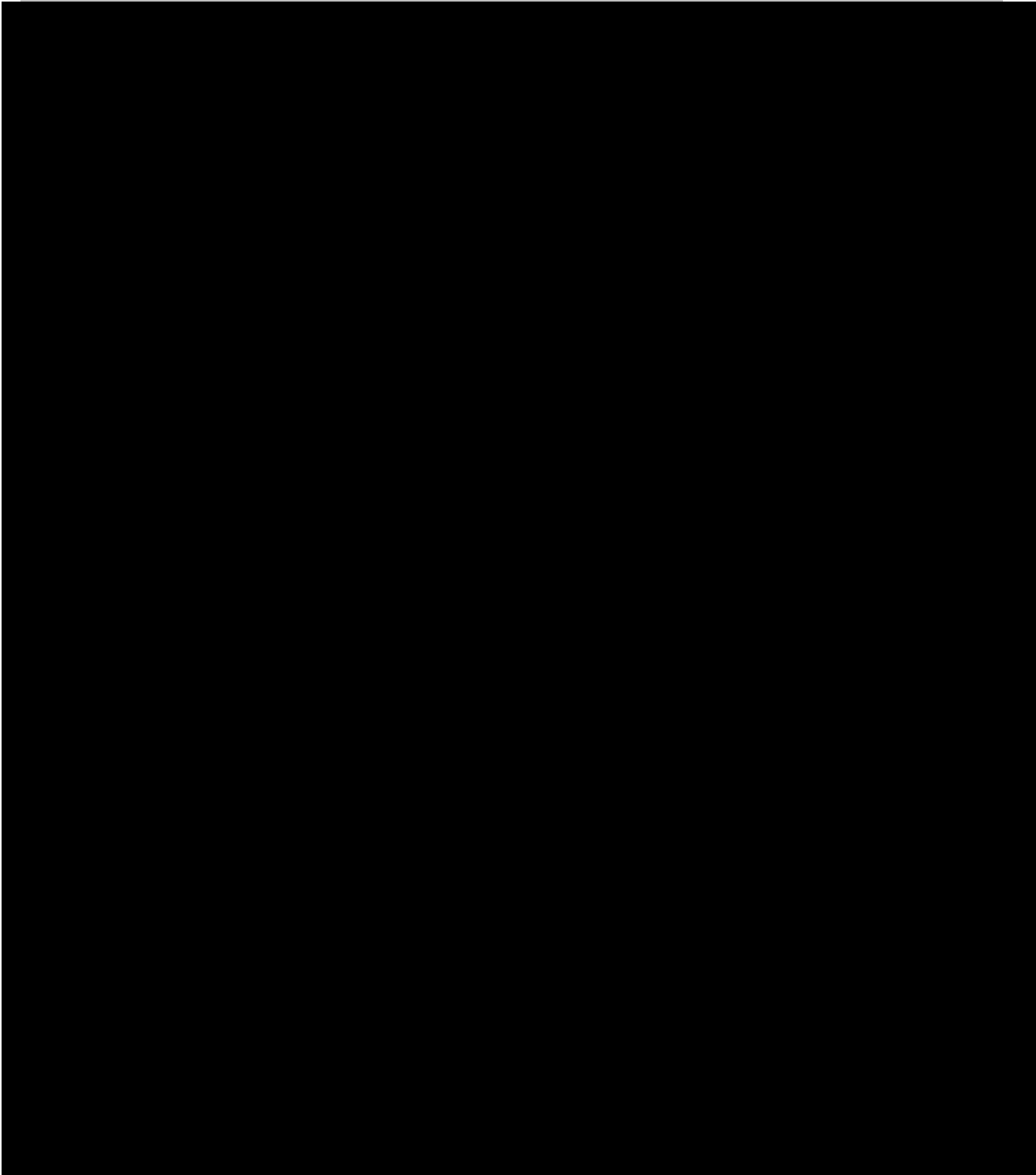


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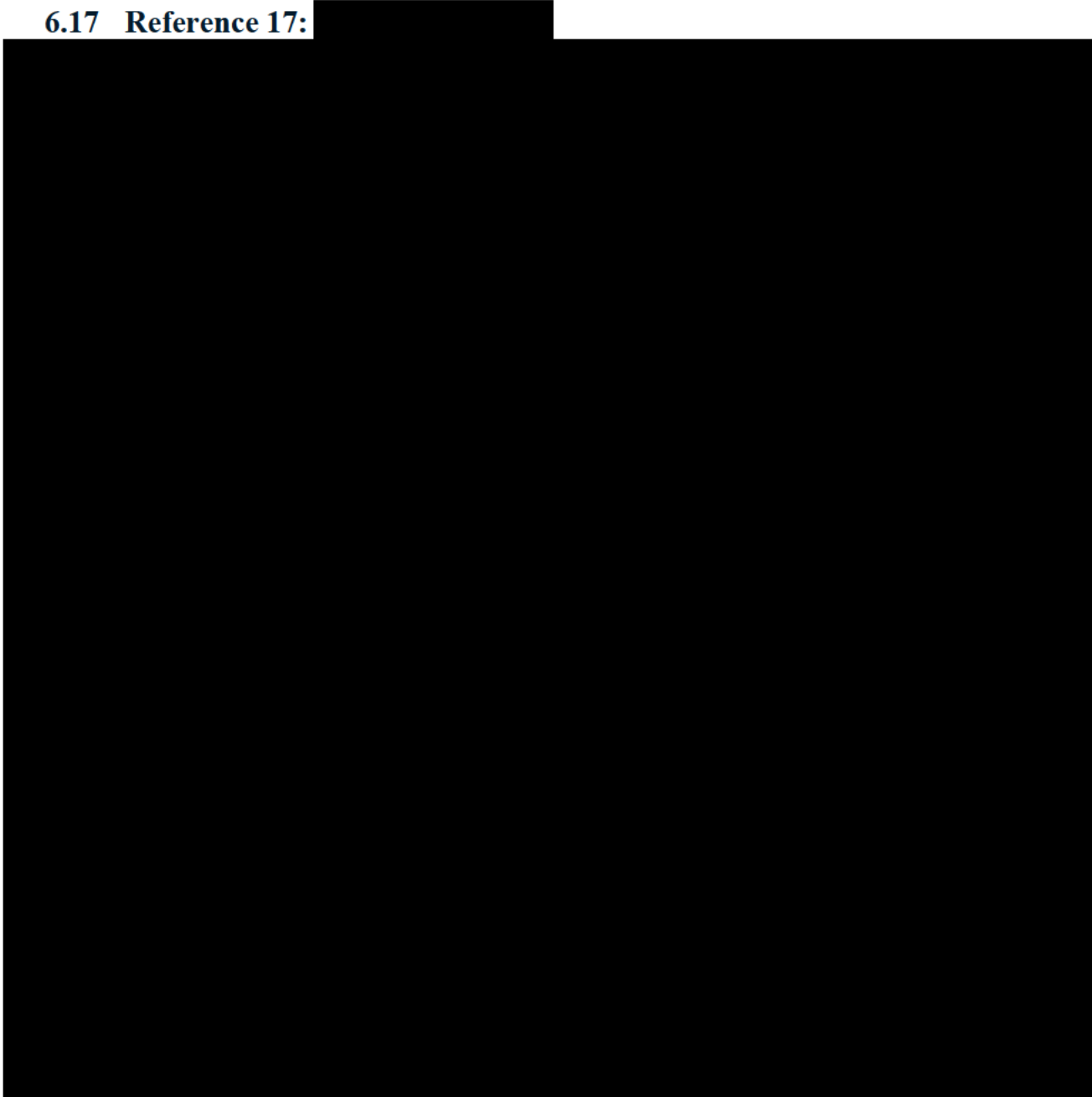


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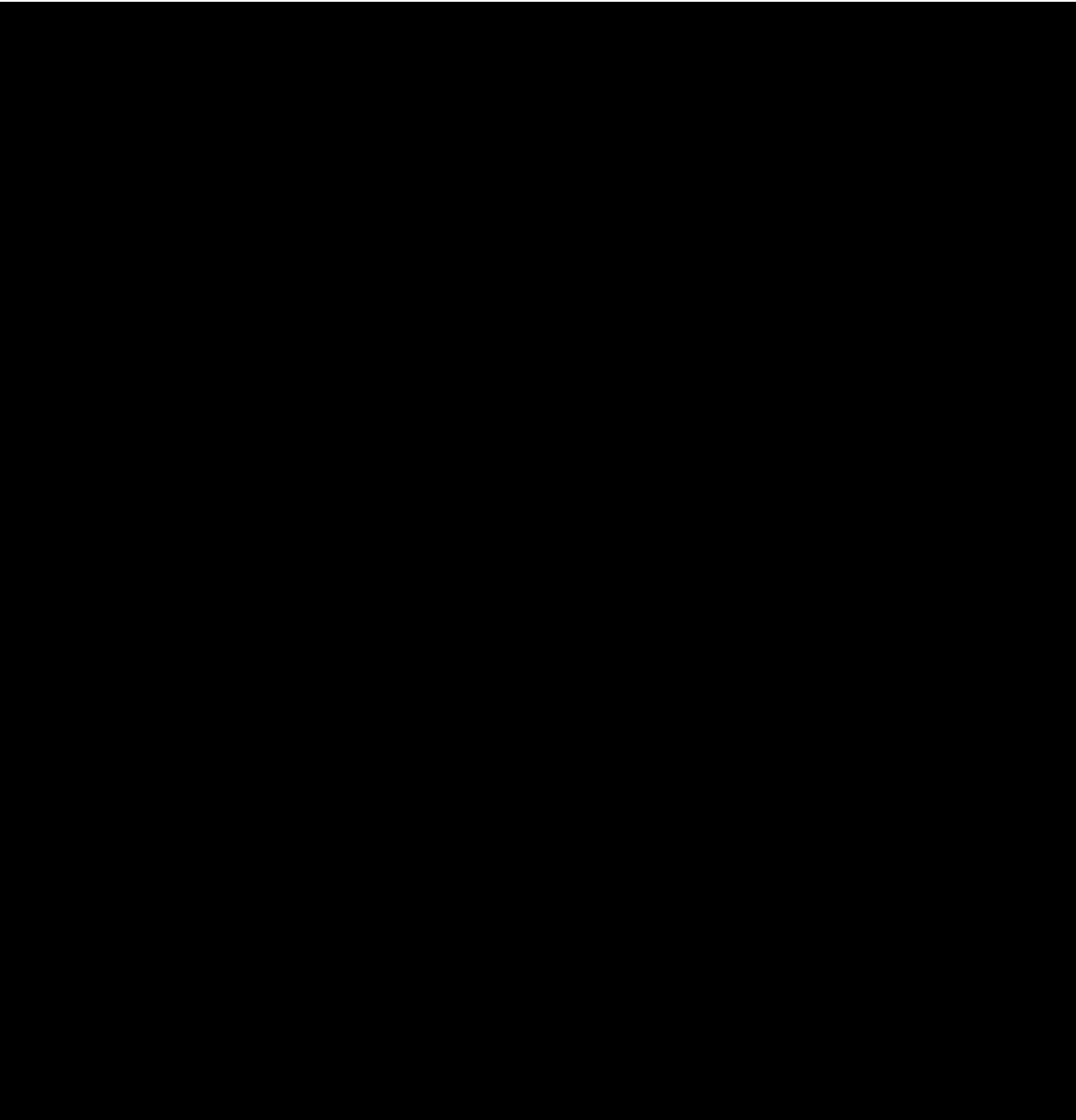


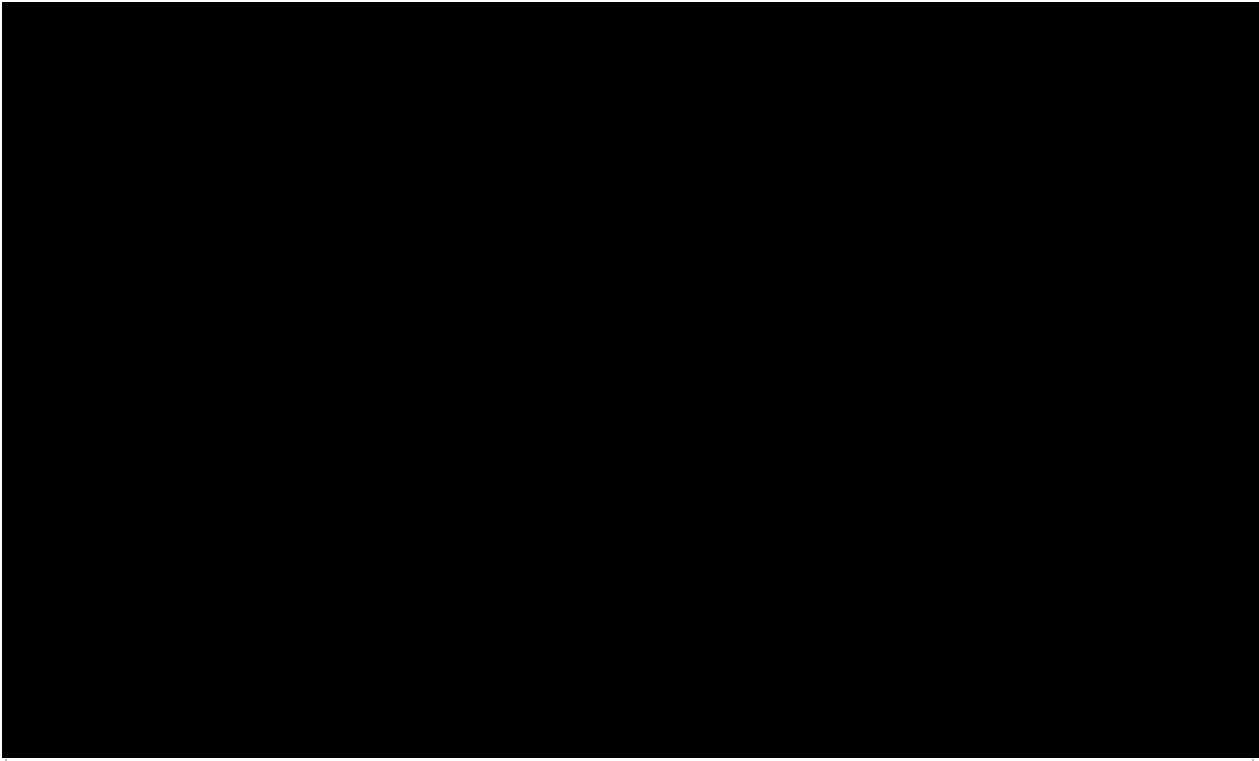


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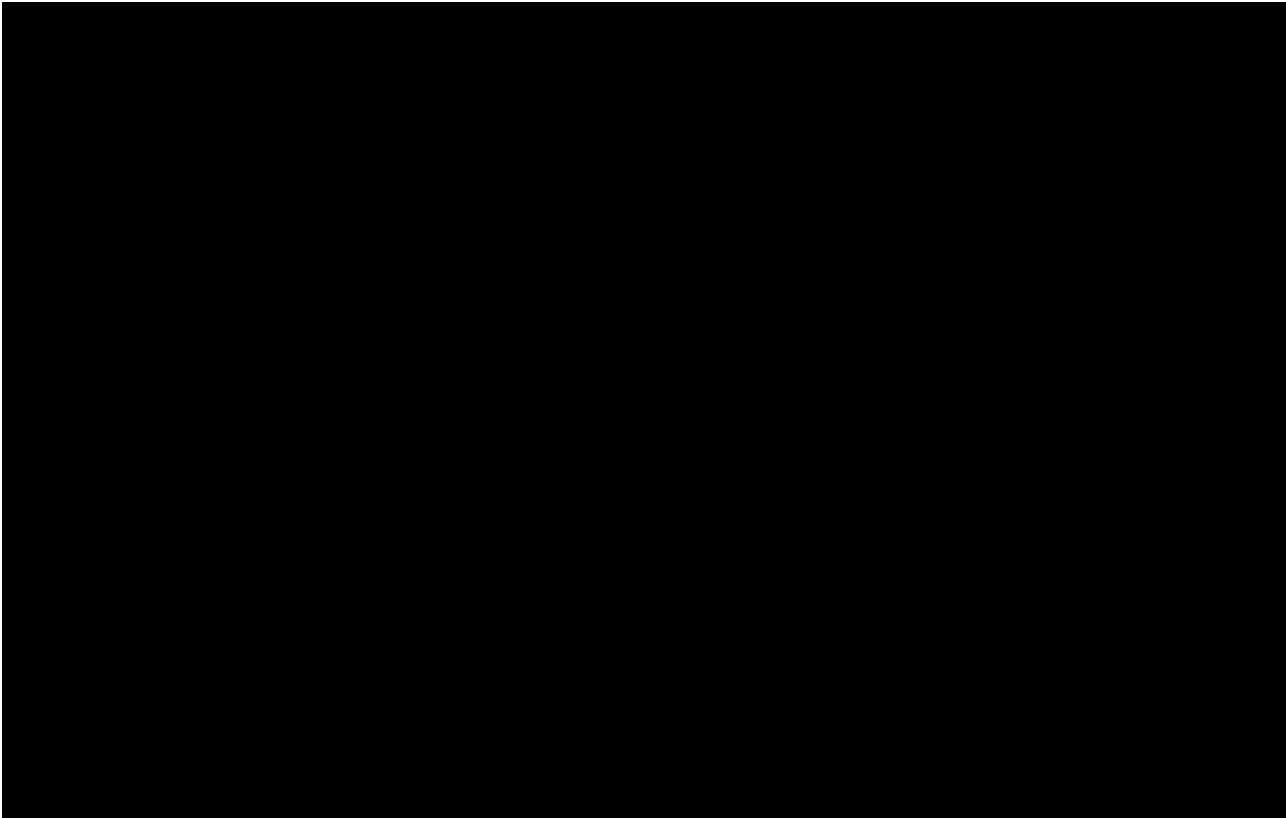


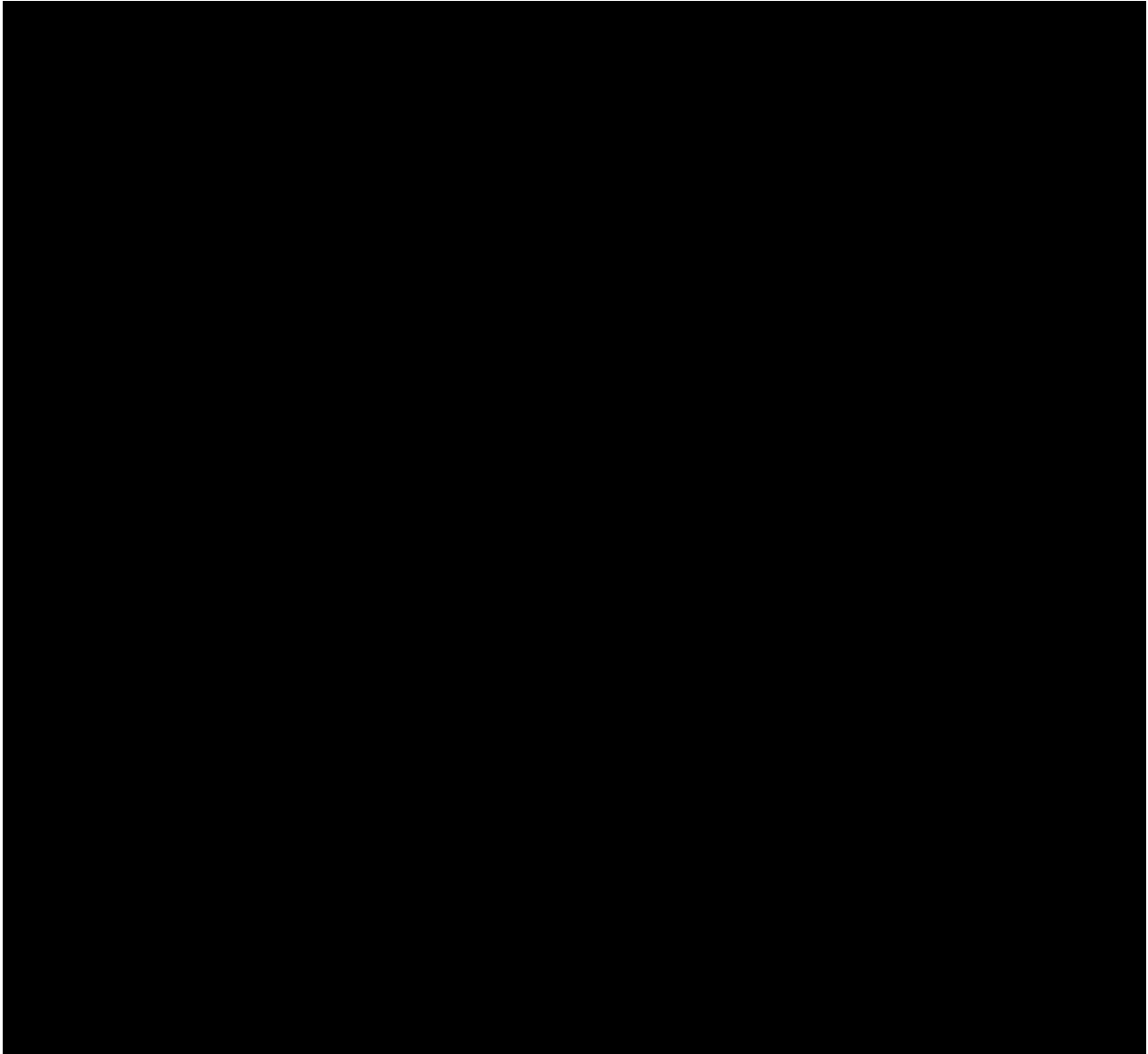
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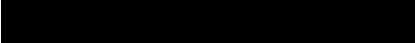


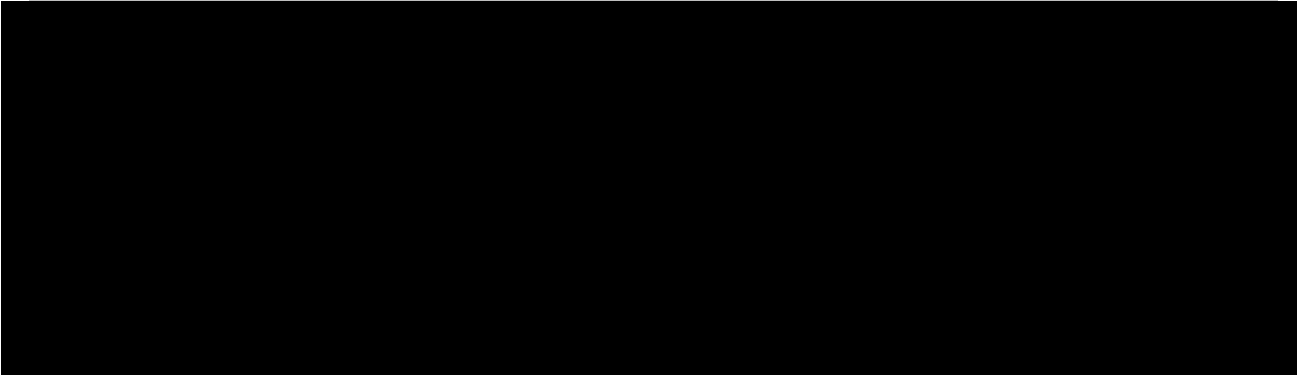


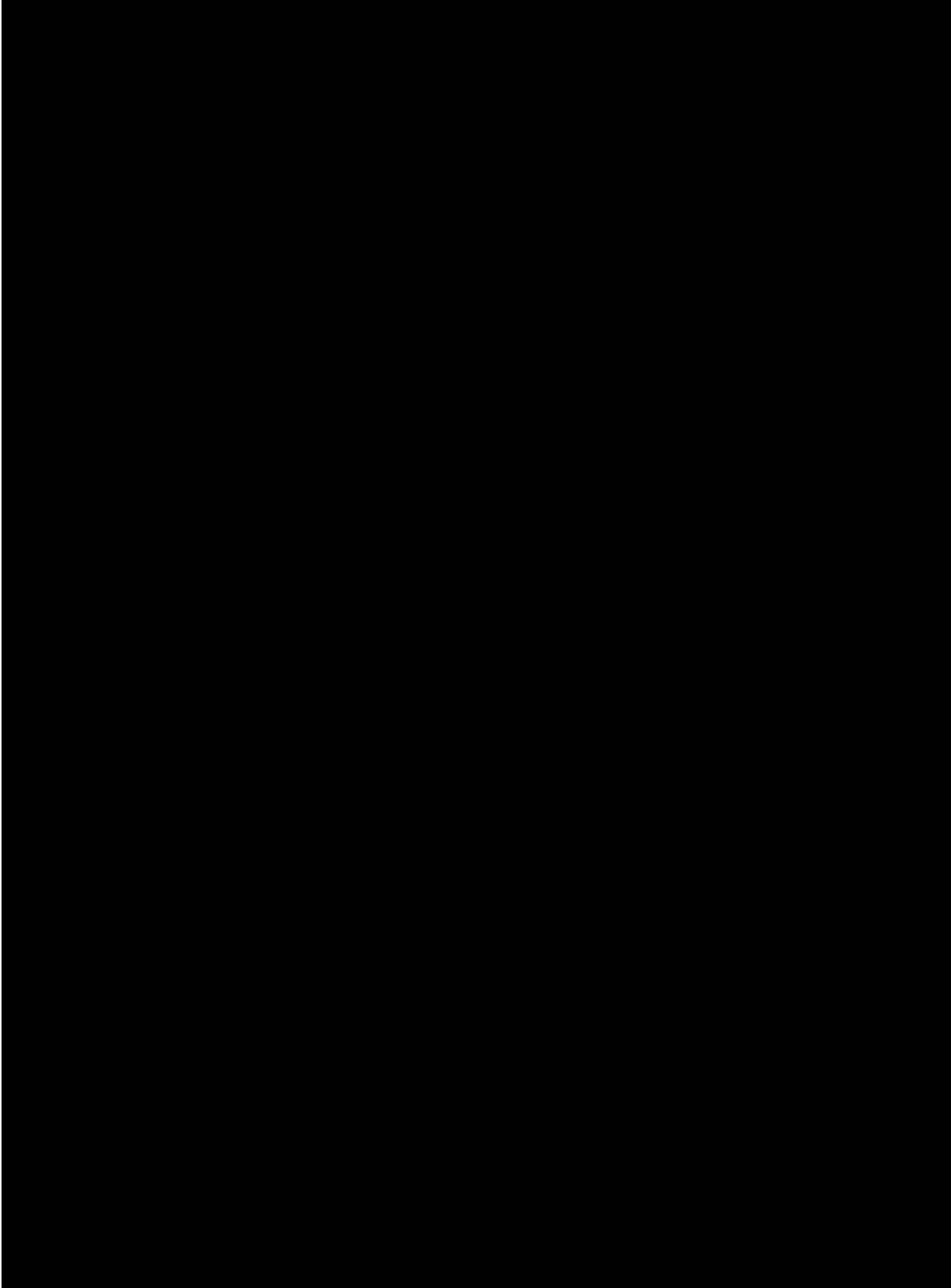
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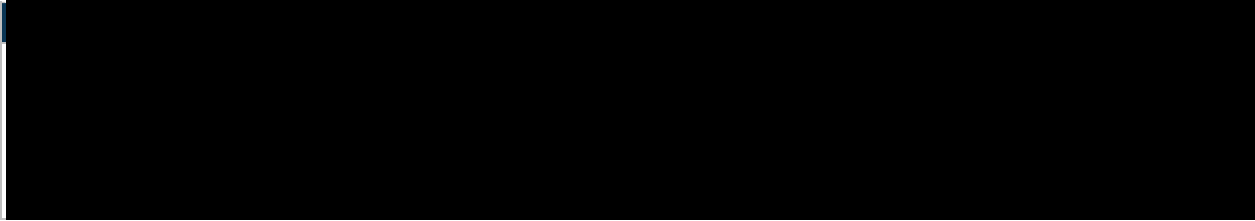




6.20 Reference 20: 







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Tab 7
Pricing

7.0 PRICING

Please refer to McKinsey & Company, Inc. Washington D.C. (“McKinsey”)’s Price Proposal for the full price list.

Tab 8
Value Added
Products and
Services

8.0 TAB 8 - VALUE ADDED PRODUCTS AND SERVICES

Today, public agencies are expected to perform under increasingly difficult conditions and higher expectations. To meet this challenge, public sector organizations must identify how to build the internal capabilities needed to improve their performance and health. Towards this, McKinsey helps public agencies develop the necessary individual, team and institutional capabilities to continue driving lasting change long after our engagements end. To enhance our client service, McKinsey provides value added products and services that are not included in the scope of this solicitation but documented below. We have identified the most relevant ones to illustrate our value and, while this list is not exhaustive, we will strive to work with the NCPA participating entities to bring to them the best of McKinsey services and offerings, in consultation with them, that we see appropriate to their context to maximize and accelerate impact. Over the last five years, McKinsey has conducted approximately [REDACTED] capability building engagements across a diverse set of industries and contexts including public sector clients globally on the local and national level, and more than half of the world's top 100 companies. For example, we helped a government agency define its training program for [REDACTED] new revenue agents and applied a capability building effort to prepare the agency for implementation.

In addition to our best-in-class consultants, our firm has internal knowledge teams who deliver the latest thinking and innovations, including the McKinsey Center for Government whose researchers help public sector leaders understand the practices that drive better management decisions, our content experts who bring expertise and experience on industry and functional topics, and our proprietary knowledge and tools which help our clients solve problems more efficiently and effectively. Additionally, McKinsey Global Institute (MGI) named the world's number one private sector think tank by the University of Pennsylvania's Lauder Institute in its 2018 Global Go To Think Tank Index report, is a tool that we bring to our clients. MGI's mission is to help leaders in the commercial, public, and social sectors develop a deeper understanding of the evolution of the global economy and to provide a fact-base that contributes to decision making on critical management and policy issues. Our most powerful value-adds discussed in greater detail below include the McKinsey Academy, our firm-wide commitment to diversity and inclusion, our dedicated approach to gold-standard customer service, and our deep expertise in technology solutions.

8.1 Marketing and Training

We built our distinctive training approaches from extensive research, [REDACTED] and the latest in academic study. Through this research, coupled with our deep experience in building the capabilities of both our clients and our own consultants, we have developed [REDACTED] core beliefs that shape all of our capability building engagements: [REDACTED]

Through our extensive proprietary research and experience, including investing more than [REDACTED] a year in internal training programs, McKinsey has developed a distinctive approach to building client capabilities, adapting operating systems and management processes to make new capabilities stick, and integrating new capabilities into the DNA of each public agency. With every engagement, our approach focuses on the "what," and "how" of achieving lasting impact. We believe success is effectively building internal skills to ensure scalability and sustainability. Our goal is "standing down" as our client's team "stands up." In other words, we work ourselves out of a job.

McKinsey Academy accelerates transformations by unlocking the potential of people through leadership development and capability building at scale. Developing talent is the foundation of McKinsey, and we are committed to sharing it with our clients. Our programs are designed to help clients with the human dimension of their most pressing strategic challenges including digital transformations, organizational transformations, continuous improvement, agile culture development, and growth. We meet the unique needs of our clients through

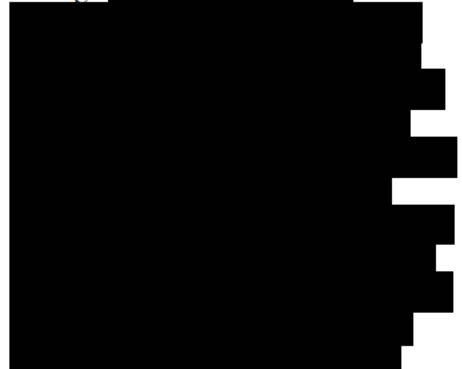


Exhibit 23: [Redacted]

[Redacted]. We work together with our clients to define their needs and where they are today, design the future state of their capabilities and the path to get there, create a learning experience that “sticks” utilizing our technology platforms and experiential learning centers, deliver seamless learning at scale, and ensure that these solutions are continuously creating impact that far outlasts our engagements. **Exhibit 23** [Redacted]

[Redacted]

An example of McKinsey Academy’s comprehensive training approach is our work with the [Redacted]

In terms our firm’s go-to-market approach and brand awareness, McKinsey is recognized by Vault as the top rated consulting firm, ranked #1 in North America. We actively participate in leading national and local industry forums and conferences that bring together public sector executives and industry leaders to understand public sector priorities, exchange ideas, host learning webinars, and share our latest research. Examples include the [Redacted]

[Redacted] to name just a few. Additionally, McKinsey has a robust online presence at <http://www.mckinsey.com> to share our latest offerings and expertise across industries and functions, including regularly updated ‘featured insights’ to spotlight research topics such as our COVID-19 Response Center, Future of Work, and Diversity and Inclusion.

We also have a social media presence across all major platforms to engage with our clients and community.

8.2 Minority and Women Business Enterprise (MWBE) and (HUB) Participation

For McKinsey, diversity and inclusion are critical to achieving our dual mission—to help our clients make substantial, lasting performance improvements and to build a firm that attracts, develops, excites, and retains exceptional people and partners. To get the best answers for our clients, we require people with varied perspectives and backgrounds who feel comfortable sharing their views. For this reason, diversity and inclusion, including supplier diversity, is built into our day-to-day operations. Wherever possible, our policy and practice is to source and procure goods and services from small, minority-owned, woman-owned, veteran owned, and other diverse businesses.

McKinsey builds mentorship, capacity building, and training into every engagement—not because a government or client formally requires it, but because we believe it is in the best interest of our clients and partners. This model is what sets McKinsey apart from other firms. McKinsey is measured by client and partner impact—meaning that as our clients and partners grow, thrive, and become more efficient, independent and self-sustaining, we are successful. Diversity and inclusion help to improve financial performance; win the war for talent; increase customer and employee satisfaction; advance decision making; and improve company image. As McKinsey teams mentor and work alongside each diverse partner during active engagements, these partners benefit from exposure to McKinsey’s proprietary technical tools, frameworks, research, and methodologies, developing the critical skills and capacity required for sustainability and scale. McKinsey also works hand in hand with diverse partners to assist them in positioning their companies for increased government and private sector opportunities to help them further diversify and strengthen their revenue streams.

In 2020, McKinsey announced ten specific actions our firm is pursuing in support of racial justice and equity by committing more to our current programs and adding new initiatives to expand our efforts. These actions include doubling our spending with diverse suppliers over the next three years, doubling our Black leadership and hiring of Black colleagues in our firm over the next four years, making available to our clients at no cost a dedicated virtual leadership program to support rising Black executives, founding a Black economic institute (building upon the McKinsey Global Institute) to enable our clients to advance Black economic empowerment and racial equity in the US and beyond, contributing to the launching of new programs in the US to train and place Black learners in small and medium-sized Black-owned businesses, and committing ██████ over the next 10 years in pro bono work globally to advance racial equity and economic empowerment among Black communities.

To drive real change for our clients in the areas of diversity and inclusion, McKinsey advises, coaches, and trains companies across the globe on best practices, process improvement, and policies required to address a wide variety of topics, including diversity and inclusion and supplier diversity. Our research illustrates that companies with poor gender and non-gender diversity are more likely to underperform financially relative to peers. In fact, to better serve our clients, McKinsey formally established a Diversity & Inclusion Service Line, and invests significant time and energy into the training and development of our clients and partners in the areas of diversity and inclusion.

McKinsey works with a wide network of external partners, including certified minority and woman-owned business enterprises (M/WBEs) and small disabled veteran owned businesses (SDVOBs). As needed, we draw upon our network of M/WBEs, SDVOBs, and other partners to address specific client objectives. Our service model ensures that our clients always have a McKinsey point of contact available to address any issues that may arise, no matter what the source. To manage our partners effectively, we have two levels of review. First, every week we meet with all working staff to share information, guide problem solving, challenge progress and hypotheses, identify and resolve potential issues, align schedules, and ensure that all activities focus on positive impact for our public agency clients. Second,

every month we use sophisticated performance management tools to review and improve both the quality of client service and the performance of partner firms and individual consultants. In our reviews, we address changes in the demands of the project or changes in the legal, political and budgetary environments, so that we can make any mid-course adjustments and changes to staff or to the work plan.

8.3 Customer Service

McKinsey is governed as a global partnership, and as such, responsible only to its clients. A hallmark of McKinsey's consulting approach is the intense involvement of our partners with clients on every engagement. As a result, each partner takes responsibility for reviewing the quality of all deliverables we produce in an engagement. McKinsey partners have deep experience and expertise in the engagements they lead, which gives them the ability to structure problem solving, detect anomalies in any results, and help the client and team consider how various solutions will likely work in practice. At a minimum, management check-ins are done twice a week via scheduled team problem solving sessions and additional check-ins happen throughout the week based on team and client needs.

Consistent with our business philosophy of offering high quality deliverables to our clients, we have developed a management approach that promotes on time deliverables and minimizes the risks to our clients. Elements of the management approach that informs our project plan and significantly differ from other firms include the following:

- Heavy leadership involvement in all engagement teams with a partner to consultant ratio of at least [REDACTED]
- Close collaboration between McKinsey and client stakeholders during project design and execution to ensure we meet client objectives and needs
- Proven approaches and methodologies including fact-based problem solving and use of McKinsey's proprietary research and tools
- Regular performance reviews to track progress vs. project plan, with flexibility to change course as needed
- Issue management using a formal risk review that considers the likelihood and potential impact of identified risks and propose mitigation strategies
- Staffing that provides deep functional knowledge and brings team members with extensive experience working with complex organizations

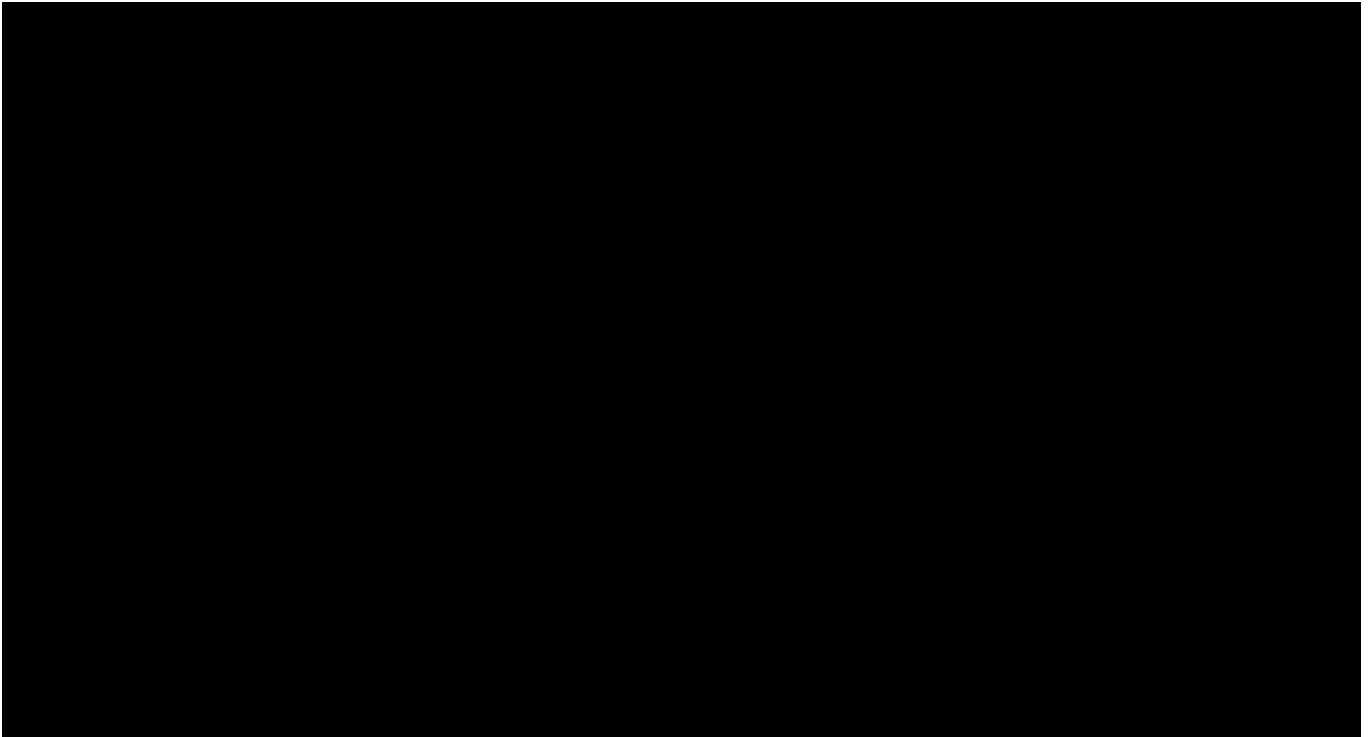
McKinsey's global group of research and information specialists are available around the clock to answer questions about issues (e.g., best practices, important trends) and to help the team quickly find the best and latest data and reports to inform our work. For example, our North American Analytics Hub is home to [REDACTED] analytics and knowledge professionals and is home to [REDACTED] analytics-based capabilities.

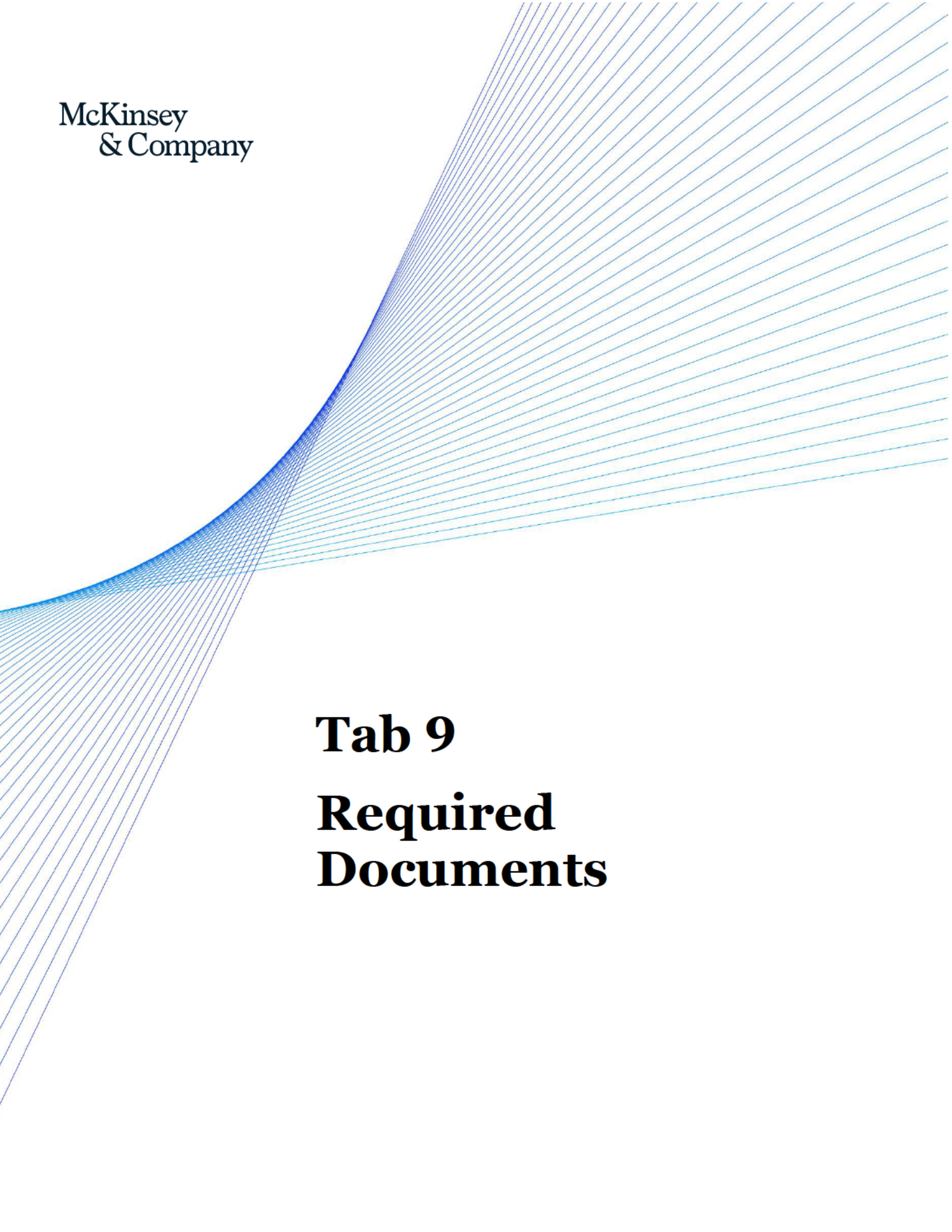
Our clients also benefit from McKinsey's dedicated support-staff with expertise in graphic design, communications, analytics, finance, IT, legal, risk management, copy editing, administrative support, document production, and human resources. This 'team behind the team' supports engagements across industries, functions, and sectors and typically represents multiple additional resources on a project, amplifying the productivity of our client and increasing our speed of execution.

8.4 Technology for Supporting the Program

McKinsey is a leading voice in digital transformations and implementations. We harness the power of technologies, digital and advanced analytics to reshape industries, public agencies, and broader society. By combining the latest digital innovations with deep industry and functional expertise, we help clients address the cross-disciplinary levers required to drive real, sustained performance in a rapidly changing world. Our range of services designed to capture the full value of digital transformation include digital strategy, automation, digital business building, analytics at scale, modernizing core technology, experience design, digital marketing, and digitizing end-to-end operations, among others. Our integrated suite of digital and classic consulting capabilities includes access to our world-class cross-disciplinary

experts (e.g., engineers, analytics, data science, design), often augmented by best-in-market partners. We are platform agnostic and not a reseller of technology or staff augmentation services. We are intently focused on client impact and take a fully independent view, working in each client's unique technology environment. In addition to our leading expertise in cloud engineering, digital infrastructure and security, technology strategy and management, and the Internet of Things (IoT), we have invested in the full spectrum of AI capabilities and technologies including machine learning, natural language processing, computer vision, virtual agents, and robotics, among others. Our impact with clients hinge on bringing the best cross-functional team to bear and working collaboratively with our client's teams. Attached below is a quick preview of some of the skills we bring to our teams:



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Tab 9
Required
Documents


9.0 TAB 9 – REQUIRED DOCUMENTS

9.1 Clean Air and Water Act / Debarment Notice

Clean Air and Water Act & Debarment Notice

I, the Vendor, am in compliance with all applicable standards, orders or regulations issued pursuant to the Clean Air Act of 1970, as Amended (42 U.S. C. 1857 (h), Section 508 of the Clean Water Act, as amended (33 U.S.C. 1368), Executive Order 117389 and Environmental Protection Agency Regulation, 40 CFR Part 15 as required under OMB Circular A-102, Attachment O, Paragraph 14 (1) regarding reporting violations to the grantor agency and to the United States Environment Protection Agency Assistant Administrator for the Enforcement.

I hereby further certify that my company has not been debarred, suspended or otherwise ineligible for participation in Federal Assistance programs under Executive Order 12549, "Debarment and Suspension", as described in the Federal Register and Rules and Regulations

Potential Vendor	McKinsey & Company, Inc. Washington D.C.
Print Name	Kirk Rieckhoff
Address	1200 19th Street NW Suite 1100
City, State, Zip	Washington DC 20036
Authorized signature	
Date	11/19/2020

9.2 Contractors Requirements

Contractor Requirements

Contractor Certification

Contractor's Employment Eligibility

By entering the contract, Contractor warrants compliance with the Federal Immigration and Nationality Act (FINA), and all other federal and state immigration laws and regulations. The Contractor further warrants that it is in compliance with the various state statues of the states it is will operate this contract in.

Participating Government Entities including School Districts may request verification of compliance from any Contractor or subcontractor performing work under this Contract. These Entities reserve the right to confirm compliance in accordance with applicable laws.

Should the Participating Entities suspect or find that the Contractor or any of its subcontractors are not in compliance, they may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

The offeror complies and maintains compliance with the appropriate statutes which requires compliance with federal immigration laws by State employers, State contractors and State subcontractors in accordance with the E-Verify Employee Eligibility Verification Program.

Contractor shall comply with governing board policy of the NCPA Participating entities in which work is being performed

Fingerprint & Background Checks

If required to provide services on school district property at least five (5) times during a month, contractor shall submit a full set of fingerprints to the school district if requested of each person or employee who may provide such service. Alternately, the school district may fingerprint those persons or employees. An exception to this requirement may be made as authorized in Governing Board policy. The district shall conduct a fingerprint check in accordance with the appropriate state and federal laws of all contractors, subcontractors or vendors and their employees for which fingerprints are submitted to the district. Contractor, subcontractors, vendors and their employees shall not provide services on school district properties until authorized by the District.

The offeror shall comply with fingerprinting requirements in accordance with appropriate statutes in the state in which the work is being performed unless otherwise exempted.


Contractor shall comply with governing board policy in the school district or Participating Entity in which work is being performed

Business Operations in Sudan, Iran

In accordance with A.R.S. 35-391 and A.R.S. 35-393, the Contractor hereby certifies that the contractor does not have scrutinized business operations in Sudan and/or Iran.

Authorized signature

Date



11/19/2020

9.3 Antitrust Certification Statements

Antitrust Certification Statements (Tex. Government Code § 2155.005)

I affirm under penalty of perjury of the laws of the State of Texas that:

- (1) I am duly authorized to execute this contract on my own behalf or on behalf of the company, corporation, firm, partnership or individual (Company) listed below;
- (2) In connection with this bid, neither I nor any representative of the Company has violated any provision of the Texas Free Enterprise and Antitrust Act, Tex. Bus. & Comm. Code Chapter 15;
- (3) In connection with this bid, neither I nor any representative of the Company has violated any federal antitrust law; and
- (4) Neither I nor any representative of the Company has directly or indirectly communicated any of the contents of this bid to a competitor of the Company or any other company, corporation, firm, partnership or individual engaged in the same line of business as the Company.

Company name	McKinsey & Company, Inc. Washington D.C.
Address	1200 19th Street NW Suite 1100
City/State/Zip	Washington DC 20036
Telephone No.	[REDACTED]
Fax No.	202 662 3175
Email address	[REDACTED]@mckinsey.com
Printed name	Kirk Rieckhoff
Position with company	Senior Partner
Authorized signature	[REDACTED]

9.4 Certificates of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
06/30/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA INC. 501 MERRITT 7 NORWALK, CT 06855-5010 Attn: Norwalk.certrequest@marsh.com / Fax :203-229-6511	CONTACT NAME _____	
	PHONE (A/C No. Ext): _____	FAX (A/C No.): _____
E-MAIL ADDRESS: _____		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Federal Insurance Company		20281
INSURER B : National Union Fire Ins Co. of Pittsburgh PA		19445
INSURER C : Sampo America Fire & Marine Insurance Company		38997
INSURER D : N/A		N/A
INSURER E : _____		
INSURER F : _____		

CN102965230-STND-GAWU-20-21

COVERAGES **CERTIFICATE NUMBER:** NYC-010326546-04 **REVISION NUMBER:** 3

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO. JECT <input checked="" type="checkbox"/> LOC OTHER: _____				07/01/2020	07/01/2021	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG
A	AUTOMOBILE LIABILITY ANY AUTO <input checked="" type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY				07/01/2020	07/01/2021	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident) Comp/Col Ded (Hired)
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED: <input checked="" type="checkbox"/> RETENTION \$ 25,000				07/01/2020	07/01/2021	EACH OCCURRENCE AGGREGATE
C	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A		07/01/2020	07/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT E.L. DISEASE - EA EMPLOYEE E.L. DISEASE - POLICY LIMIT

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
EVIDENCE OF COVERAGE

CERTIFICATE HOLDER McKinsey & Company, Inc. 711 Third Avenue, 4th Floor New York, NY 10017	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE of Marsh USA Inc. Wayne Hoffmann
------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

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ACORD 25 (2016/03)

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9.5 Required Clauses for Federal Funds Certifications

Required Clauses for Federal Funds Certifications

Participating Agencies may elect to use federal funds to purchase under the Master Agreement. The following certifications and provisions may be required and apply when a Participating Agency expends federal funds for any purchase resulting from this procurement process. Pursuant to 2 C.F.R. § 200.326, all contracts, including small purchases, awarded by the Participating Agency and the Participating Agency's subcontractors shall contain the procurement provisions of Appendix II to Part 200, as applicable.

APPENDIX II TO 2 CFR PART 200

(A) Contracts for more than the simplified acquisition threshold currently set at \$150,000, which is the inflation adjusted amount determined by the Civilian Agency Acquisition Council and the Defense Acquisition Regulations Council (Councils) as authorized by 41 U.S.C. 1908, must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms, and provide for such sanctions and penalties as appropriate.

(B) Termination for cause and for convenience by the grantee or subgrantee including the manner by which it will be effected and the basis for settlement. (All contracts in excess of \$10,000)

(C) Equal Employment Opportunity. Except as otherwise provided under 41 CFR Part 60, all contracts that meet the definition of "federally assisted construction contract" in 41 CFR Part 60-1.3 must include the equal opportunity clause provided under 41 CFR 60-1.4(b), in accordance with Executive Order 11246, "Equal Employment Opportunity" (30 CFR 12319, 12935, 3 CFR Part, 1964-1965 Comp., p. 339), as amended by Executive Order 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," and implementing regulations at 41 CFR part 60, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor."

Pursuant to Federal Rule (C) above, when a Participating Agency expends federal funds on any federally assisted construction contract, the equal opportunity clause is incorporated by reference herein.

(D) Davis-Bacon Act, as amended (40 U.S.C. 3141-3148). When required by Federal program legislation, all prime construction contracts in excess of \$2,000 awarded by non-Federal entities must include a provision for compliance with the Davis-Bacon Act (40 U.S.C. 3141-3144, and 3146-3148) as supplemented by Department of Labor regulations (29 CFR Part 5, "Labor Standards Provisions Applicable to Contracts Covering Federally Financed and Assisted Construction"). In accordance with the statute, contractors must be required to pay wages to laborers and mechanics at a rate not less than the prevailing wages specified in a wage determination made by the Secretary of Labor. In addition, contractors must be required to pay wages not less than once a week. The non-Federal entity must place a copy of the current prevailing wage determination issued by the Department of Labor in each solicitation. The decision to award a contract or subcontract must be conditioned upon the acceptance of the wage determination. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency. The contracts must also include a provision

for compliance with the Copeland "Anti-Kickback" Act (40 U.S.C. 3145), as supplemented by Department of Labor regulations (29 CFR Part 3, "Contractors and Subcontractors on Public Building or Public Work Financed in Whole or in Part by Loans or Grants from the United States"). The Act provides that each contractor or subrecipient must be prohibited from inducing, by any means, any person employed in the construction, completion, or repair of public work, to give up any part of the compensation to which he or she is otherwise entitled. The non-Federal entity must report all suspected or reported violations to the Federal awarding agency.

(E) Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708). Where applicable, all contracts awarded by the non-Federal entity in excess of \$100,000 that involve the employment of mechanics or laborers must include a provision for compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

(F) Rights to Inventions Made Under a Contract or Agreement. If the Federal award meets the definition of "funding agreement" under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that "funding agreement," the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, "Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements," and any implementing regulations issued by the awarding agency.

(G) Clean Air Act (42 U.S.C. 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended— Contracts and subgrants of amounts in excess of \$150,000 must contain a provision that requires the non-Federal award to agree to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401- 7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251- 1387). Violations must be reported to the Federal awarding agency and the Regional Office of the Environmental Protection Agency (EPA).

(H) Debarment and Suspension (Executive Orders 12549 and 12689)—A contract award (see 2 CFR 180.220) must not be made to parties listed on the government wide exclusions in the System for Award Management (SAM), in accordance with the OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.

(I) Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)—Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee

of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.

RECORD RETENTION REQUIREMENTS FOR CONTRACTS INVOLVING FEDERAL FUNDS

When federal funds are expended by Participating Agency for any contract resulting from this procurement process, offeror certifies that it will comply with the record retention requirements detailed in 2 CFR § 200.333. The offeror further certifies that offeror will retain all records as required by 2 CFR § 200.333 for a period of three years after grantees or subgrantees submit final expenditure reports or quarterly or annual financial reports, as applicable, and all other pending matters are closed.

CERTIFICATION OF COMPLIANCE WITH THE ENERGY POLICY AND CONSERVATION ACT

When Participating Agency expends federal funds for any contract resulting from this procurement process, offeror certifies that it will comply with the mandatory standards and policies relating to energy efficiency which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (42 U.S.C. 6321 et seq.; 49 C.F.R. Part 18).

CERTIFICATION OF COMPLIANCE WITH BUY AMERICA PROVISIONS

To the extent purchases are made with Federal Highway Administration, Federal Railroad Administration, or Federal Transit Administration funds, offeror certifies that its products comply with all applicable provisions of the Buy America Act and agrees to provide such certification or applicable waiver with respect to specific products to any Participating Agency upon request. Purchases made in accordance with the Buy America Act must still follow the applicable procurement rules calling for free and open competition.

9.6 Required Clauses for Federal Assistance provided by FTA

Required Clauses for Federal Assistance provided by FTA

ACCESS TO RECORDS AND REPORTS

Contractor agrees to:

- a) Maintain all books, records, accounts and reports required under this Contract for a period of not less than three (3) years after the date of termination or expiration of this Contract or any extensions thereof except in the event of litigation or settlement of claims arising from the performance of this Contract, in which case Contractor agrees to maintain same until Public Agency, the FTA Administrator, the Comptroller General, or any of their duly authorized representatives, have disposed of all such litigation, appeals, claims or exceptions related thereto.
- b) Permit any of the foregoing parties to inspect all work, materials, payrolls, and other data and records with regard to the Project, and to audit the books, records, and accounts with regard to the Project and to reproduce by any means whatsoever or to copy excerpts and transcriptions as reasonably needed for the purpose of audit and examination.

FTA does not require the inclusion of these requirements of Article 1.01 in subcontracts. Reference 49 CFR 18.39 (i)(11).

CIVIL RIGHTS / TITLE VI REQUIREMENTS

- 1) Non-discrimination. In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, Section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, Section 202 of the Americans with Disabilities Act of 1990, as amended, 42 U.S.C. § 12132, and Federal Transit Law at 49 U.S.C. § 5332, Contractor or subcontractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, marital status age, or disability. In addition, Contractor agrees to comply with applicable Federal implementing regulations and other implementing requirements FTA may issue.
- 2) Equal Employment Opportunity. The following Equal Employment Opportunity requirements apply to this Contract:
 - a. Race, Color, Creed, National Origin, Sex. In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal Transit Law at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable Equal Employment Opportunity requirements of U.S. Dept. of Labor regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor, 41 CFR, Parts 60 et seq., and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future affect construction activities undertaken in the course of this Project. Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, marital status, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, Contractor agrees to comply with any implementing requirements FTA may issue.
 - b. Age. In accordance with the Age Discrimination in Employment Act (ADEA) of 1967, as amended, 29 U.S.C. Sections 621 through 634, and Equal Employment Opportunity Commission (EEOC) implementing regulations, "Age Discrimination in Employment Act", 29 CFR Part 1625, prohibit employment discrimination by Contractor against individuals on the basis of age, including present and prospective

employees. In addition, Contractor agrees to comply with any implementing requirements FTA may issue.

- c. **Disabilities.** In accordance with Section 102 of the Americans with Disabilities Act of 1990, as amended (ADA), 42 U.S.C. Sections 12101 *et seq.*, prohibits discrimination against qualified individuals with disabilities in programs, activities, and services, and imposes specific requirements on public and private entities. Contractor agrees that it will comply with the requirements of the Equal Employment Opportunity Commission (EEOC), "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 CFR, Part 1630, pertaining to employment of persons with disabilities and with their responsibilities under Titles I through V of the ADA in employment, public services, public accommodations, telecommunications, and other provisions.
 - d. **Segregated Facilities.** Contractor certifies that their company does not and will not maintain or provide for their employees any segregated facilities at any of their establishments, and that they do not and will not permit their employees to perform their services at any location under the Contractor's control where segregated facilities are maintained. As used in this certification the term "segregated facilities" means any waiting rooms, work areas, restrooms and washrooms, restaurants and other eating areas, parking lots, drinking fountains, recreation or entertainment areas, transportation, and housing facilities provided for employees which are segregated by explicit directive or are in fact segregated on the basis of race, color, religion or national origin because of habit, local custom, or otherwise. Contractor agrees that a breach of this certification will be a violation of this Civil Rights clause.
- 3) **Solicitations for Subcontracts, Including Procurements of Materials and Equipment.** In all solicitations, either by competitive bidding or negotiation, made by Contractor for work to be performed under a subcontract, including procurements of materials or leases of equipment, each potential subcontractor or supplier shall be notified by Contractor of Contractor's obligations under this Contract and the regulations relative to non-discrimination on the grounds of race, color, creed, sex, disability, age or national origin.
 - 4) **Sanctions of Non-Compliance.** In the event of Contractor's non-compliance with the non-discrimination provisions of this Contract, Public Agency shall impose such Contract sanctions as it or the FTA may determine to be appropriate, including, but not limited to: 1) Withholding of payments to Contractor under the Contract until Contractor complies, and/or; 2) Cancellation, termination or suspension of the Contract, in whole or in part.

Contractor agrees to include the requirements of this clause in each subcontract financed in whole or in part with Federal assistance provided by FTA, modified only if necessary to identify the affected parties.

DISADVANTAGED BUSINESS PARTICIPATION

This Contract is subject to the requirements of Title 49, Code of Federal Regulations, Part 26, "Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs", therefore, it is the policy of the Department of Transportation (DOT) to ensure that Disadvantaged Business Enterprises (DBEs), as defined in 49 CFR Part 26, have an equal opportunity to receive and participate in the performance of DOT-assisted contracts.

- 1) **Non-Discrimination Assurances.** Contractor or subcontractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. Contractor shall carry out all applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by Contractor to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or other such remedy as public agency deems appropriate. Each subcontract Contractor signs with a subcontractor must include the assurance in this paragraph. (See 49 CFR 26.13(b)).

- 2) **Prompt Payment.** Contractor is required to pay each subcontractor performing Work under this prime Contract for satisfactory performance of that work no later than thirty (30) days after Contractor's receipt of payment for that Work from public agency. In addition, Contractor is required to return any retainage payments to those subcontractors within thirty (30) days after the subcontractor's work related to this Contract is satisfactorily completed and any liens have been secured. Any delay or postponement of payment from the above time frames may occur only for good cause following written approval of public agency. This clause applies to both DBE and non-DBE subcontractors. Contractor must promptly notify public agency whenever a DBE subcontractor performing Work related to this Contract is terminated or fails to complete its Work, and must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. Contractor may not terminate any DBE subcontractor and perform that Work through its own forces, or those of an affiliate, without prior written consent of public agency.
- 3) **DBE Program.** In connection with the performance of this Contract, Contractor will cooperate with public agency in meeting its commitments and goals to ensure that DBEs shall have the maximum practicable opportunity to compete for subcontract work, regardless of whether a contract goal is set for this Contract. Contractor agrees to use good faith efforts to carry out a policy in the award of its subcontracts, agent agreements, and procurement contracts which will, to the fullest extent, utilize DBEs consistent with the efficient performance of the Contract.

ENERGY CONSERVATION REQUIREMENTS

Contractor agrees to comply with mandatory standards and policies relating to energy efficiency which are contained in the State energy conservation plans issued under the Energy Policy and Conservation Act, as amended, 42 U.S.C. Sections 6321 *et seq.* and 41 CFR Part 301-10.

FEDERAL CHANGES

Contractor shall at all times comply with all applicable FTA regulations, policies, procedures and directives, including without limitation those listed directly or by reference in the Contract between public agency and the FTA, as they may be amended or promulgated from time to time during the term of this contract. Contractor's failure to so comply shall constitute a material breach of this Contract.

INCORPORATION OF FEDERAL TRANSIT ADMINISTRATION (FTA) TERMS

The provisions include, in part, certain Standard Terms and Conditions required by the U.S. Department of Transportation (DOT), whether or not expressly set forth in the preceding Contract provisions. All contractual provisions required by the DOT, as set forth in the most current FTA Circular 4220.1F, dated November 1, 2008, are hereby incorporated by reference. Anything to the contrary herein notwithstanding, all FTA mandated terms shall be deemed to control in the event of a conflict with other provisions contained in this Contract. Contractor agrees not to perform any act, fail to perform any act, or refuse to comply with any public agency requests that would cause public agency to be in violation of the FTA terms and conditions.

NO FEDERAL GOVERNMENT OBLIGATIONS TO THIRD PARTIES

Agency and Contractor acknowledge and agree that, absent the Federal Government's express written consent and notwithstanding any concurrence by the Federal Government in or approval of the solicitation or award of the underlying Contract, the Federal Government is not a party to this Contract and shall not be subject to any obligations or liabilities to agency, Contractor, or any other party (whether or not a party to that contract) pertaining to any matter resulting from the underlying Contract.

Contractor agrees to include the above clause in each subcontract financed in whole or in part with federal assistance provided by the FTA. It is further agreed that the clause shall not be modified, except to identify the subcontractor who will be subject to its provisions.

PROGRAM FRAUD AND FALSE OR FRAUDULENT STATEMENTS

Contractor acknowledges that the provisions of the Program Fraud Civil Remedies Act of 1986, as amended, 31 U.S.C. §§ 3801 et seq. and U.S. DOT regulations, "Program Fraud Civil Remedies," 49 CFR Part 31, apply to its actions pertaining to this Contract. Upon execution of the underlying Contract, Contractor certifies or affirms the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made, pertaining to the underlying Contract or the FTA assisted project for which this Contract Work is being performed.

In addition to other penalties that may be applicable, Contractor further acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification, the Federal Government reserves the right to impose the penalties of the Program Fraud Civil Remedies Act of 1986 on Contractor to the extent the Federal Government deems appropriate.

Contractor also acknowledges that if it makes, or causes to be made, a false, fictitious, or fraudulent claim, statement, submission, or certification to the Federal Government under a contract connected with a project that is financed in whole or in part with Federal assistance originally awarded by FTA under the authority of 49 U.S.C. § 5307, the Government reserves the right to impose the penalties of 18 U.S.C. § 1001 and 49 U.S.C. § 5307 (n)(1) on the Contractor, to the extent the Federal Government deems appropriate.

Contractor agrees to include the above clauses in each subcontract financed in whole or in part with Federal assistance provided by FTA. It is further agreed that the clauses shall not be modified, except to identify the subcontractor who will be subject to the provisions.

9.7 State Notice Addendum

State Notice Addendum

The National Cooperative Purchasing Alliance (NCPA), on behalf of NCPA and its current and potential participants to include all county, city, special district, local government, school district, private K-12 school, higher education institution, state, tribal government, other government agency, healthcare organization, nonprofit organization and all other Public Agencies located nationally in all fifty states, issues this Request for Proposal (RFP) to result in a national contract.

For your reference, the links below include some, but not all, of the entities included in this proposal:

http://www.usa.gov/Agencies/State_and_Territories.shtml

<https://www.usa.gov/local-governments>

Appendix A: McKinsey Team Resumes

The following are summaries of our personnel’s qualifications, which demonstrate the quality and experience of our team and the professionals who will support the participating agencies.

Exhibit 24: [REDACTED]

<i>Service Categories</i>	
Name and McKinsey Title	K-12 Higher Education State/City/County Nonprofit Entities 1. Strategic Planning 2. IT Assessments 3. Project Management Oversight 4. Business Process Improvement 5. Organizational Change Management 6. Procurement 7. Implementation Oversight 8. Business Advisory & Support 9. Business Process Reengineering 10. Consultation Services 11. Customized Training 12. Software Portfolio Management 13. Organizational Design 14. Leadership development & coaching services 15. Succession and transition planning 16. Customer/Citizen experience design 17. Service digitization assessment & consulting 18. Data analytics consulting services 19. Data strategy and transformation 20. Technology strategy and consulting 21. Program and system assessments 22. Program management services 23. Resource capacity modeling and planning 24. Risk analysis and management 25. Research and analysis
Leadership Team	
Task Team	
Full-time multi-disciplinary core team	
Expert Advisors	

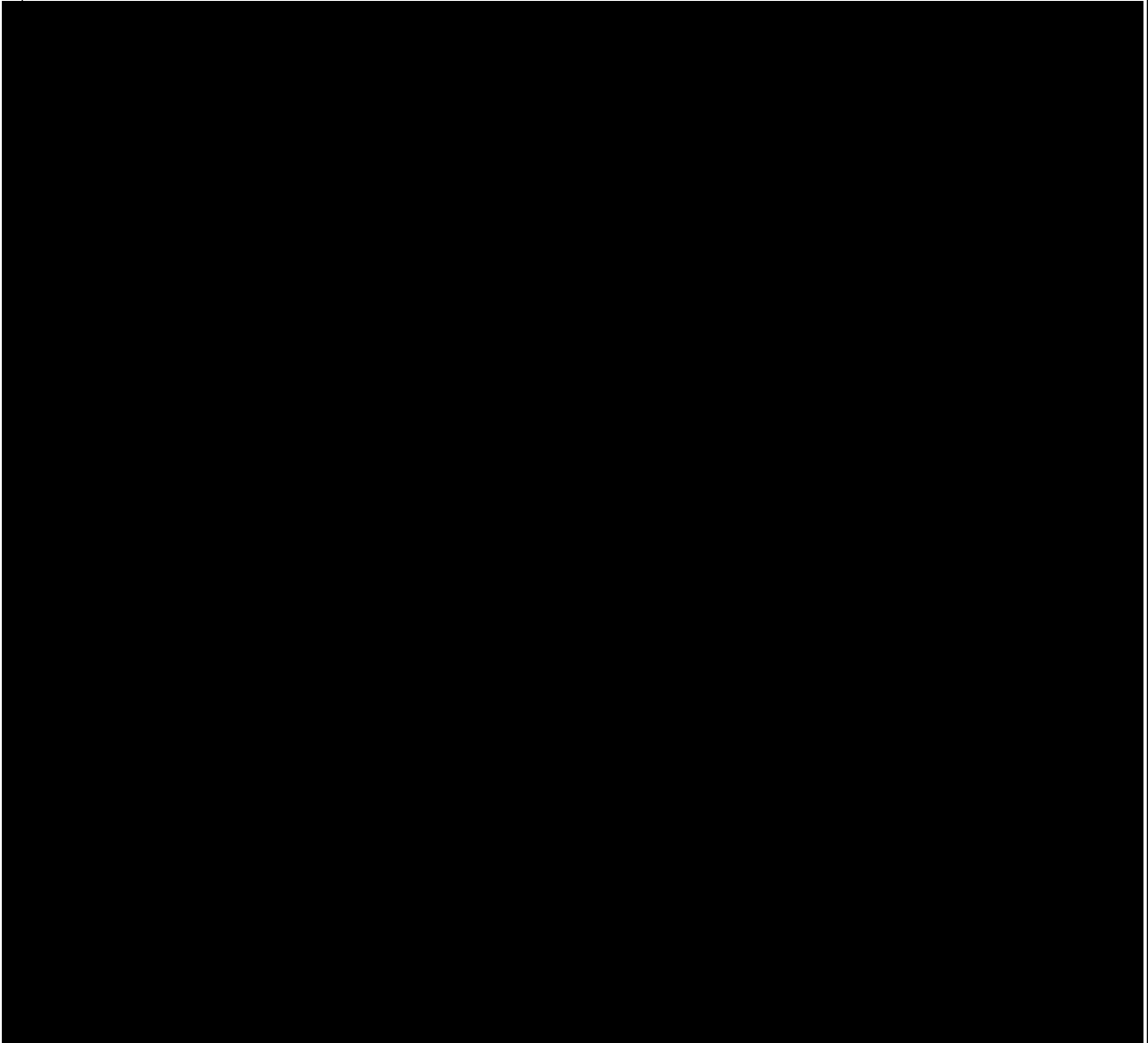
Name and McKinsey Title	Service Categories
	K-12 Higher Education State/City/County Nonprofit Entities 1. Strategic Planning 2. IT Assessments 3. Project Management Oversight 4. Business Process Improvement 5. Organizational Change Management 6. Procurement 7. Implementation Oversight 8. Business Advisory & Support 9. Business Process Reengineering 10. Consultation Services 11. Customized Training 12. Software Portfolio Management 13. Organizational Design 14. Leadership development & coaching services 15. Succession and transition planning 16. Customer/Citizen experience design 17. Service digitization assessment & consulting 18. Data analytics consulting services 19. Data strategy and transformation 20. Technology strategy and consulting 21. Program and system assessments 22. Program management services 23. Resource capacity modeling and planning 24. Risk analysis and management 25. Research and analysis

Name and McKinsey Title	Service Categories
	K-12 Higher Education State/City/County Nonprofit Entities 1. Strategic Planning 2. IT Assessments 3. Project Management Oversight 4. Business Process Improvement 5. Organizational Change Management 6. Procurement 7. Implementation Oversight 8. Business Advisory & Support 9. Business Process Reengineering 10. Consultation Services 11. Customized Training 12. Software Portfolio Management 13. Organizational Design 14. Leadership development & coaching services 15. Succession and transition planning 16. Customer/Citizen experience design 17. Service digitization assessment & consulting 18. Data analytics consulting services 19. Data strategy and transformation 20. Technology strategy and consulting 21. Program and system assessments 22. Program management services 23. Resource capacity modeling and planning 24. Risk analysis and management 25. Research and analysis

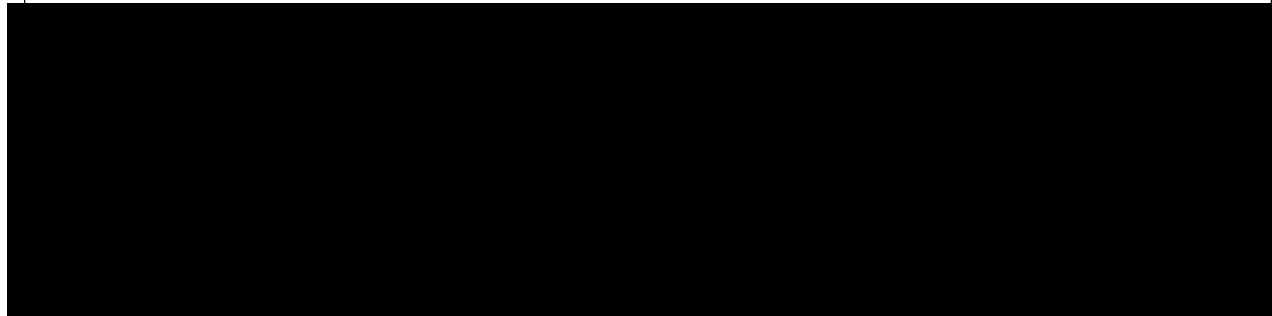
Name and McKinsey Title	Service Categories
	K-12 Higher Education State/City/County Nonprofit Entities 1. Strategic Planning 2. IT Assessments 3. Project Management Oversight 4. Business Process Improvement 5. Organizational Change Management 6. Procurement 7. Implementation Oversight 8. Business Advisory & Support 9. Business Process Reengineering 10. Consultation Services 11. Customized Training 12. Software Portfolio Management 13. Organizational Design 14. Leadership development & coaching services 15. Succession and transition planning 16. Customer/Citizen experience design 17. Service digitization assessment & consulting 18. Data analytics consulting services 19. Data strategy and transformation 20. Technology strategy and consulting 21. Program and system assessments 22. Program management services 23. Resource capacity modeling and planning 24. Risk analysis and management 25. Research and analysis

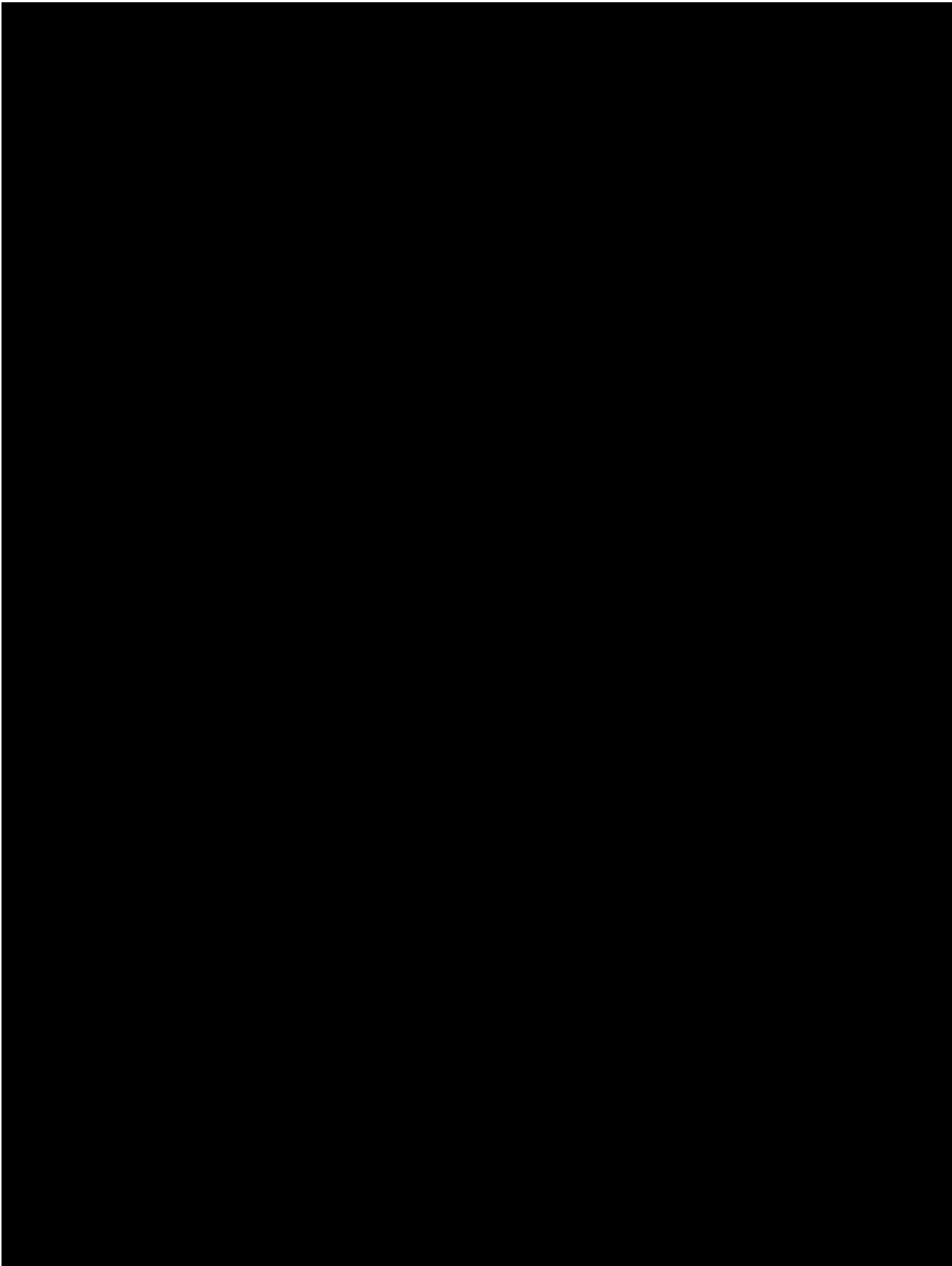
Team McKinsey

Leadership Team - Engagement Director

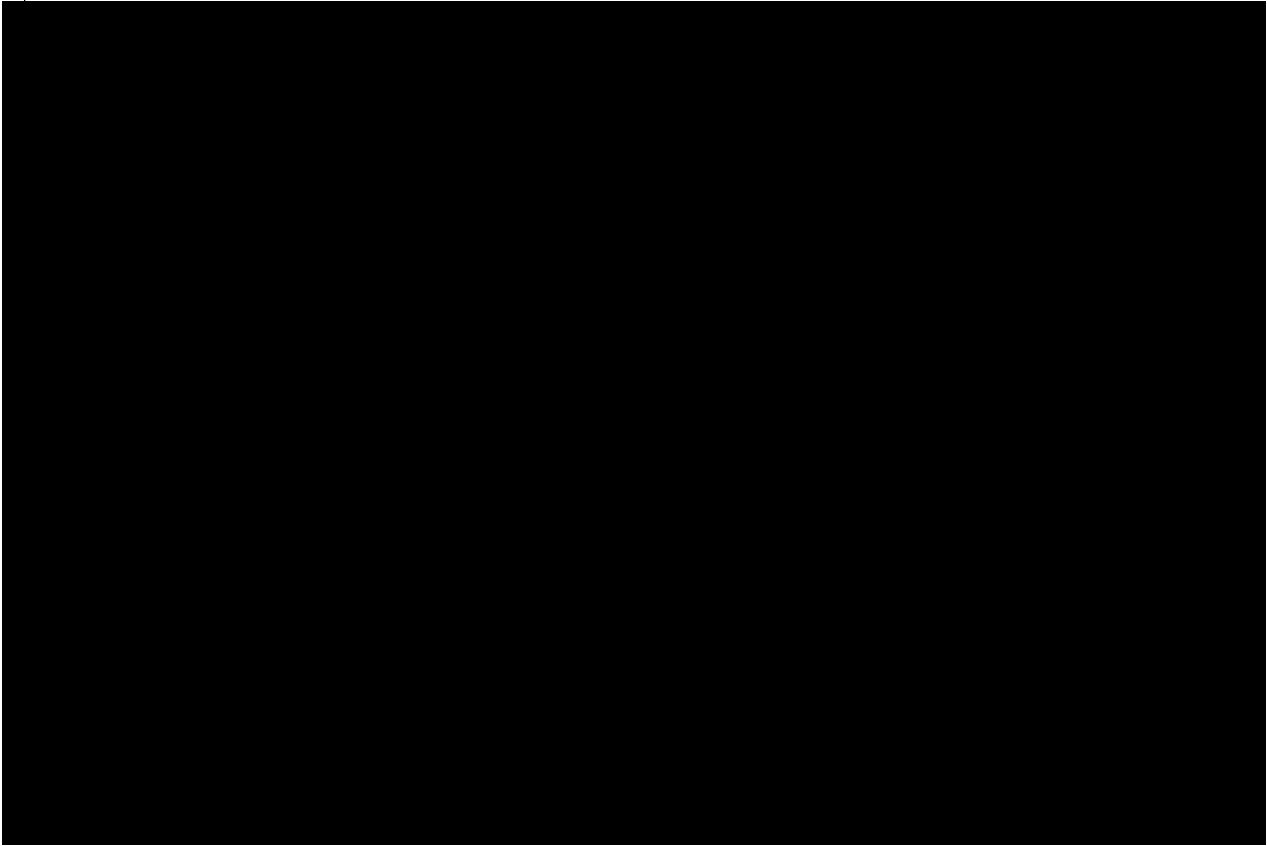


Leadership Team - Director of Client Services

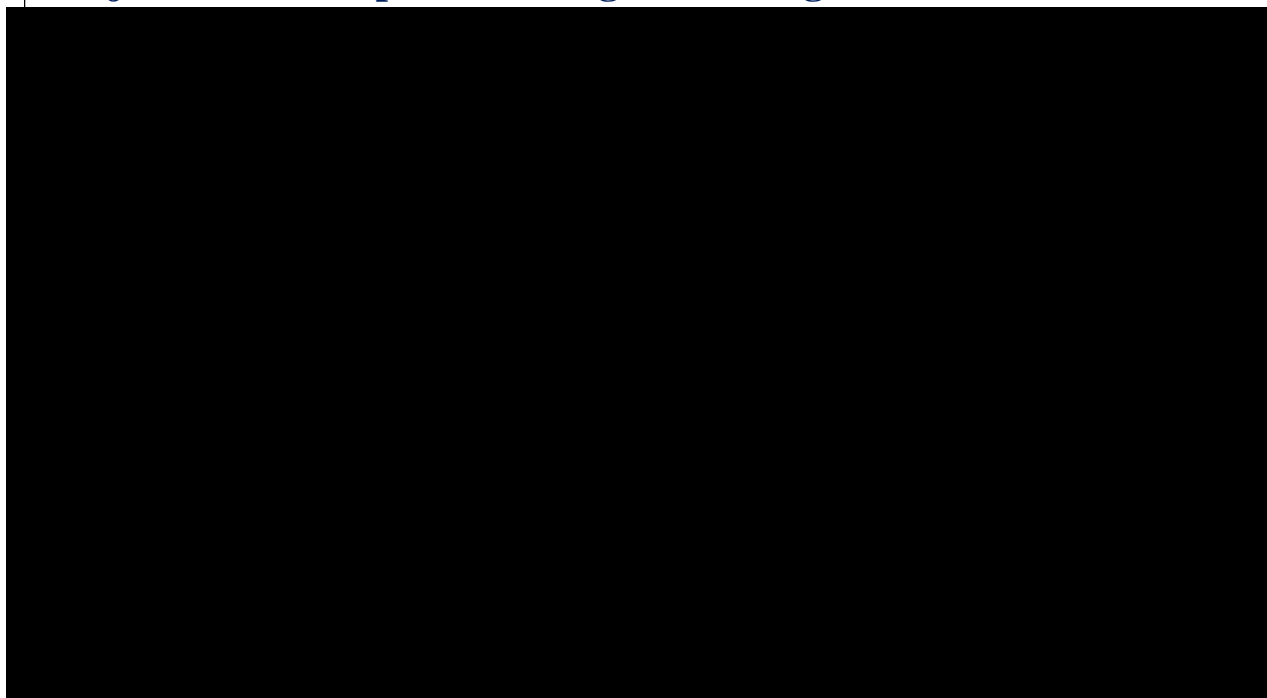




Subject Matter Expert - Business Process Reengineering



Subject Matter Expert - Strategic Planning





Subject Matter Expert - Project Management Oversight

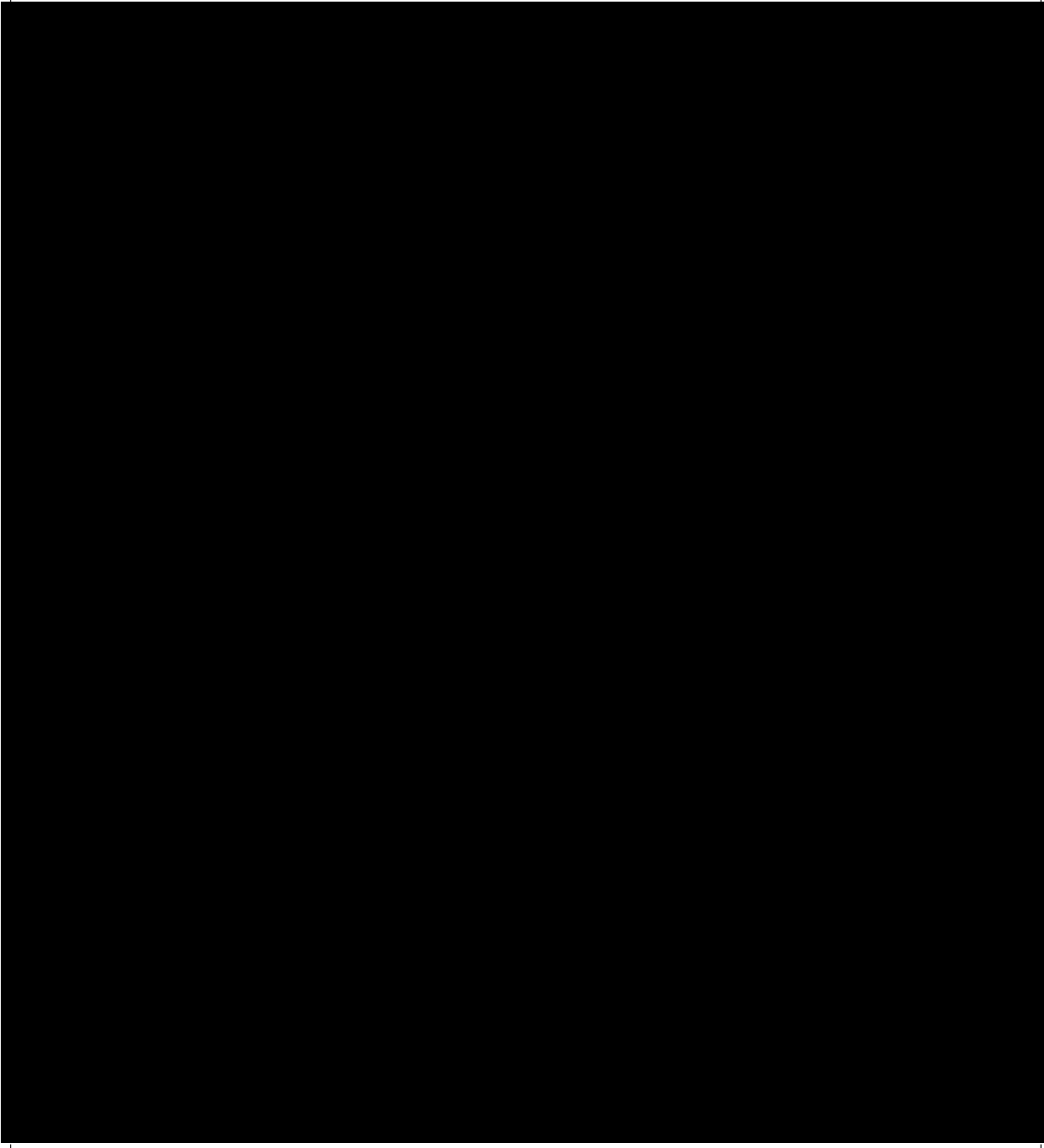


Subject Matter Expert - Data strategy and transformation

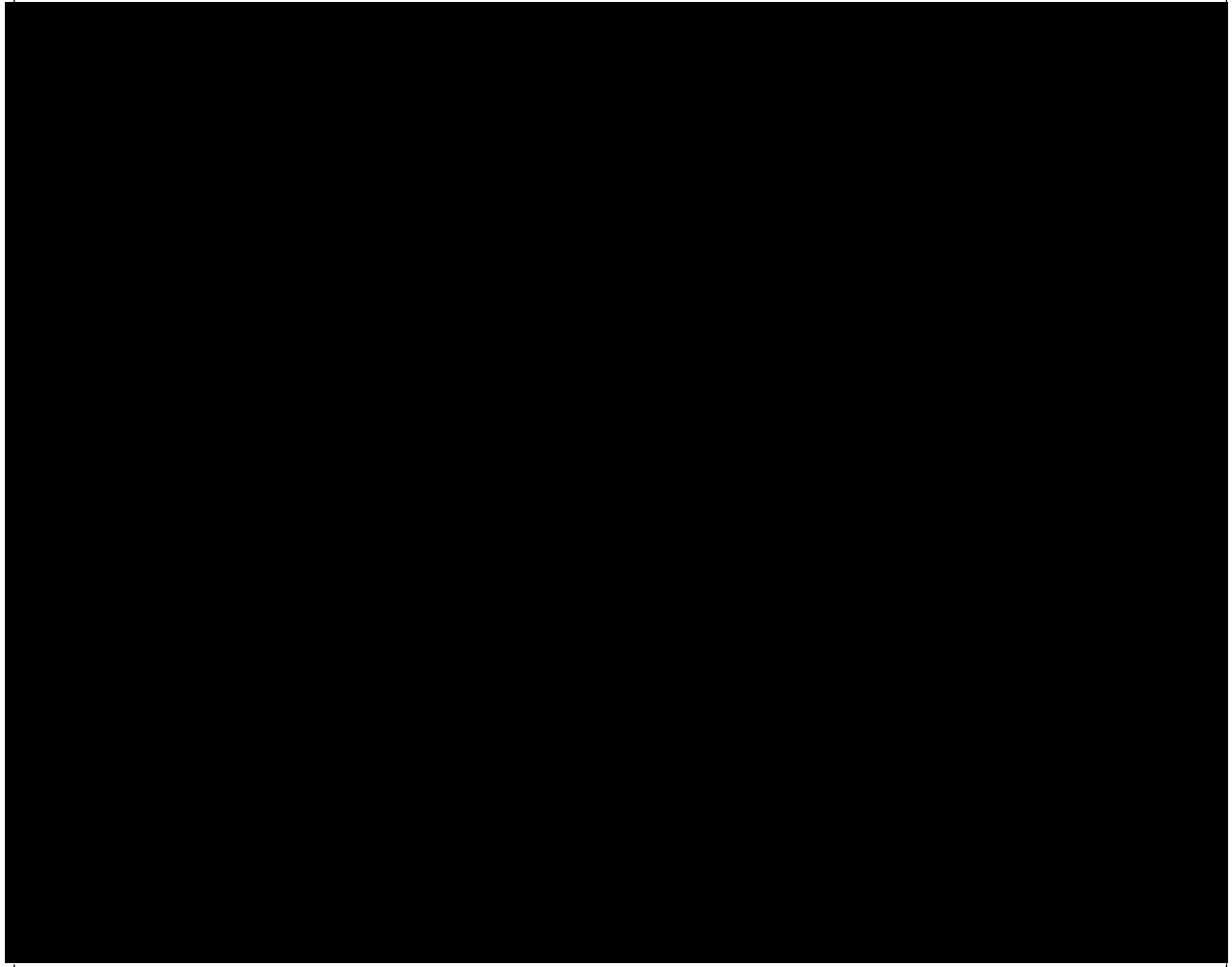




Subject Matter Expert - Technology strategy and consulting

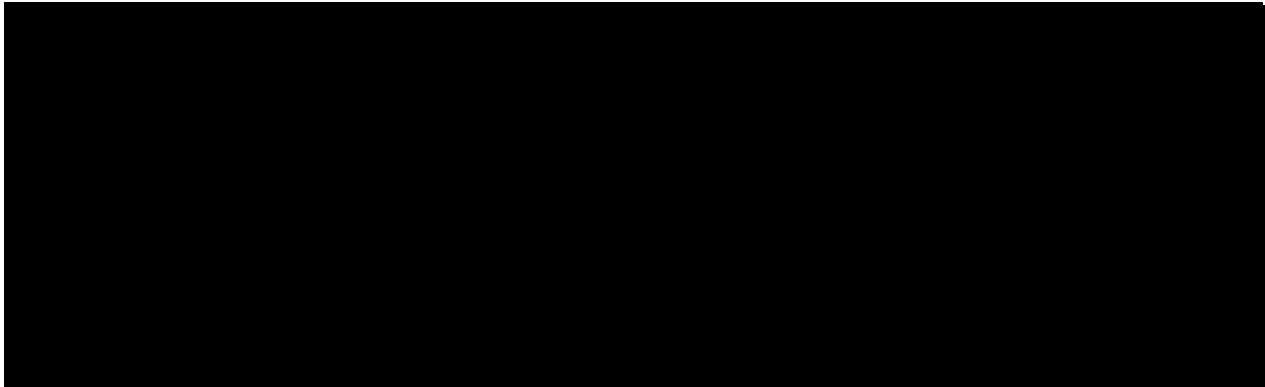


**Subject Matter Expert - Business Advisory & Support/
Implementation Oversight**

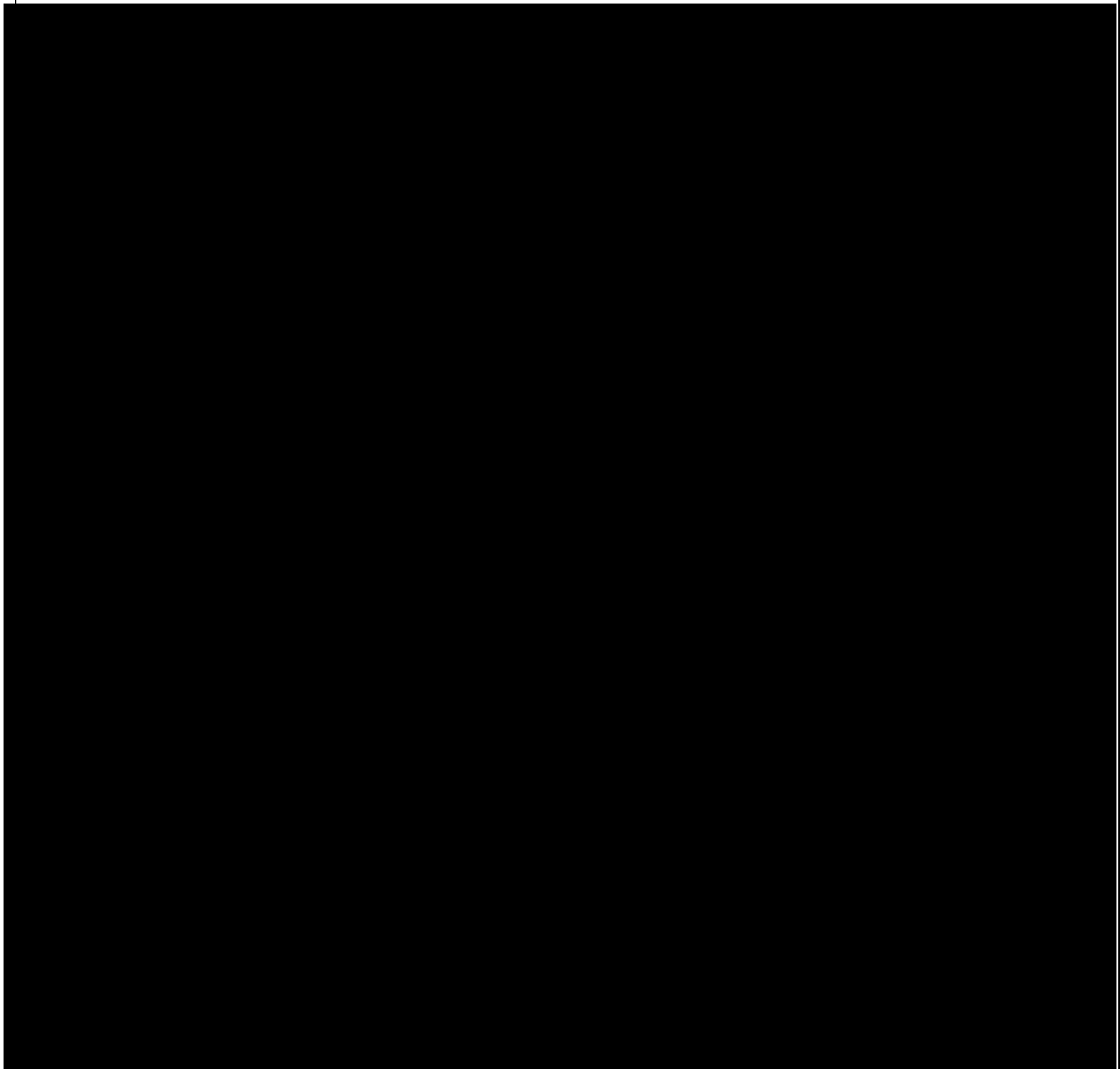


Subject Matter Expert - Risk analysis and management

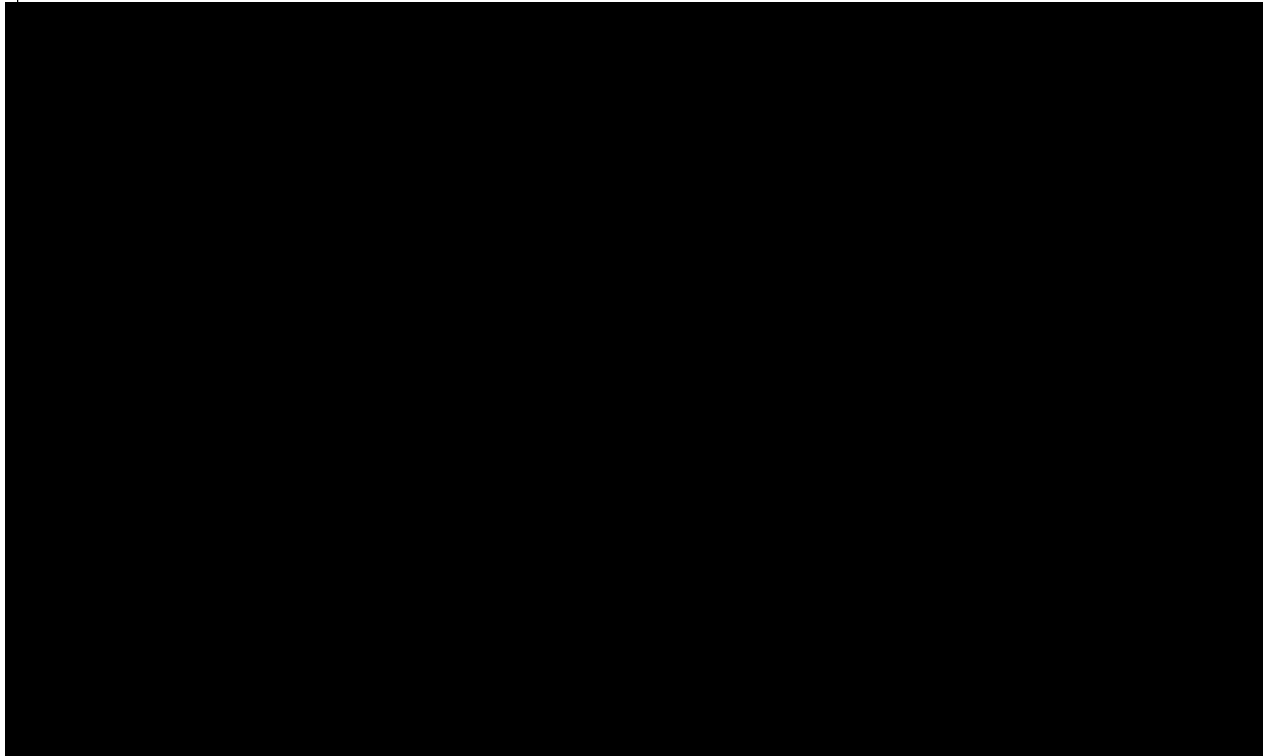




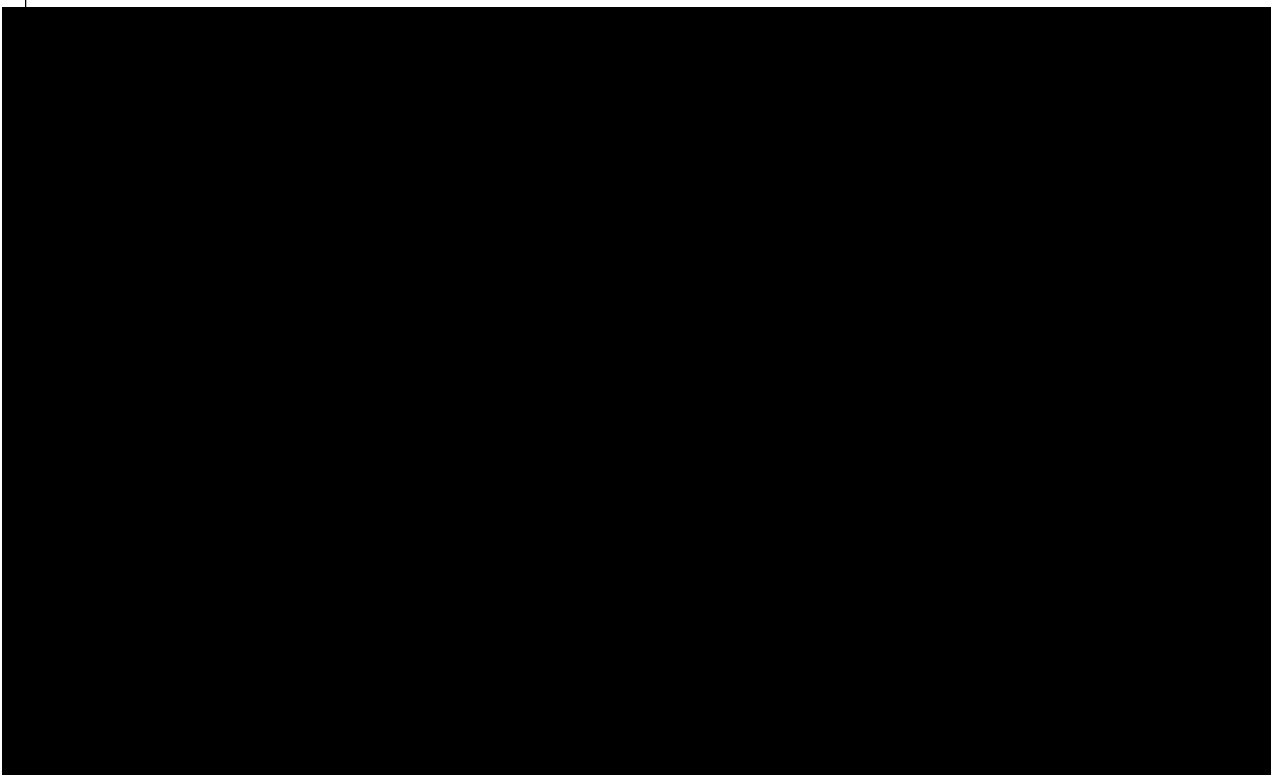
Subject Matter Expert - Program and system assessments

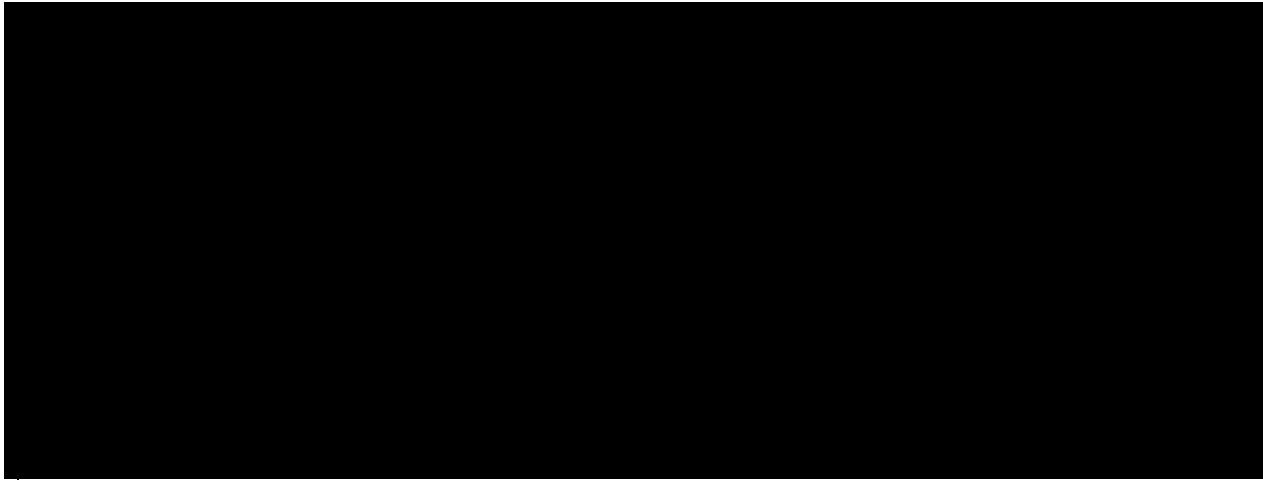


Subject Matter Expert - Consultation Services

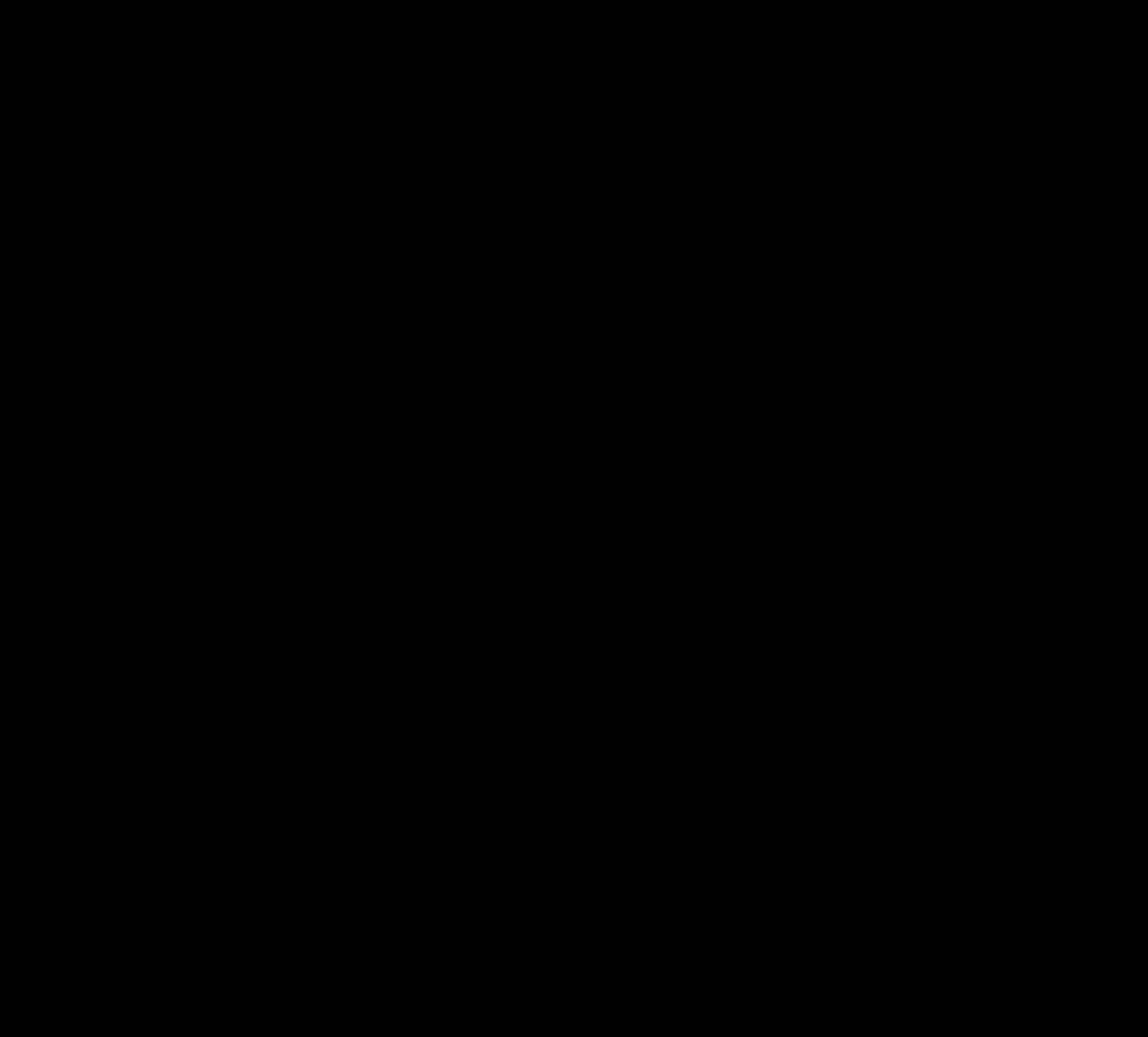


Subject Matter Expert - Program Management Services

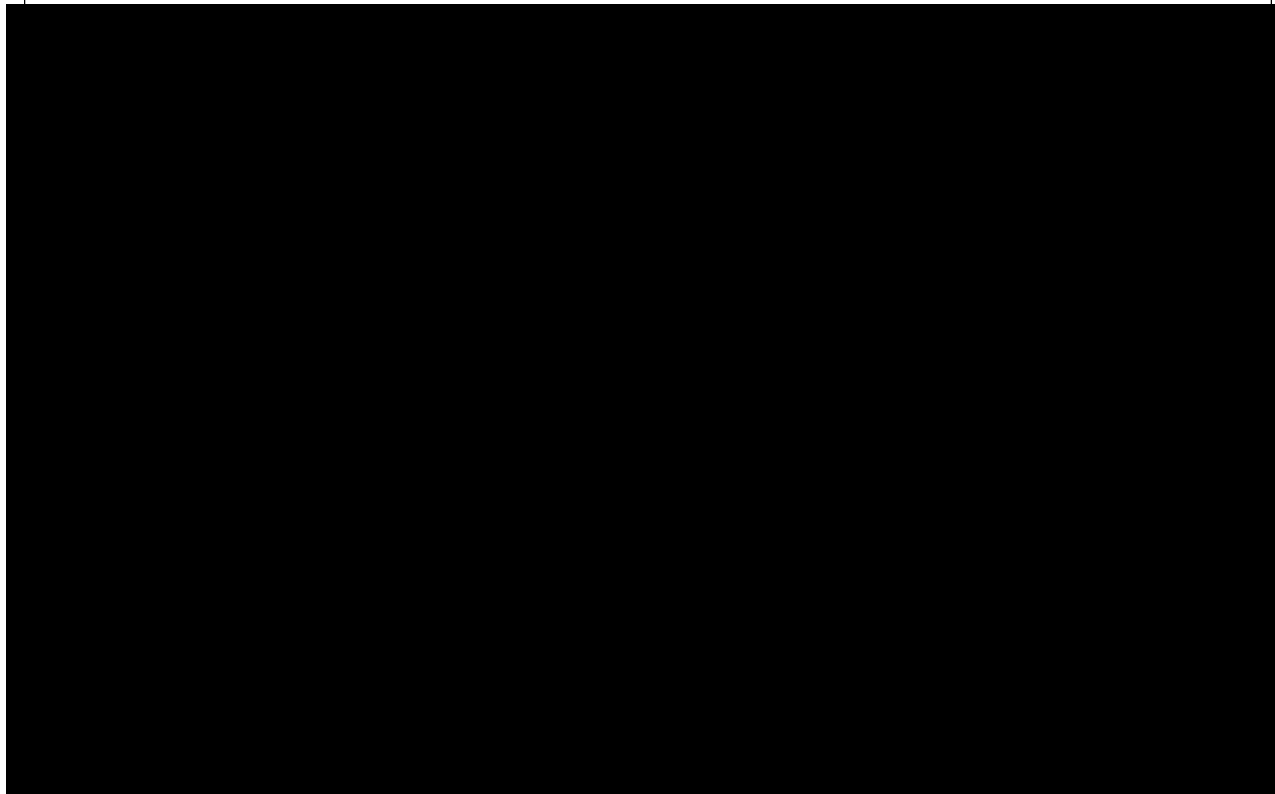




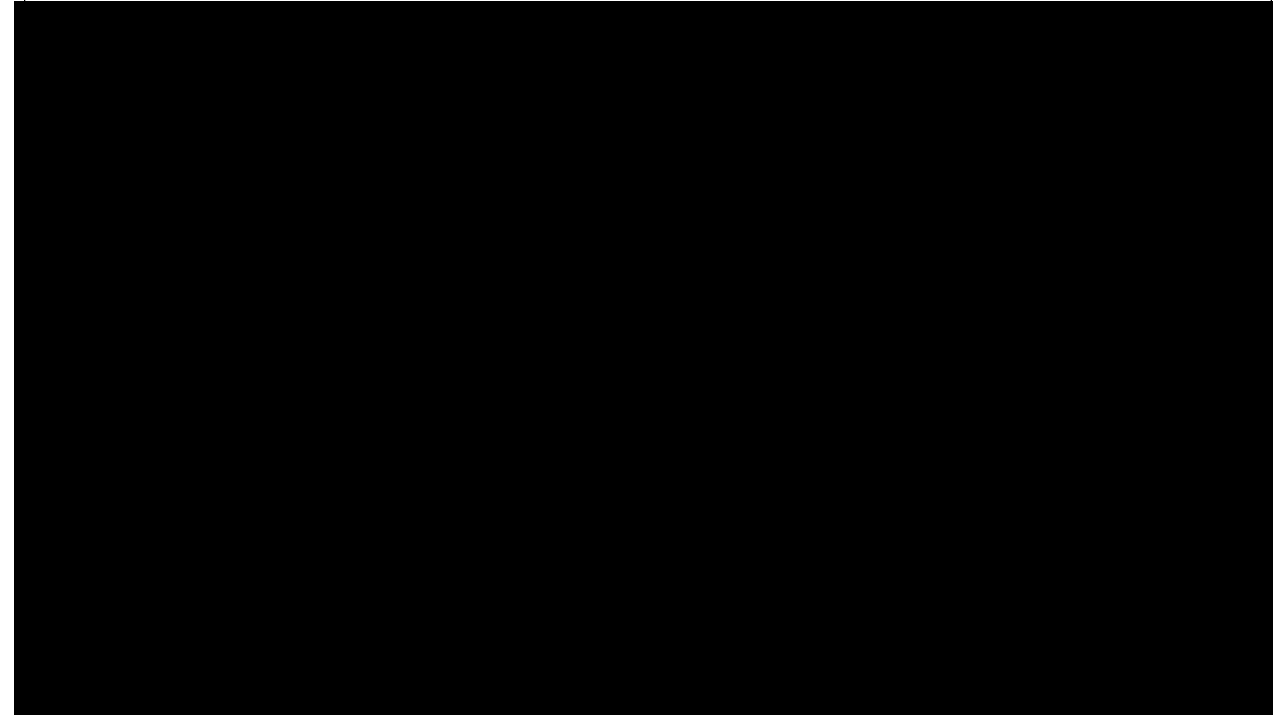
Subject Matter Expert - Customer/Citizen experience design



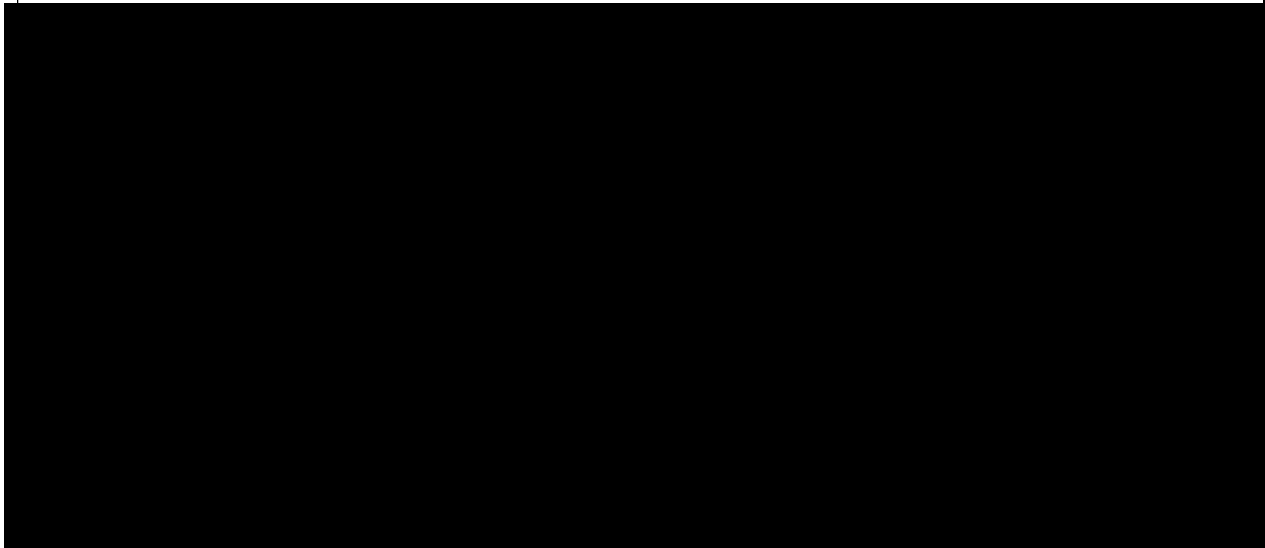
Subject Matter Expert - Leadership development & coaching services



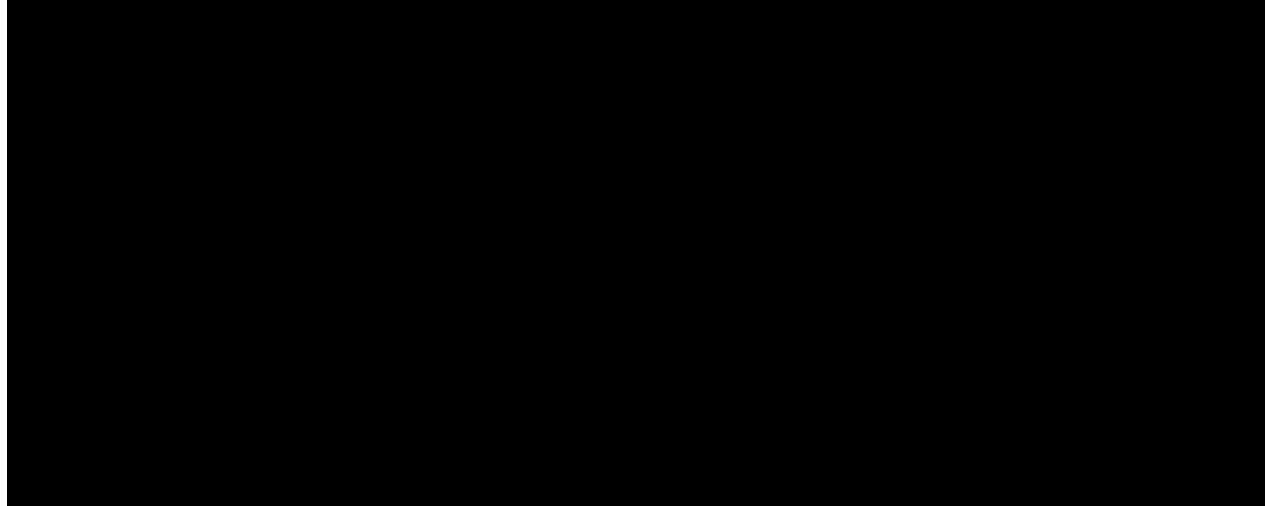
Subject Matter Expert - IT Assessments



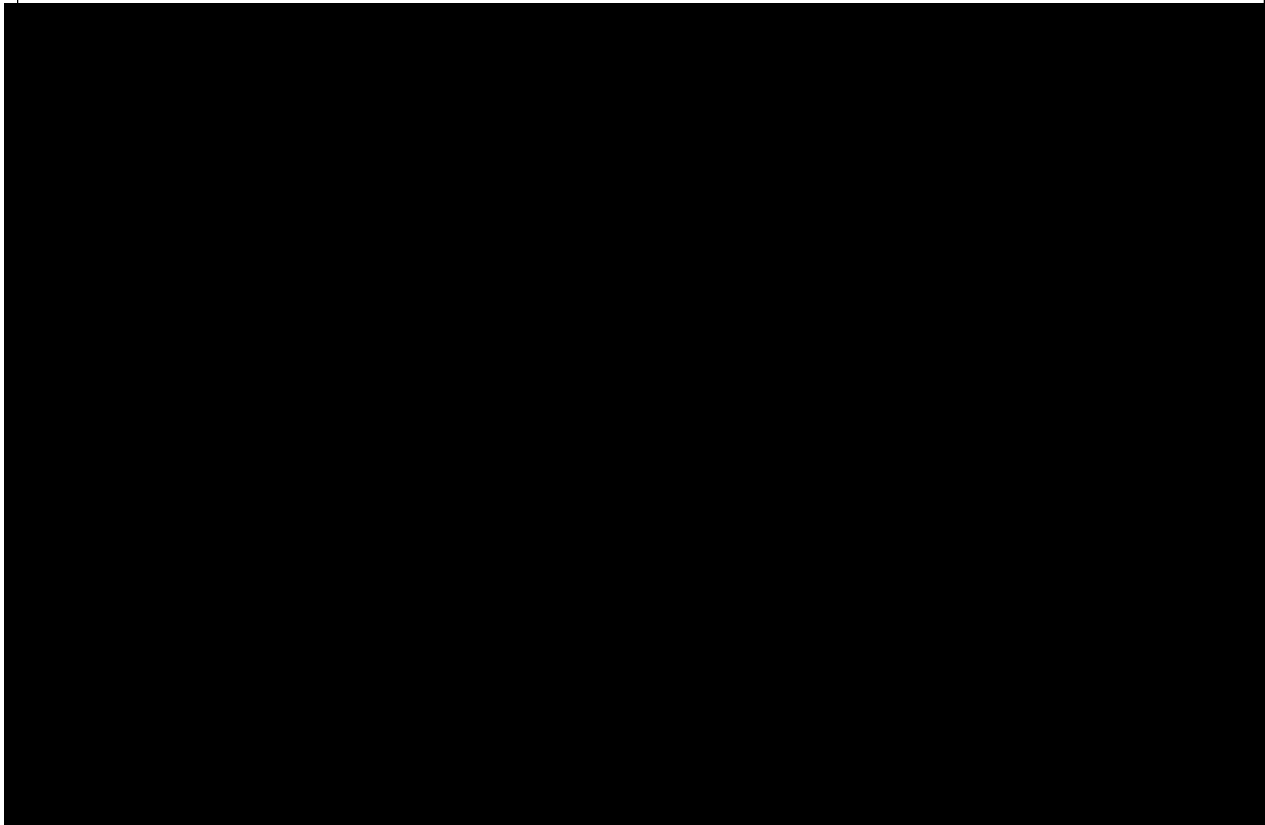
Subject Matter Expert - Data strategy and transformation



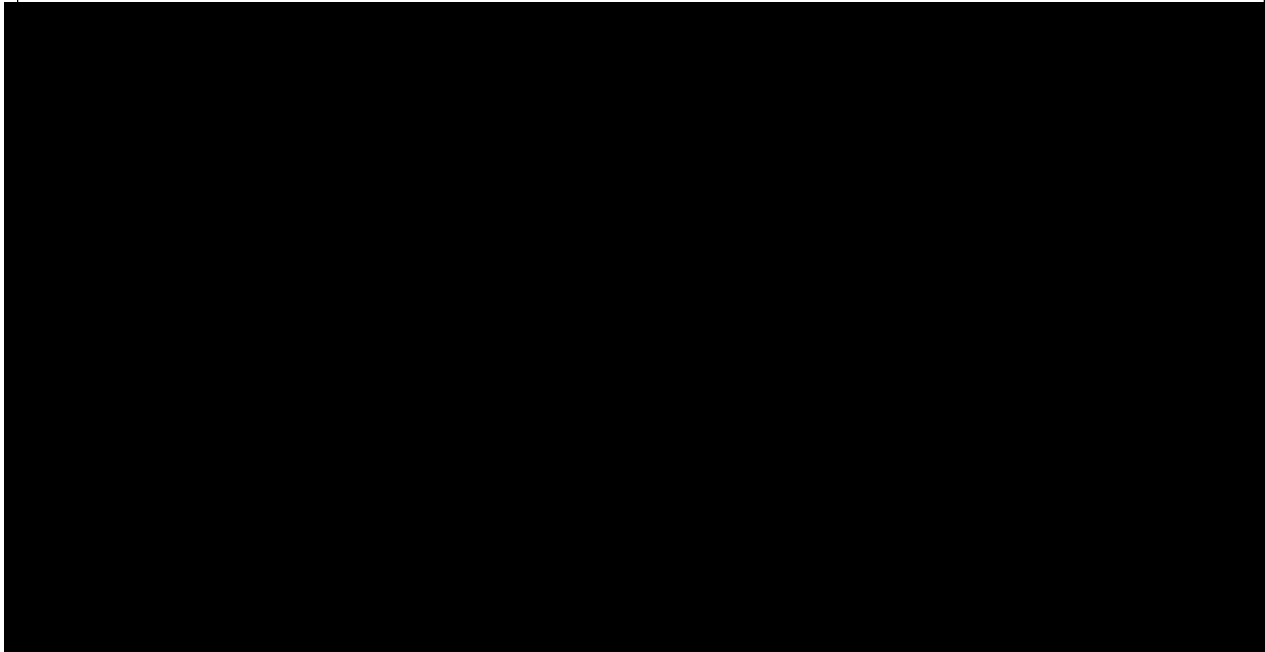
Subject Matter Expert – Software Portfolio Management



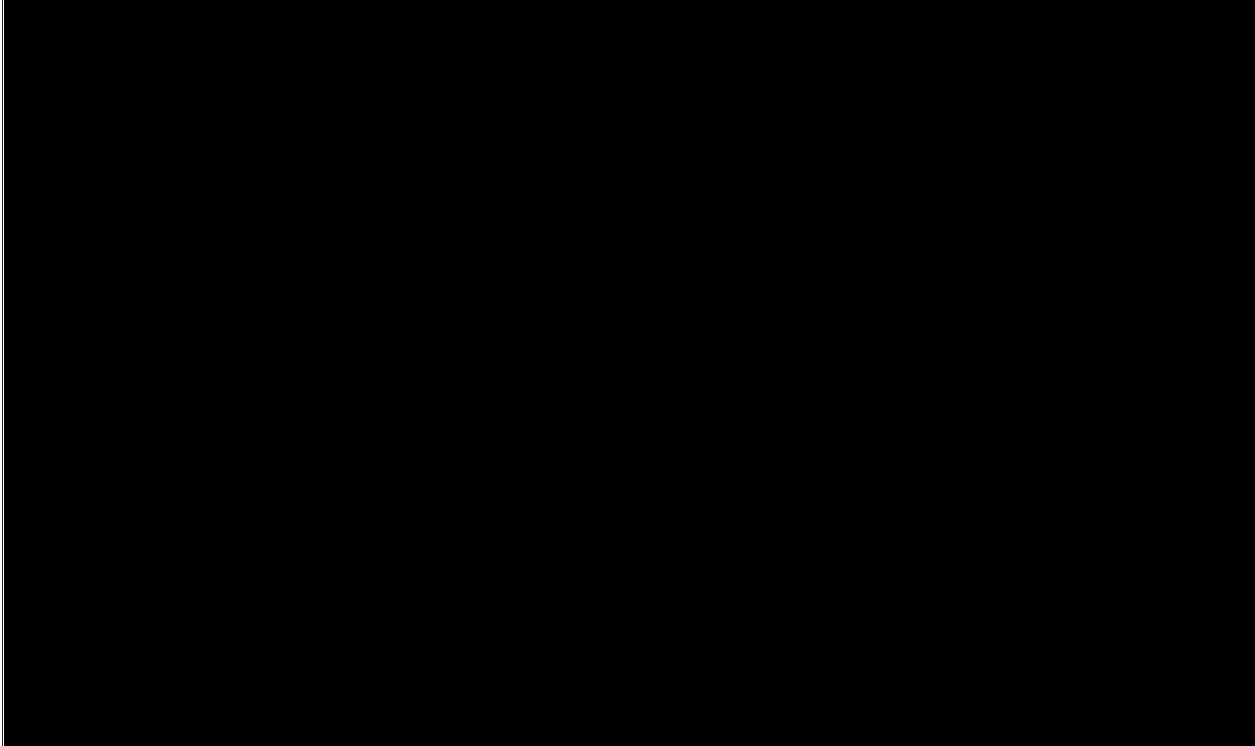
Subject Matter Expert – Service digitization assessment & consulting services



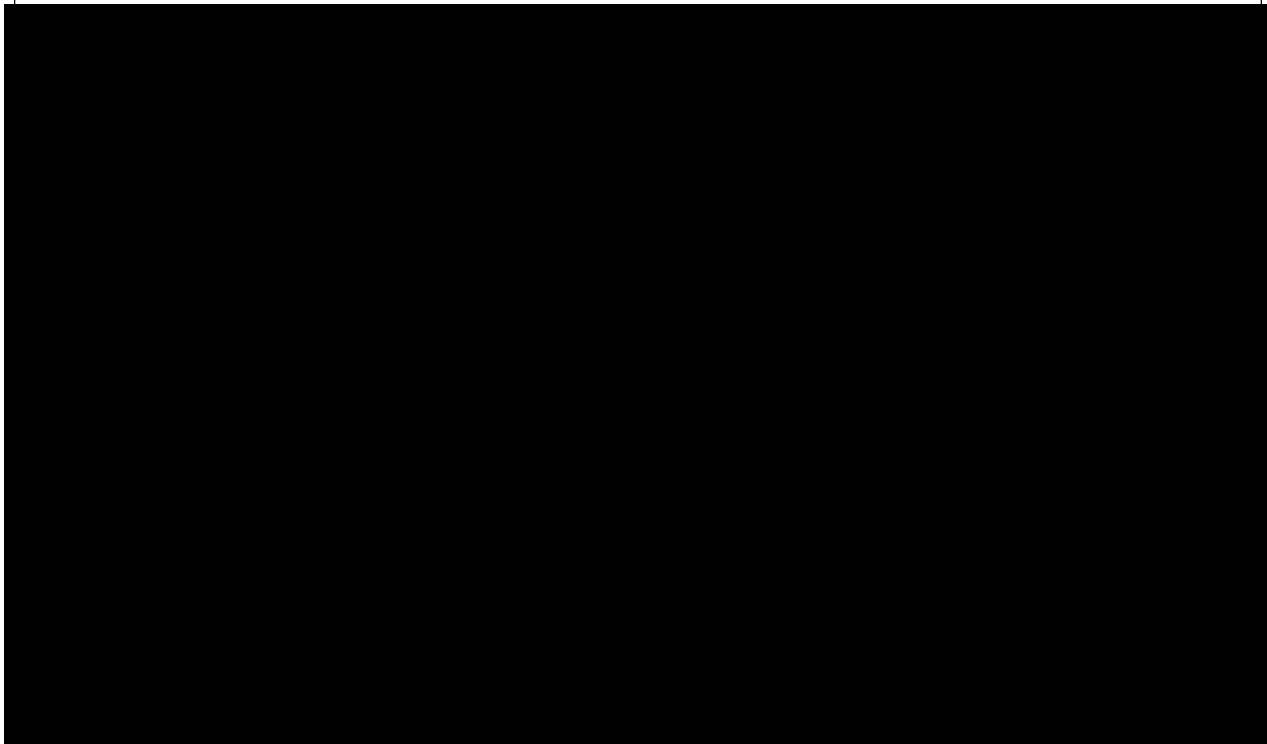
Subject Matter Experts – Data analytics consulting services



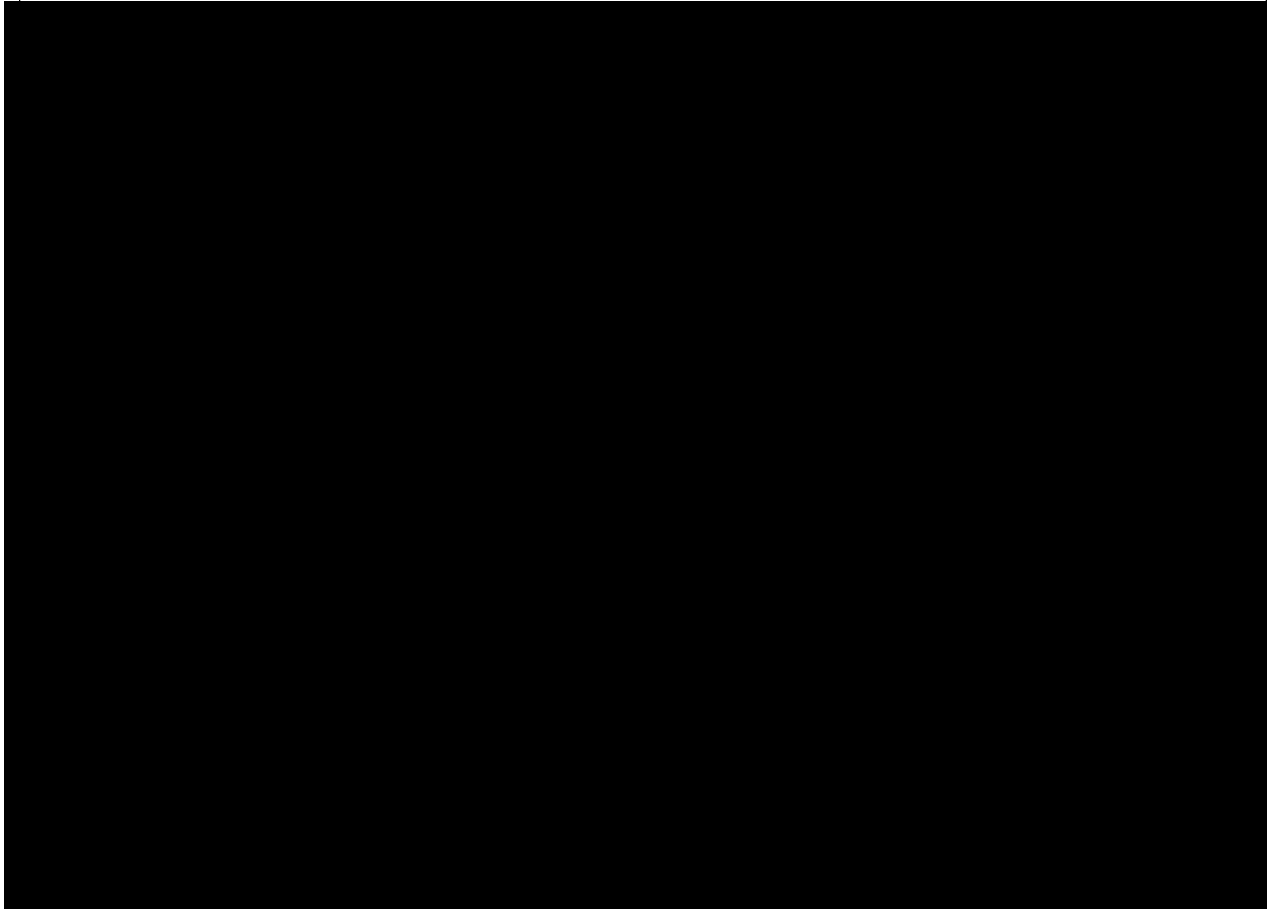
Subject Matter Experts – Resource capacity modeling and planning



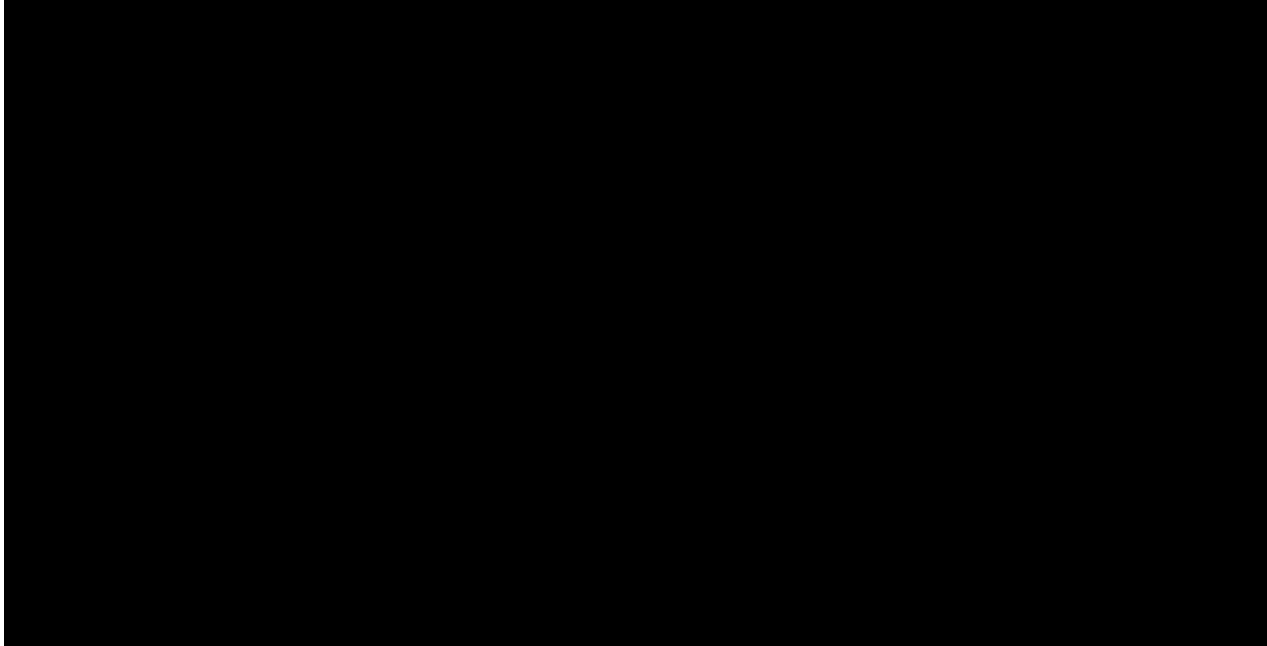
Subject Matter Experts – Procurement



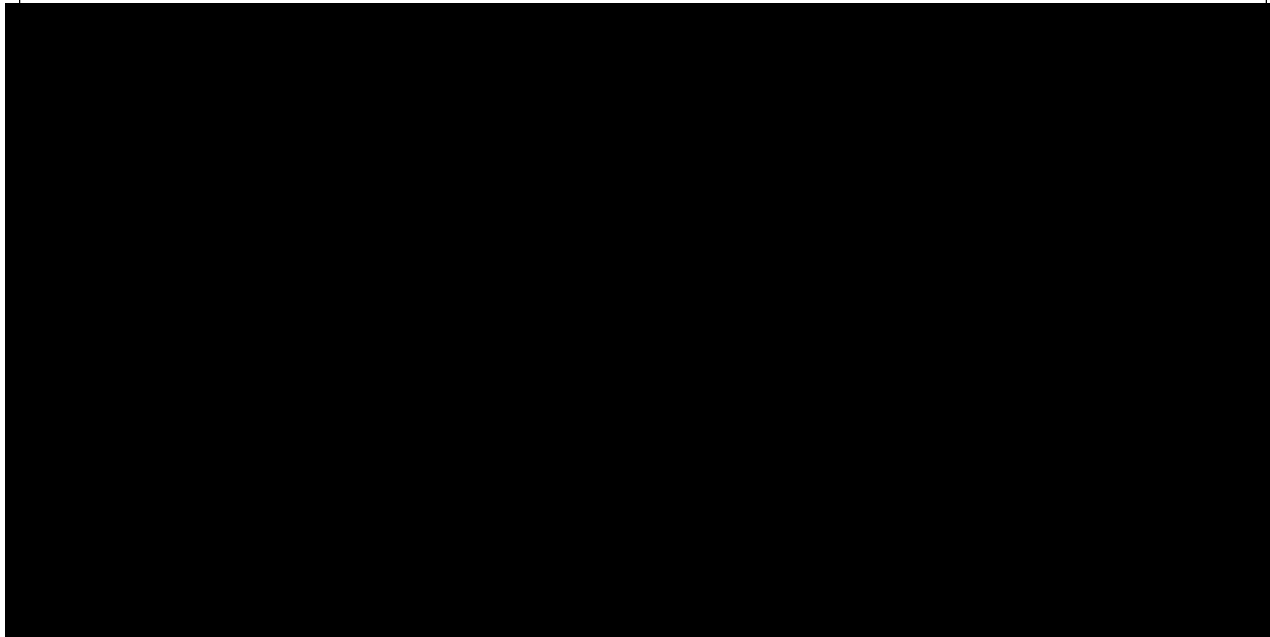
Subject Matter Experts – Project Management Oversight



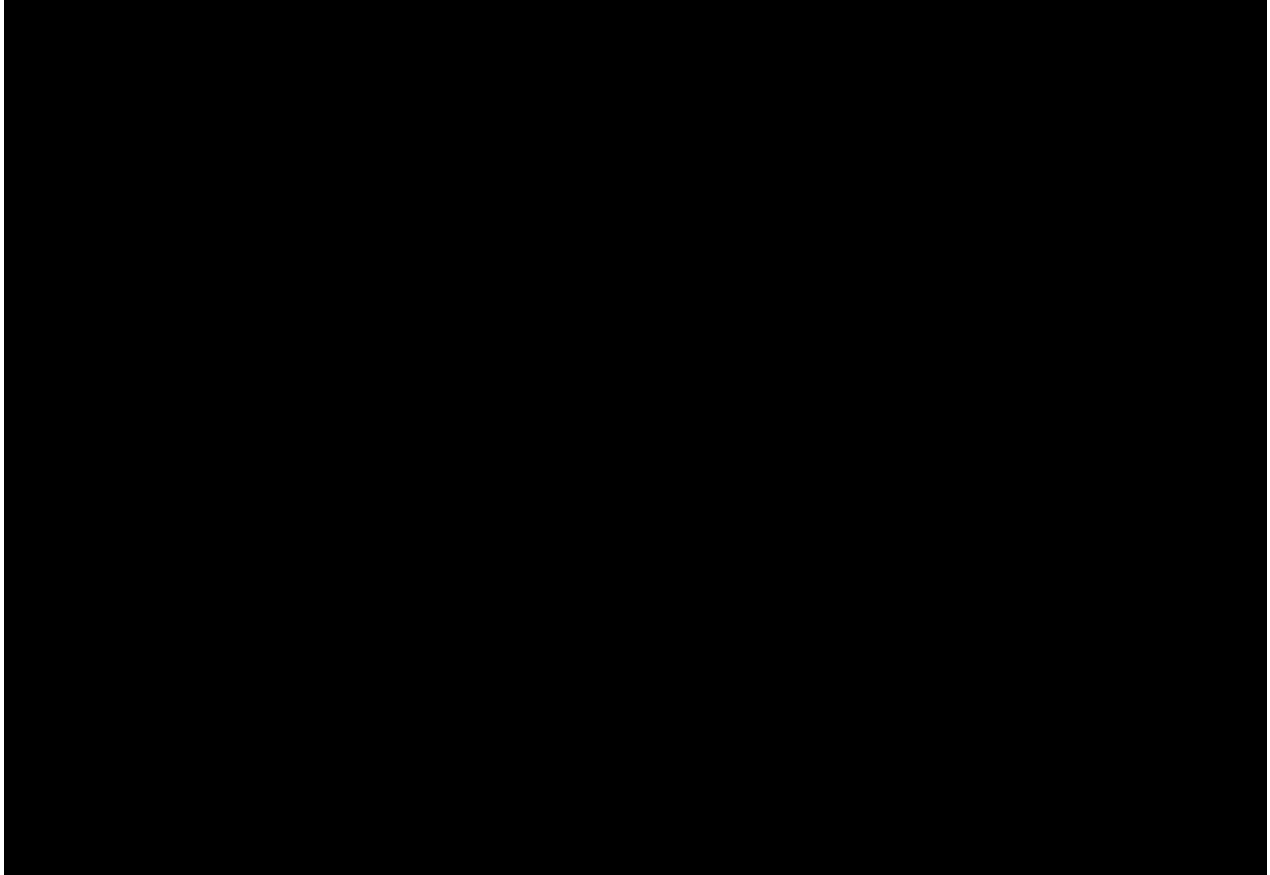
Subject Matter Experts – Customized Training



Subject Matter Experts – Organizational Design/ Organizational Change Management



Subject Matter Expert – Succession and transition planning



Subject Matter Experts – Research and analysis