



National Cooperative Purchasing
Alliance (NCPA)

Strategic Management Consulting Services

Technical Volume

November 17, 2022

RFP Number: 44-22

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

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November 17, 2022

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

Subject: NCPA - Strategic Management Consulting Services, RFP #44-22

Dear Region 14 ESC Administrators,

Please find attached McKinsey & Company, Inc. Washington D.C.'s (McKinsey)'s proposal response to Business and IT Consulting and Advisory Services, Request for Proposal (RFP) number #44-22. 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:

Exhibit 1: McKinsey's Capabilities Across NCPA Service Categories

1 Achieving a better state of health	9 Transforming back-office functions
2 Modernizing public safety	10 Driving operational transformations
3 Building infrastructure for the 21st century	11 Creating a better citizen experience including digitization
4 Creating jobs and driving economic growth	12 Addressing capital productivity and capital management
5 Educating citizens for the future	13 Developing effective strategies and plans
6 Reimagining tax and finance	14 Applying advanced analytics
7 Effectively establishing and managing pensions and benefits programs	15 Transforming organizations, workforce and culture
8 Building resilience and crisis response	16 Managing risk

McKinsey understands the pressures faced by public agencies and has served as a trusted partner for hundreds of US public sector entities seeking to serve their constituents more effectively. In fact, since NCPA first established the Strategic Management Consulting Services contract in 2018, McKinsey has consistently served states, universities, nonprofits, and other entities through this contract vehicle. NCPA members have been able to quickly engage McKinsey on time-sensitive priorities, long-term strategies and other critical initiatives, enabling them to rapidly address and accomplish their objectives. With the establishment of this Master Agreement, NCPA members will continue to benefit from a trusted partner with demonstrated experience delivering tangible results on time, and on budget.

We believe that we are the right partner to provide services to NCPA members and offer the following benefits:

- **Proven experience serving state governments, local governments, education institutions and nonprofit entities** which allows us to develop a carefully tailored

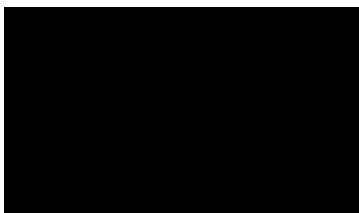
approach, design capability building activities specifically for the client, navigate stakeholder issues, and deploy relevant proprietary tools in an accelerated and sustainable way.

- **Proven experience across all desired service areas**, demonstrated by our client impact on recent engagements described throughout this proposal.
- **Commitment to meeting our customers' needs** and our own by prioritizing resource constraints and providing sustainable services and minimizing the impact of our operations on the natural environment.
- **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.
- **An integrative approach to serving our clients** across these Strategic Management Consulting topics, to ensure maximum impact for our clients on their most important opportunities and challenges.
- **Increased emphasis on diversity and inclusion**, including supplier diversity, as central to our values and client service as the world's leading consulting firm.

I am authorized to make representations on behalf of and legally bind McKinsey. In that capacity, I certify that this proposal is binding upon our firm in all respects for 120 days following the opening date.

If you have any questions about our proposal response, please contact Ellen Feehan at [REDACTED]@mckinsey.com; Tim Ward at [REDACTED]@mckinsey.com; Nina Maddux at [REDACTED]@mckinsey.com. For contractual questions, please contact Geoff Bradford, Contracts Manager Supervisor, at [REDACTED]@mckinsey.com and mckinsey_contracts@mckinsey.com.

Sincerely,



Tony D'Emidio
(202) 662-0093 – 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

McKinsey & Company, Inc. Washington D.C.

Company Name

1200 19th Street, Suite 1000

Address

Washington D.C.

City

20036

State

Zip

(202) 731-4792

Telephone Number

N/A

Fax Number

@mckinsey.com


Email Address

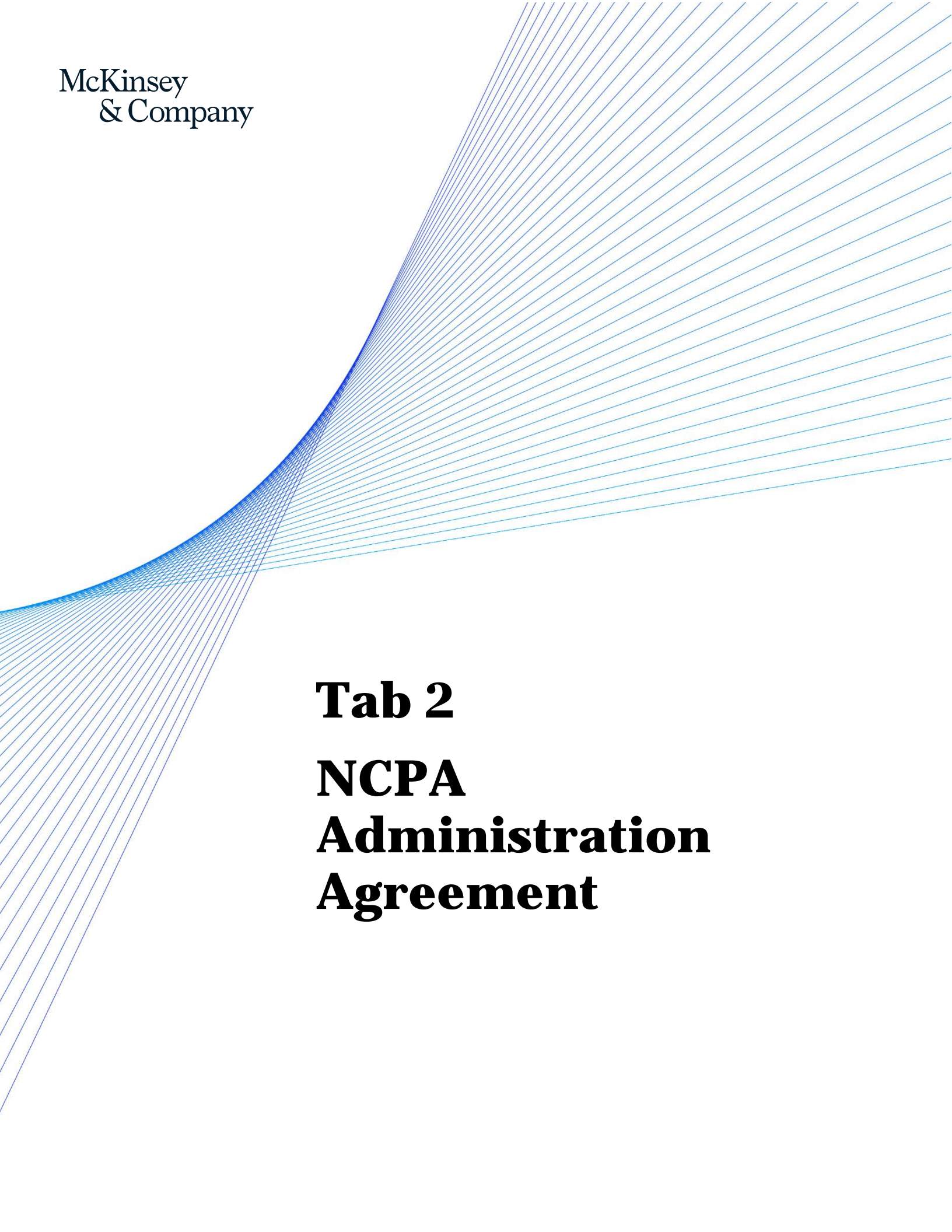
Ton D'Emidio

Printed Name

Partner

Position

Authorized Signature 



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 1, 2022, by and between National Cooperative Purchasing Alliance ("NCPA") and McKinsey & Company, Inc. Washington D.C. ("Vendor").

Recitals

WHEREAS, Region 14 ESC has entered into a certain Master Agreement dated December 1, 2022, referenced as Contract Number 14-14, 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 Strategic Management Consulting 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 Exhibit 1 and incorporated herein by reference as though fully set forth herein, and the terms and conditions contained therein shall apply to this Administration Agreement except as expressly changed or modified by this Administration 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 Administration Agreement including, but not limited to, Contractor's obligation to provide appropriate insurance and certain indemnifications to Region 14 ESC.

- Contractor 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 Contractor 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 Participating 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 Contractor, Region 14 ESC, or such Participating Agency, (b) shall not be obligated, liable or responsible (i) for any orders made by Region 14 ESC, any Participating Agency or any employee of Region 14 ESC or Participating 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 Participating 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 Participating Agency, or any employee of Region 14 ESC or Participating Agency under this Administration Agreement or the Master Agreement.
- With respect to any supplemental agreement entered into between a Participating Agency and Contractor pursuant to the Master Agreement, NCPA, its agents, members and employees shall not be made party to any claim for breach of such agreement.
- This Administration 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 Administrative Agreement which is not contained herein shall be valid or binding.
- Contractor 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 Administration Agreement or the Master Agreement by Contractor must have prior approval from NCPA.
- If any action at law or in equity is brought to enforce or interpret the provisions of this Administration 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 Administration Agreement nor any rights or obligations hereunder shall be assignable by Contractor without prior written consent of NCPA, provided, however, that the Contractor may, without such written consent, assign this Administration 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 Administration 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 Administration Agreement.
- This Administration 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.

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.

Annual Sales Through Contract	Administrative Fee
0 - \$30,000,000	2%
\$30,000,001 - \$50,000,000	1.5%
\$50,000,001+	1%

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.

ACKNOWLEDGMENT OF CONTRACTOR REQUIREMENTS

National Cooperative Purchasing Alliance

Organization

McKinsey & Company, Inc. Washington D.C.

Vendor Name

Matthew Mackel

Name

Tony D'Emidio

Name

Director, Business Development

Title

Partner

Title

PO Box 701273

Address

1200 19th St NW Suite 1000

Address

Houston, TX 77270

Address

Washington, DC 20036

Address



Signature



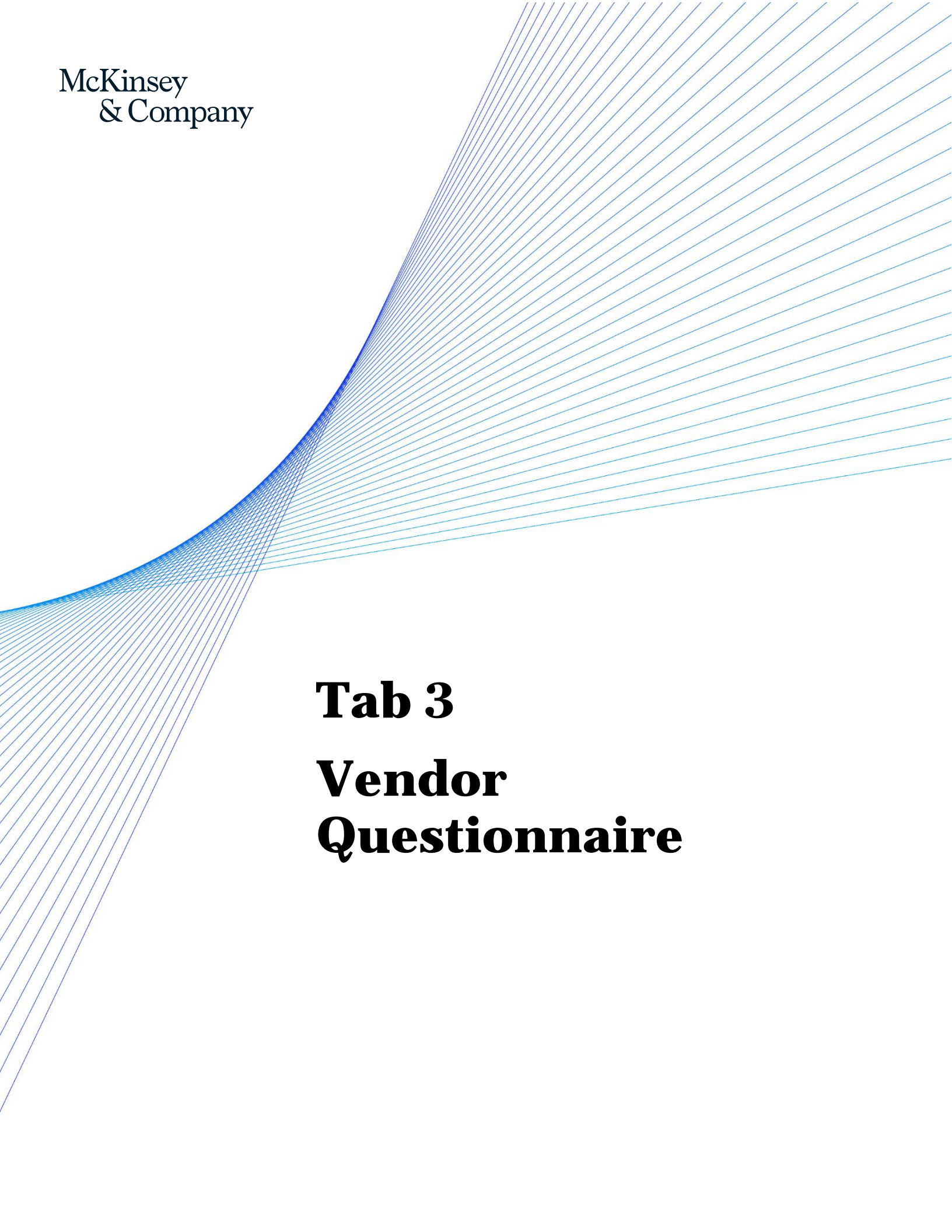
Signature

December 1, 2022

Date

December 1, 2022

Date

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

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.

Locations Covered

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

<input checked="" type="checkbox"/> All 50 States & District of Columbia (Selecting this box is equal to checking all boxes below)			
<input type="checkbox"/> Alabama	<input type="checkbox"/> Illinois	<input type="checkbox"/> Montana	<input type="checkbox"/> Rhode Island
<input type="checkbox"/> Alaska	<input type="checkbox"/> Indiana	<input type="checkbox"/> Nebraska	<input type="checkbox"/> South Carolina
<input type="checkbox"/> Arizona	<input type="checkbox"/> Iowa	<input type="checkbox"/> Nevada	<input type="checkbox"/> South Dakota
<input type="checkbox"/> Arkansas	<input type="checkbox"/> Kansas	<input type="checkbox"/> New Hampshire	<input type="checkbox"/> Tennessee
<input type="checkbox"/> California	<input type="checkbox"/> Massachusetts	<input type="checkbox"/> New Jersey	<input type="checkbox"/> Texas
<input type="checkbox"/> Colorado	<input type="checkbox"/> Michigan	<input type="checkbox"/> New Mexico	<input type="checkbox"/> Utah
<input type="checkbox"/> Connecticut	<input type="checkbox"/> Minnesota	<input type="checkbox"/> New York	<input type="checkbox"/> Vermont
<input type="checkbox"/> Delaware	<input type="checkbox"/> Mississippi	<input type="checkbox"/> North Carolina	<input type="checkbox"/> Virginia
<input type="checkbox"/> D.C.	<input type="checkbox"/> Missouri	<input type="checkbox"/> North Dakota	<input type="checkbox"/> Washington
<input type="checkbox"/> Florida	<input type="checkbox"/> Kentucky	<input type="checkbox"/> Ohio	<input type="checkbox"/> West Virginia
<input type="checkbox"/> Georgia	<input type="checkbox"/> Louisiana	<input type="checkbox"/> Oklahoma	<input type="checkbox"/> Wisconsin
<input type="checkbox"/> Hawaii	<input type="checkbox"/> Maine	<input type="checkbox"/> Oregon	<input type="checkbox"/> Wyoming
<input type="checkbox"/> Idaho	<input type="checkbox"/> Maryland	<input type="checkbox"/> Pennsylvania	

<input type="checkbox"/> All U.S. Territories and Outlying Areas (Selecting this box is equal to checking all boxes below)	
<input type="checkbox"/> American Samoa	<input type="checkbox"/> Northern Marina Island
<input type="checkbox"/> Federated States of Micronesia	<input checked="" type="checkbox"/> Puerto Rico
<input type="checkbox"/> Guam	<input type="checkbox"/> U.S. Virgin Islands
<input type="checkbox"/> Midway Islands	

<input type="checkbox"/> All Canada Provinces and Territories (Selecting this box is equal to checking all boxes below)	
<input type="checkbox"/> Alberta	<input type="checkbox"/> Prince Edward Island
<input type="checkbox"/> British Columbia	<input type="checkbox"/> Quebec
<input type="checkbox"/> Manitoba	<input type="checkbox"/> Saskatchewan
<input type="checkbox"/> New Brunswick	<input type="checkbox"/> Northwest Territories
<input type="checkbox"/> Newfoundland and Labrador	<input type="checkbox"/> Nunavut
<input type="checkbox"/> Nova Scotia	<input type="checkbox"/> Yukon
<input type="checkbox"/> Ontario	

If awarded a Master Agreement, will your company extend the terms offered in your Proposal to public agencies in Canada? If no or maybe, please explain.

- Yes
 Maybe
 No

If awarded a Master Agreement, will your company extend the terms offered in your Proposal to private sector customers?

- Yes
 Maybe
 No

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

It is the policy of some entities participating in NCPA to involve minority and women business enterprises (MWBE) and historically underutilized businesses (HUB) in the purchase of goods and services. Respondents shall indicate below whether or not they are an MWBE or HUB certified.

- Minority/Women Business Enterprise Respondent Certifies that this firm a Minority / Women Business Enterprise
 Historically Underutilized Business Respondent Certifies that this firm is a Historically Underutilized Business

Small Business, MWBE and HUB Growth

If Proposer is a Large, National or Multinational Organization/Corporation, what programs are in place that partners or supports the growth of small and MWEB and HUB business? If yes, please describe.

- N/A, we are a recognized small, MWEB or HUB organization
 No, we do not have any programs in place.
 Yes, we have programs in place.

Please see Section 8.3 for a description

Residency

Responding Company's principal place of business is in the city of the District of Columbia,
State of _____.

Felony Conviction Notice

Please Check Applicable Box (If the 3rd box is checked, a detailed explanation of the names and convictions must be attached):

- A publicly held corporation; therefore, this reporting requirement is not applicable.
- Is not owned or operated by anyone who has been convicted of a felony.
- Is owned or operated by the following individual(s) who has/have been convicted of a felony

Distribution Channel

Which best describes your company's position in the distribution channel:

- Manufacturer Direct Certified education/government reseller
- Authorized Distributor Manufacturer marketing through reseller
- Value-added reseller Other: Strategic management consulting services

Processing Contact Information

Contact Person Tony D'Emidio

Title Partner

Company McKinsey & Company, Inc. Washington D.C.

Address 1200 19th St NW STE 1000

City/State/Zip Washington D.C., 20036

Phone [REDACTED]

Email [REDACTED]@mckinsey.com

Pricing Information

In addition to the current typical unit pricing furnished herein, the Vendor agrees to offer all future product introductions at prices that are proportionate to Contract Pricing. If answer is no, attach a statement detailing how pricing for NCPA participants would be calculated for future product introductions.

- Yes No

Pricing submitted includes the required NCPA administrative fee. The NCPA fee is calculated based on the invoice price to the customer.

Yes No

Cooperatives

List any other cooperative or state contracts currently held or in the process of securing.

Cooperative/State Agency	Discount Offered	Expires	Annual Sales Volume
NCPA Strategic Management Consulting Services #11-30	None	4/30/2023	
NCPA Business and IT Consulting and Advisory Services #11-60	None	12/31/2023	N/A

We have provided NCPA cooperative agreements we hold with average annual sales volume. Please see section 6.0 Tab 6 for a representative list of state contracts McKinsey has performed services under.



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>Established in 1926, McKinsey & Company, Inc. is a global management consulting firm committed to helping organizations from all sectors deliver unprecedented impact, and realize sustainable, inclusive growth. McKinsey works with clients across the private, public, and social sectors to solve complex problems and create positive change for all their stakeholders. We combine bold strategies and transformative technologies to help organizations innovate more sustainably, achieve lasting gains in performance, and build workforces that will thrive for this generation and the next. Our public and social sector practice aspires to bring the best of our global firm, to help governments and nonprofit institutions improve the lives of citizens worldwide and help solve the world’s most pressing economic and social issues. In the last five years alone, we have performed over 10,000 engagements for public sector clients across 60+ countries and 1455 public agencies.</p> <p>McKinsey & Company, Inc., Washington D.C. (McKinsey) was established in 2003 specifically to support the unique needs of federal, state, and local clients including K-12, higher education, city, county, and non-profit entities in the US. McKinsey has served clients on topics ranging from healthcare strategy, economic and workforce development, education, resilience and crisis response, as well as transformation. Since our establishment, we have:</p> <ul style="list-style-type: none"> • Served 35 US States (including California, Colorado, Georgia, Illinois, Indiana, Kansas, Massachusetts, Nebraska, New Jersey, New York, Ohio, and Tennessee, among others). • Served 15 of the US Federal Government executive cabinet departments. • Completed 2500+ engagements including: <ul style="list-style-type: none"> – 380+ engagements for state and local clients over the past 5 years, across 35 U.S. states – 620+ engagements for education clients • Across all sectors, over 70% of our work is for clients that we have served for 5 years or longer in the last 10 years, a testament to our focus on and commitment to impact and the value our clients see in the support we provide.
Company’s Dun & Bradstreet (D&B) number	82-5229318

McKinsey has been delivering impact to clients for 95+ years.

<p>Company’s organizational chart of those individuals that would be involved in the contract</p>	<p>Please see Section 4.1 for McKinsey’s Organizational Chart</p>
<p>Corporate office location.</p>	<p>McKinsey & Company, Inc. Washington, D.C. is located at the following address: 1200 19th St NW, Suite 1100 Washington, DC 20036</p>
<p>List the number of sales and services offices for states being bid in solicitation</p>	<p>McKinsey can confirm that we offer services in all 50 States & District of Columbia. Globally, McKinsey has offices in 130+ cities in 65+ countries. In the U.S., McKinsey maintains office locations in 32 cities. This list includes cities such as Washington D.C., Atlanta, Boston, Charlotte, Chicago, Denver, Miami, New York, San Francisco, and Seattle. Each of the office locations is important as they present opportunities for McKinsey to utilize the NCPA contract within the state and local communities.</p>
<p>List the names of key contacts at each with title, address, phone and e-mail address</p>	<p>NCPA public agencies can direct all requests, inquiries, task orders, and other correspondence to the following address and points of contact: Address: McKinsey & Company, Inc. Washington, D.C. 1200 19th St NW, Suite 1100 Washington, DC 20036 Name/Title: Ellen Feehan, Partner • Phone: [REDACTED] • E-mail address: [REDACTED]@mckinsey.com Name/Title: Tim Ward, Senior Partner • Phone: [REDACTED] • E-mail address: [REDACTED]@mckinsey.com Name/Title: Nina Maddux, Director of Client Development & Associate Partner • Phone: [REDACTED] • E-mail address: [REDACTED]@mckinsey.com Name/Title: Geoff Bradford, Contracts Manager Supervisor • Phone: [REDACTED] • E-mail address: [REDACTED]@mckinsey.com and mckinsey_contracts@mckinsey.com</p>
<p>Define your standard terms of payment</p>	<p>McKinsey’s terms of payment are Net 30.</p>

<p>Who is your competition in the marketplace</p>	<p>McKinsey’s primary competitors in the marketplace are other high value management consulting firms based in the US. When McKinsey competes head-to-head with other firms, we regularly are the vendor of choice. To further support this, Forbes consistently ranks McKinsey as one of “America’s Best Management Consulting Firms” annually. In 2021, we were named to this list again and received star rankings in 32 service categories.¹ In 2021, Vault included McKinsey in their “Vault Consulting 50” list, an annual ranking of the best consulting firms to work for. This year, we were named #1 by Vault in more practice areas than any other firm included, including:</p> <ul style="list-style-type: none"> • Economic consulting • Energy consulting • Environmental sustainability consulting • Health care consulting • Management consulting • Operations consulting • Pricing, sales, & marketing consulting • Retail consulting • Strategy consulting • Technology, media & telecommunication consulting²
<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 • Other government agencies or nonprofit organizations 	<p>McKinsey is a privately held company and keeps annual sales information confidential. While we do not release annual sales information, we confirm that our annual sales in the last three years was [REDACTED] to our client work globally including with private companies, federal and state governments inclusive of cities/counties, K-12, higher education, nonprofits, and other governmental and social sector organizations.</p>
<p>Provide the revenue that your organization anticipates each year for the first three (3) years of this agreement.</p> <p>\$_____ in year one</p>	<p>McKinsey is a privately held company and keeps its annual revenue information confidential. While we do not release annual revenue information, we can confirm that our annual sales in each of the last three years has gross revenues [REDACTED]</p> <p>Over the next three, McKinsey expects for there to be an estimated [REDACTED] in sales completed utilizing the NCPA contract. This is based on several factors including:</p> <ol style="list-style-type: none"> 1. Existing Relationships: Relationships already built with leaders at eligible NCPA customer entities within state, local, and higher

¹ “America’s Best Management Consulting Firms.” Forbes. Accessed 2021. <https://www.forbes.com/best-management-consulting-firms/#6187b5ba72d0>

² “Vault Consulting 50: McKinsey.” Firsthand. Accessed 2021. <https://firsthand.co/company-profiles/management-strategy/mckinsey-company>

<p>\$ _____ in year two</p> <p>\$ _____ in year three</p>	<p>ed institutions that are aware of our firm’s capabilities and history of successful service to public sector entities.</p> <ol style="list-style-type: none"> 2. Speed and Scale: The ability to rapidly bring best practices and services deployed within other states and in the private sector utilizing our large team of practitioners that are capable of standing up project teams in a short period of time. 3. Existing + Expected Demand: Over the past 4+ years we have seen an increase in the demand for NCPA-related services and this is particularly acute in public state entities. 4. Track Record: In other states where McKinsey has been added to cooperative purchasing vehicles, we have seen an increased ability to serve clients.
<p>What differentiates your company from competitors?</p>	<p>Widely recognized as the leading management consulting firm globally, McKinsey is deeply committed to helping institutions in the private, public, and social sectors achieve lasting success. For 95+ years, McKinsey has delivered superior client impact and client confidence, which results in a superior competitive win rate. When McKinsey competes head-to-head with other firms, we regularly are the vendor of choice.</p> <p>McKinsey is uniquely positioned among our competitors to provide the same expertise and knowledge to the US government that McKinsey provides to its private sector clients. This is because McKinsey draws on a pool of leading experts, proprietary knowledge, publications, and cross-sector expertise:</p> <ul style="list-style-type: none"> • Expertise. We draw on a global pool of more than 17,000 experts, with a range of expertise and specialties with 10-plus years of industry and functional expertise: seasoned leadership coaches and facilitators, and specialists in adult learning and capability building at scale. For example, McKinsey has invested significantly in advanced analytics over the last several years. We now have access to over 900 credentialed analytics experts. Since 2015, McKinsey has added to its expertise through the acquisition of more than 12 digital and technology firms, including market-leading analytics-driven consultancies (e.g., QuantumBlack, Afiniti). Each acquisition adds specific expertise to our portfolio, and our teams deliver this world-class insight to Government. • Proprietary knowledge. [REDACTED]

³ “About Us.” McKinsey. Accessed October 2021. <https://www.mckinsey.com/about-us/overview>

	<p>[REDACTED]</p> <ul style="list-style-type: none"> • Publications. Our unique expertise and knowledge are highly valued by the industry. McKinsey publishes over twice as much content as leading competitors, and our articles are shared and cited online at least 30x more often.⁵ Moreover, as industry leaders, we convene groups and participate in leading events to work together to tackle problems that one institution alone could not.
<p>Describe how your company will market this contract if awarded</p>	<p>McKinsey looks forward to continuing to work closely with NCPA member and vendor support team to utilize NCPA’s marketing program. As with Prior NCPA awards, McKinsey will market this contract to public and social sector clients such as states, cities/counties, K-12, higher education, nonprofits, etc. as/when appropriate.</p> <p>McKinsey’s previous experience with executing marketing plans focused on public sector cooperative contracts has shown us that potential clients do not always know how to navigate the contracting mechanisms that organizations such as NCPA have put in place to facilitate a transaction or that customers are sometimes unaware that a cooperative contract exists for use on the specific services being sought.</p> <p>To mitigate the risk of not knowing how to use the contract, our team will develop and include quick-reference guides during client interactions that clearly direct NCPA customers on how to use the Strategic Management Consulting Services contract according to state law and statute. This will also include working with NCPA resources that are already available and including points of contact at NCPA who can help customers should they have questions.</p> <p>To ensure wide-spread knowledge of the contract vehicle itself, including the ability to engage McKinsey services that have been competitively procured through it, we will employ a robust marketing plan consisting of four key components: [REDACTED]</p> <p>[REDACTED]</p> <p>Additionally, the marketing plan is built upon a foundation of internal education and training of McKinsey colleagues and partners about NCPA to ensure uniform knowledge and ability to individually drive external amplification as well as world-class contract management and support is necessary to support customers and drive repeat usage.</p>
<p>Describe how you intend to introduce</p>	<p>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>

⁴ James G. McGann, “2019 Global Go To Think Tank Index Report: Think Tanks and Civil Societies Program.” Lauder Institute University of Pennsylvania. June 18, 2020.

https://repository.upenn.edu/cgi/viewcontent.cgi?article=1018&context=think_tanks

⁵ “InsightsFirst.” Evaluserve. Accessed July 2021. <https://cpi.evaluserve.com/insightsfirstui>

<p>NCPA to your company</p>	<p>It is pivotal that McKinsey colleagues are able to articulate NCPA and McKinsey value proposition as well as the process to engage and utilize the contract. To accomplish this, we plan to have an initial training session with leadership and client development colleagues to educate our internal team about NCPA enabling them to spread the word and amplify the message across the states. Further, we will hold an education session meeting with McKinsey public sector contract managers across the US to provide information about NCPA. These initial sessions will be followed by quarterly briefings sessions with leadership, client development colleagues, and contract managers to regularly answer any questions about NCPA, provide status updates, and continue to keep focus on the contract. Finally, we will hold an information session with delivery partners, such as our M/WBE subcontractors, to provide information about McKinsey’s NCPA contract.</p>
<p>Describe your firm’s capabilities and functionality of your on-line catalog / ordering website</p>	<p>McKinsey clients and new potential clients work closely with the firm’s strategic 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 service offerings, 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 and www.mckinsey.com/industries/public-and-social-sector/our-insights.</p>
<p>Describe your company’s Customer Service Department (hours of operation, number of service centers, etc.)</p>	<p>McKinsey operates as one integrated firm. We are a single partnership united by a strong set of values, focused on client impact. In this “One Firm” model, we can seamlessly provide resources from across our organization’s 22 industries and 10 business functions. McKinsey’s organizational governance as a private worldwide partnership better enables account management, customer service and ensures its independence and objectivity, allowing the firm to remain answerable only to its clients – not to outside shareholders. McKinsey collaborates with our clients to generate adaptable, impactful, and executable solutions, while creating a great, customer service oriented experience.</p> <p>Administratively, McKinsey has assembled the team that will be dedicated to ensuring seamless support and customer service is provided to NCPA and its partnering public agencies. Our team consists of:</p> <p>Name/Title: Ellen Feehan, Partner</p> <p>• Responsible for:</p> <ul style="list-style-type: none"> – Acting as the primary point of contact with NCPA/Region 14 ESC for receiving procurement notices and requests, supporting communication to public agencies on McKinsey’s

	<p>products and services, and working with McKinsey’s internal teams (e.g., Contracts) to provide needed information and materials.</p> <p>Name/Title: Tim Ward, Senior Partner</p> <p>• Responsible for:</p> <ul style="list-style-type: none"> – Ensuring quality of end-product, and alignment with broader NCPA ecosystem strategic goals. <p>Name/Title: Nina Maddux, Director of Client Development & Associate Partner</p> <p>• Responsible for:</p> <ul style="list-style-type: none"> – Leading McKinsey’s engagement with public leaders across the state and help them understand the value that NCPA and McKinsey can provide through this contract. <p>Name/Title: Geoff Bradford, Contracts Manager Supervisor</p> <p>• Responsible for:</p> <ul style="list-style-type: none"> – Ensuring contracting process is defined and followed – Reviewing contracts, refining SOWs, and negotiating specific terms. <p>As each contract is awarded under the NCPA contract, 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 will work 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.</p>
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Green Initiatives

McKinsey Environmental Policy

McKinsey & Company 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 to the management of our buildings.

McKinsey supports the UN Sustainable Development Goals and the Paris Agreement to reduce greenhouse gas emissions and promote global security. We are also participants in the UN Global Compact. We are continually strengthening our environmental policies and practices, which address reducing greenhouse gas (GHG) emissions, waste, and water usage across our entire operation. Initiatives include the widespread use of videoconferencing capabilities to avoid unnecessary travel (particularly flights), the implementation of recycling hubs, and locating large offices in energy-efficient buildings. Thirty percent of our offices have LEED (Leadership in Energy and

**100% of our
 GHG emissions
 offset since
 2018**

Environmental Design) gold certification. We are building a network of Green Teams in our offices across the world to drive local sustainability efforts.

Since 2009 we have undertaken rigorous, annual, internal reporting of our greenhouse gas emissions, which come primarily from our travel to be with our clients and from energy use in our offices. In September 2020, we remained committed to becoming carbon neutral by taking the following actions:

- Setting targets to reduce our greenhouse gas emissions by 60 percent by 2030 and 90 percent by 2050 for direct emissions and purchased energy, using best practice, science-based methodology in line with the level of decarbonization required to keep global temperature increase below two degrees Celsius.
- Purchasing 100 percent renewable electricity by using green tariffs, working with our landlords where they provide the electricity in offices we lease and, where this is not possible, purchasing energy attribute certificates.
- Investing in high-quality carbon-reduction projects to offset the emissions we cannot reduce—our range of projects will include a broad range of geographies and technologies.

As a firm, 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

Since 2007, McKinsey has made a substantial investment in developing an understanding and an independent fact base of a wide range of sustainability, resource productivity and green economy related topics with the aim of informing the debate.

Our global and national greenhouse gas abatement cost curves are the most publicly recognized aspects of this work. They analyze the economics of hundreds of measures to reduce greenhouse gas emissions, providing a basis to guide policy choices and inform business leaders on an effective response to the challenge of climate change.

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 these issues. We have also carried out significant research on forests and oceans alongside corporate partners, the public sector and civil society.

Apart from our cutting-edge knowledge, McKinsey is also committed to reducing its own environmental footprint and has been actively seeking ways to do this. 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 environmental carbon footprint. We measure (under the GHG protocols), analyze and internally report our carbon emissions on a bi-annual basis. Reports are prepared by a recognized external vendor and have been verified under ISO14064 since 2012.

We are continuing our efforts to institutionalize environmental footprint reduction efforts 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:** usage of low carbon emitting forms of transport, successful roll out HDVC throughout the entire firm to evolve the way we work with clients but also 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
- **Reducing waste and increasing recycling:** through initiatives driven by local offices across the globe, ranging from sorting and recycling paper, plastic, and aluminum waste; recycling and donating used technology equipment; replacing vending water products with water bottles; running recycling campaigns; introducing guidance on real estate fit out etc. Whilst we do not produce a lot of waste, reducing, reusing and recycling of waste is an important behavioral topic that colleagues are interested in and engage with. Many initiatives are developed with that in mind.
- **Communicating and working with individuals to foster staff engagement** and behavior change and to embed a greener mindset in our firm culture

Anti-Discrimination Policy (if applicable)

As a Firm, McKinsey maintains a work environment that supports, inspires, and respects all of our colleagues, applicants, and clients, and to ensure our processes (e.g., recruiting, compensation, training, advancement, and assignment) are merit based and applied without discrimination.

McKinsey expressly prohibits:

- Any form of discrimination, harassment, bullying, or other offensive conduct toward any individual on the basis of race, color, religion, sex, sexual orientation, gender identity, marital status, pregnancy, age, disability, national or ethnic origin, military service status, citizenship, or other characteristic
- Any behavior that makes the work environment hostile, intimidating, or offensive to colleagues because of any characteristic listed above

We have a deep and longstanding [commitment to advancing diversity, equity, and inclusion](#) in business, in society, and within our firm. At McKinsey, diversity, equity, and inclusion are not just moral imperatives, they are integral to 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.

Creating a gender balanced, diverse and inclusive environment is a priority for us as a firm. Not only is it a moral imperative, but it is also a strategic imperative. Clients, colleagues, and recruits tell us over and over that this matters to them. We know from our research—and experience—

the power that diverse teams can have. To bring the best answers to our clients, we need exceptional people from different backgrounds who bring fresh perspectives and approach problems from multiple angles. We intentionally try to create and cultivate diverse teams across all levels of our teams, and we strive to do so in an inclusive and exceptional environment – a culture in which every colleague feels a deep sense of respect and belonging.

Through our groundbreaking research (for example, our [“Women in the Workplace 2022”](#) Article), we have set out a compelling business and economic case for diversity. Using our global reach, we share our insights, convene partnerships for action, and serve clients to inform critical decision-makers with the power to make real change.

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’s 10 Actions: In 2020, McKinsey put forth a public commitment to anti-racism and social justice. Drawing on our areas of core expertise, we have focused on building minority leadership within our organization and beyond, identifying solutions through data-based research and investing in social change within our wider community.

Below are the 10 Actions as they were set forth in 2020:

1. Double our Black leadership and hiring of Black colleagues in our Firm over the next five years
2. Create a Firmwide anti-racism learning journey
3. Launch a Firmwide day of service
4. Bring to bear the best available expertise to help us ensure our processes are free from bias
5. Create a dedicated McKinsey Academy virtual leadership program available at no cost to our clients to support rising Black executives
6. Found a Black economic institute to translate insights into practical tools to enable clients to advance Black economic empowerment
7. Double our spending with diverse suppliers within three years
8. Contribute \$2M in cash to Generation to launch new programs in the US to train and place Black learners in small and medium sized Black-owned businesses
9. Commit \$200M over the next 10 years in pro bono work globally
10. Donate \$5M to nonprofits working to create educational opportunities and combat racism

Vendor Certifications (if applicable)

McKinsey’s Certificate of Good Standing can be found in **Section 4.3**.

M/WBE Partnerships – McKinsey draws upon its vast network of MWBE, HUB, SDVOB, and other partners to address specific client objectives as appropriate. **Tab 8.0 - Value Added Services** contains additional detail describing McKinsey’s work with certified minority and woman-owned business enterprises (MWBEs), HUBS and small disabled veteran owned businesses (SDVOBs). McKinsey remains available to provide additional detail about its potential MWBE, HUB and SDVOB partners as specific scopes of work and task orders become available.

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:

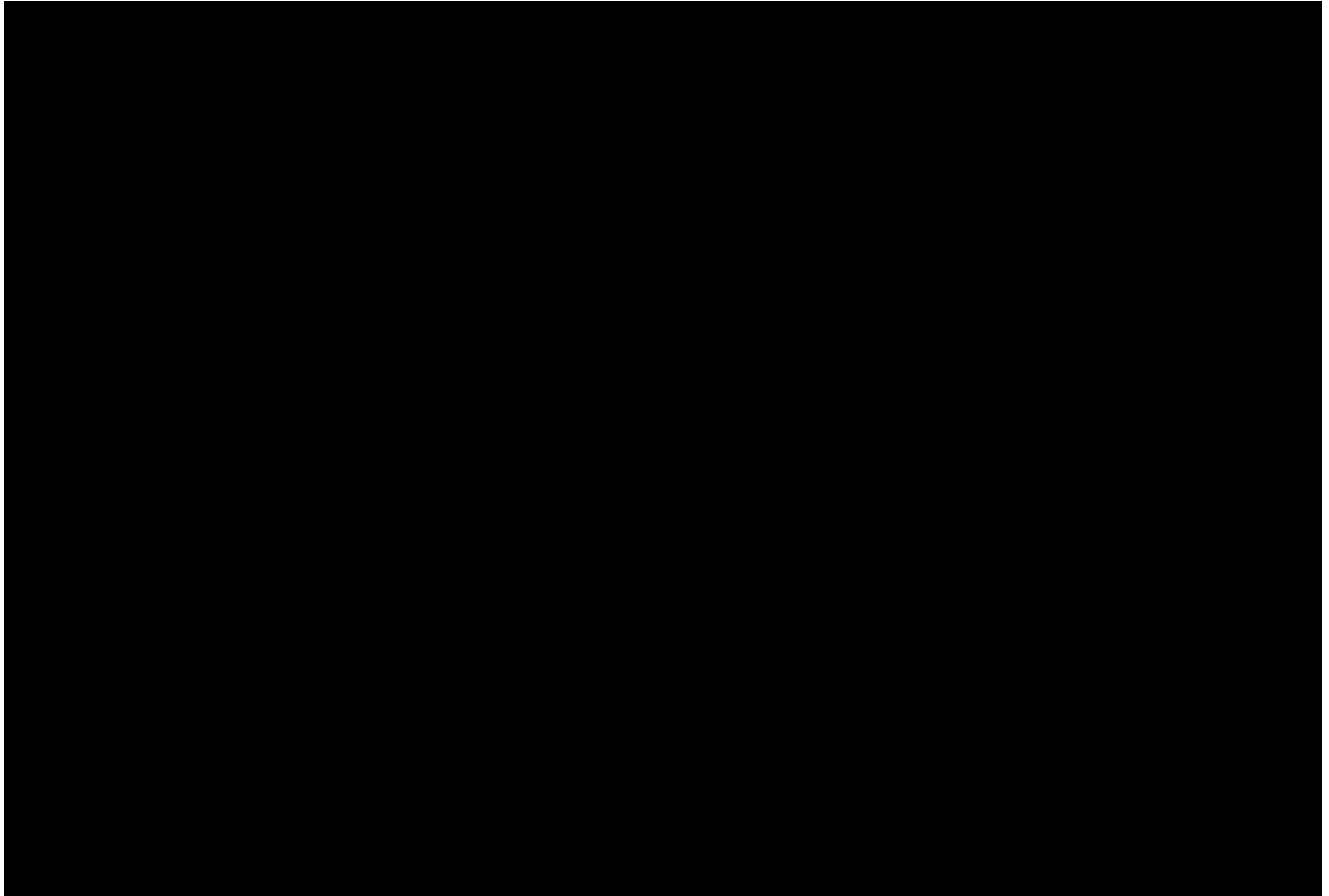
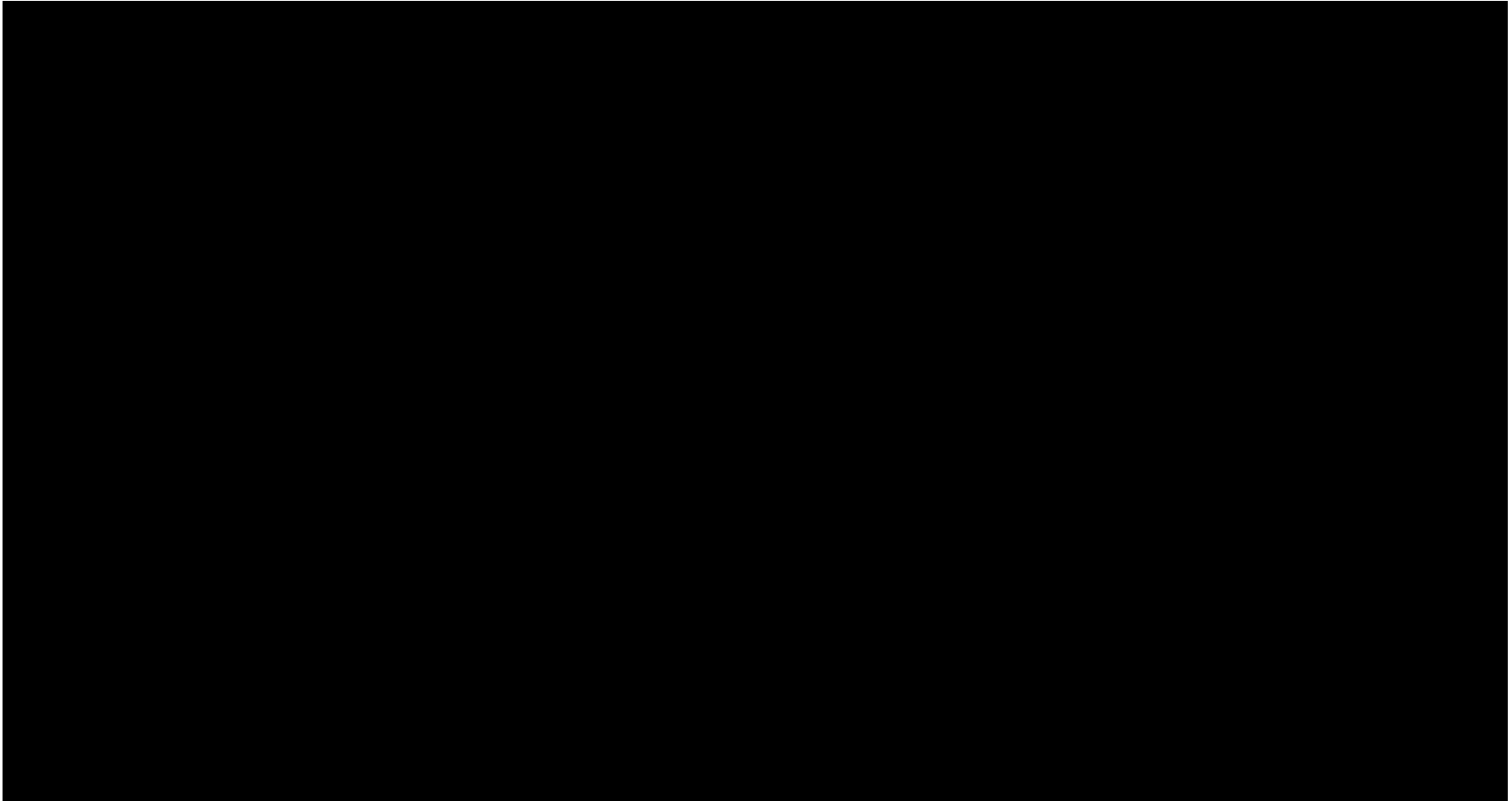


Exhibit 2: McKinsey Organizational Chart



Additional description of McKinsey team member qualifications can be found **Appendix A**.

4.2 Financial Statement Letter

McKinsey
& Company

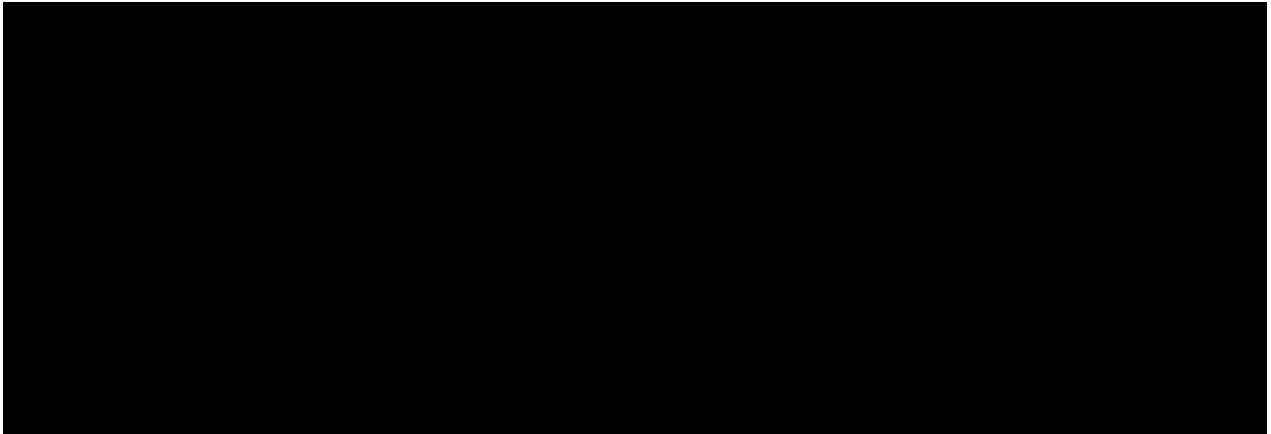
McKinsey & Company, Inc.
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New York, NY 10017
Telephone +1 (212) 415-1300
Fax +1 212 688 9521

November 07, 2022

Region 14 Education Service Center and National Cooperative Purchasing Alliance
(NCPA)

Financial Comfort Letter - Strategic Management Consulting Services RFP #44-22,

To whom it may concern,



Director, Firm Controllership

The attached letter is confidential and business sensitive. It is provided to the addressee named above solely for the purpose of their consideration of a proposal for management consulting services submitted by McKinsey & Company. It may not be reproduced in any form or transmitted to any other person or entity without prior authorization in writing from McKinsey & Company.

4.3 Certificate of Good Standing

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "MCKINSEY & COMPANY, INC. WASHINGTON D.C." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE TENTH DAY OF NOVEMBER, A.D. 2022.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL REPORTS HAVE BEEN FILED TO DATE.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "MCKINSEY & COMPANY, INC. WASHINGTON D.C." WAS INCORPORATED ON THE NINTH DAY OF OCTOBER, A.D. 2003.

AND I DO HEREBY FURTHER CERTIFY THAT THE FRANCHISE TAXES HAVE BEEN PAID TO DATE.



3713510 8300
SR# 20223989263
You may verify this certificate online at corp.delaware.gov/authver.shtml

Handwritten signature of Jeffrey W. Bullock, Secretary of State, in black ink over a horizontal line.

Jeffrey W. Bullock, Secretary of State

Authentication: 204829291
Date: 11-10-22

Tab 5
Products and
Services / Scope

5.0 Tab 5 – Products and Services / Scope

Our Understanding of NCPA’s Needs:

Public agencies are under increased pressure to serve residents, employers, students, and other community stakeholders, all while managing scarce resources.

To effectively accomplish their objectives, it is imperative for public agencies to be able to procure both qualified and competitive products and services across the Strategic Management Consulting Services categories efficiently.

Why McKinsey:

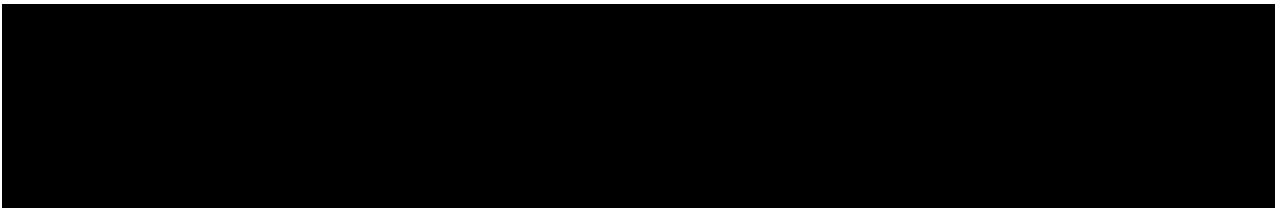
McKinsey understands the pressures faced by public agencies and has served as a trusted partner for hundreds of US public sector entities seeking to operate and serve its constituents more effectively. In fact, since NCPA first established the Strategic Management Consulting Services contract in 2018, McKinsey has consistently served multiple states, cities, universities, K-12 districts, and other entities through this contract vehicle. NCPA members have been able to quickly engage McKinsey on time-sensitive priorities, long-term strategies and other critical priorities, enabling them to rapidly address and accomplish their objectives. With the continued establishment of NCPA’s Strategic Management Consulting Services contract, these entities will continue to benefit from a trusted partner with demonstrated experience delivering tangible results on time, and on budget. In particular, McKinsey offers the following benefits to NCPA’s members:

Proven experience in public sector: NCPA members benefit from McKinsey’s work over 95 years with public, private, and nonprofit clients – enabling us to quickly hit the ground running and to address the most pressing and complex issues of public agencies.

Within the last five years alone, McKinsey has undertaken more than 10,000 engagements in the public sector, across states, cities, counties, and 80% of all federal cabinet agencies. McKinsey also supports 600+ educational institutions and nonprofits per year. Different from most firms, every McKinsey team also brings important insights from engagements with most large US corporations and more than 80 of the Fortune 100.

We do not need a long ramp up period to get to know public sector entities. We have engaged with thousands of entities to inform 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.

Commitment to meeting customer needs: NCPA members benefit from McKinsey’s ability to respond quickly to the most important issues and to deliver consistently—on time and on budget. McKinsey is a partner who 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:



These are just a few examples of the impact that McKinsey has driven with public agencies and illustrates their trust in McKinsey to deliver meaningful and quantifiable results across a wide range of topics.

Proven expertise across service lines: NCPA members will have access to McKinsey's expertise from more than 10,000 sectoral and functional engagements providing 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.

Exhibit 3: McKinsey's Awards and Accolades



- #1 consulting firm in 2021 Vault list in Asia-Pacific and Europe and #3 in N America (McK has been #1 in all three regions – the triple crown – three times, including in 2020)
- Most prestigious consultancy in Vault's 2021 ranking in all three regions (20 years running)



- #10 on Universum's World's Most Attractive Employers Global Business report 2019 (BCG #13, Bain #23)
- #16 on Universum's World's Most Attractive Employers Engineering/IT list



- On LinkedIn's 2019 list of top 50 companies where people want to work in the US and top 25 list in Germany



- Working Mother 100 Best Companies in the US (14 years running in top 100); Best Companies for Dads (top 10)
- One of the National Association for Female Executives (NAFE's Top Companies in 2019 (seven years running))
- The Times Top 50 Employers for Women in the UK for 2020 (13th time since the list's inception in 2006)



- Perfect score of 100 on U.S. Human Rights Campaign Foundation's 2020 Corporate Equality Index (14 years in a row)¹
- India Workplace Equality Index 2020 top employer for embedding LGBTQ+ inclusion in our policies and hiring practices and demonstrating a long-term commitment to LGBTQ+ inclusion



- Top professional services firm in eFinancialCareers Ideal Employer ranking (2018)



- McKinsey Global Institute consistently ranked as one of the top International Economics Think Tanks, International Development Think Tanks and For Profit Think Tanks in the Go To Global Think Tank Index by The Think Tanks And Civil Societies Program

Slate of qualified experts: NCPA members will have access to thousands of McKinsey subject matter experts in topic areas such as strategic planning, IT assessments, organizational design, organizational change management, program management services, procurement, business process improvement and many more. This extensive expertise combined with unmatched first-hand experience working side by side with public sector entities, allows McKinsey to serve clients on short notice; to mitigate common risks; and to avoid ramp up periods required by other firms without this level of experience.

Integrative approach to client service: NCPA members have access to McKinsey's experts, unique "team behind the team" structure, tools, and complimentary research bringing decades of public sector experience and resources.

- **Different from the model of other firms, McKinsey's senior leadership spends significant time on each project.** McKinsey senior leaders have worked on issues across

the public, private, and nonprofit sectors, and bring relevant experience critical to achieving state objectives and avoiding common pitfalls. This leadership presence means that people with deep expertise will invest time on each public entity engagement, and the solutions provided to these entities will reflect their deep expertise. Our Engagement Director, Ellen Feehan and Director of Client Services, Tim Ward, among others, have served clients through numerous engagements and bring this experience to each engagement.

- **Unique only to McKinsey, public agencies will have access to not only our core dedicated leadership and working teams, but also to our extensive network of subject matter experts.** As a Firm, McKinsey can offer insights and best practices from every sector and functional area, helping NCPA and its members accomplish objectives more quickly and efficiently than firms without this level of cross pollination.
- **Rapid response capability & dedicated “on-call” research desk provides NCPA members with support to address legislative change, elections, crises or other time sensitive issues.** McKinsey is able to help NCPA members with urgent priorities and establish effective project plans while we work to assemble the right full-time teams and refine our approach. Our dedicated research desk provides access to our best practice library from sectors and functions globally, in both the public and private sectors.

As another example, McKinsey has invested significantly in advanced analytics over the last several years.

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

- **McKinsey’s approach, which begins with “Day 1 hypotheses”, will accelerate results.** Firms without McKinsey’s level of experience have significant learning curves and ramp up periods. Conversely, based upon McKinsey’s experience working with thousands of public, private, and nonprofit organizations across every sector and function, we bring detailed “Day 1 hypotheses” to every engagement, which we then adapt and refine through comprehensive analysis and stakeholder perspectives.
- **McKinsey’s stakeholder engagement model will ensure ownership and sustained results.** We believe in rolling up our sleeves and having extensive engagement with stakeholders. For example, in our work with one of the largest higher education systems in the US, we actively engaged with more than 170 faculty, staff members, and administrators, allowing us to gain credibility quickly with senior leaders across the system. This broad and enthusiastic support across stakeholder groups was critical to the university’s decision to implement recommendations.

- **Built-in capability building, unique to McKinsey’s approach, will promote sustainability and scale.** Efforts that focus on developing people are four times more likely to succeed, which is why McKinsey provides capability building and plans for knowledge transfer from Day 1. Our experience is that capability building should always be part of the answer – not simply a nice-to-have. Unlike most firms that simply provide theoretic plans or temporarily supplement staff, we aim to build the skills and capabilities of our clients on each engagement enabling NCPA public entity client’s teams to sustain lasting results. Our staff work side-by-side with client staff in their offices, and we incorporate clients into our teams such that they have the capabilities to continue long after our engagement ends.

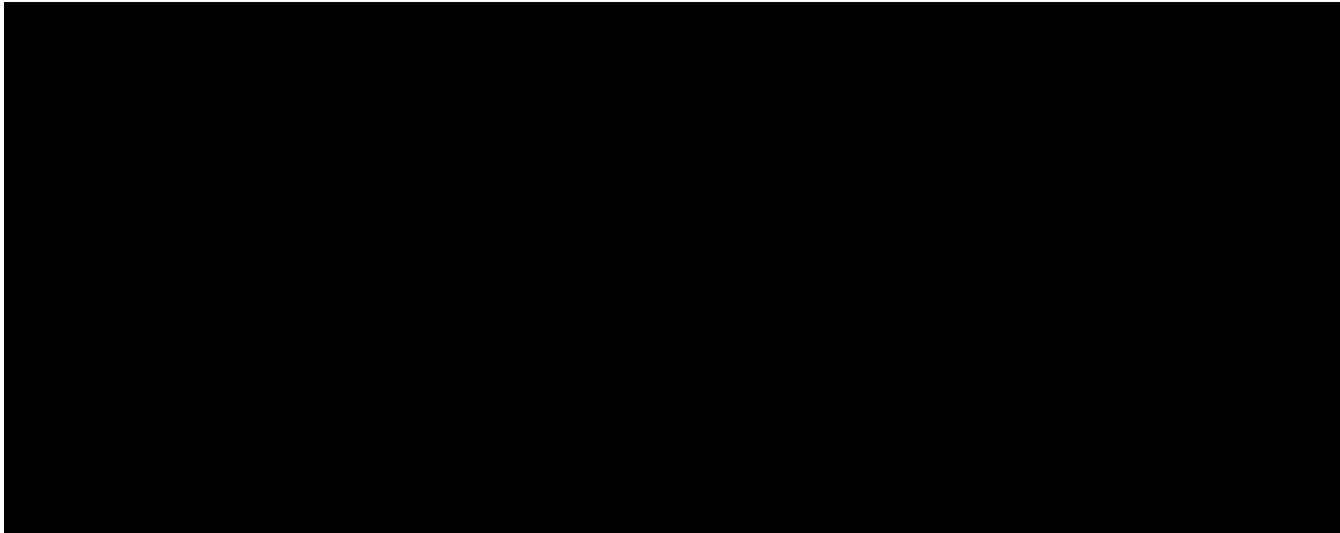
5.1 Achieving a Better State of Health

McKinsey’s Healthcare Practice has been serving Medicaid programs, public health departments, behavioral health departments, health, and human services agencies for over 20 years, as well as payors and providers for over 40 years.



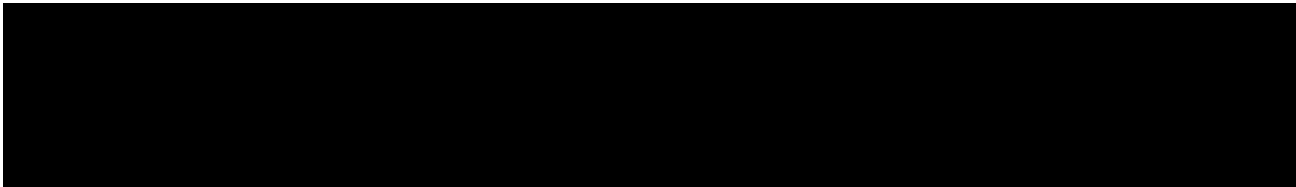
McKinsey’s Client Experience

McKinsey’s client experience in healthcare includes:



McKinsey Tools and Knowledge

McKinsey brings over 100 distinct assets and capabilities which support public health and healthcare financing and delivery. Examples of such assets and capabilities include:

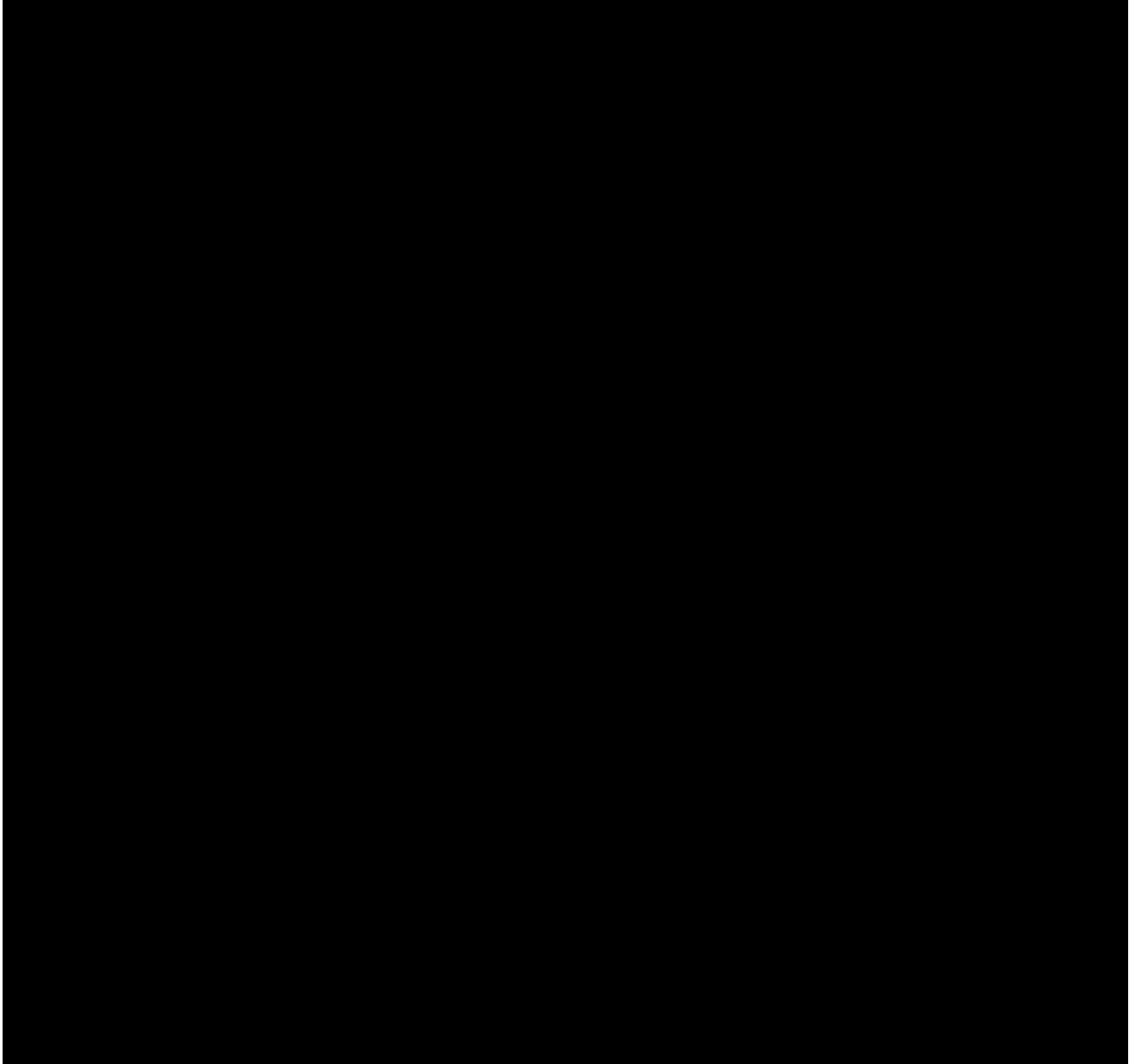


- **McKinsey United States of Health Dashboard:** A dashboard designed to explore and illustrate public health outcomes, access to care and health risks management across the Unites States. Explore this dashboard [here](#).



term care needs, or unmet social needs. The data hub includes multiple metrics focused on demographics, health outcomes, social determinants of health, healthcare system capacity, and others. Explore this resource [here](#).

- **Crisis Resource Need Calculator:** A tool that enables states or counties to understand the potential healthcare costs and capacity needed to deliver care for all individuals requiring in-person behavioral health crisis services, with built-in scenarios to compare several crisis care models. Explore this resource [here](#).



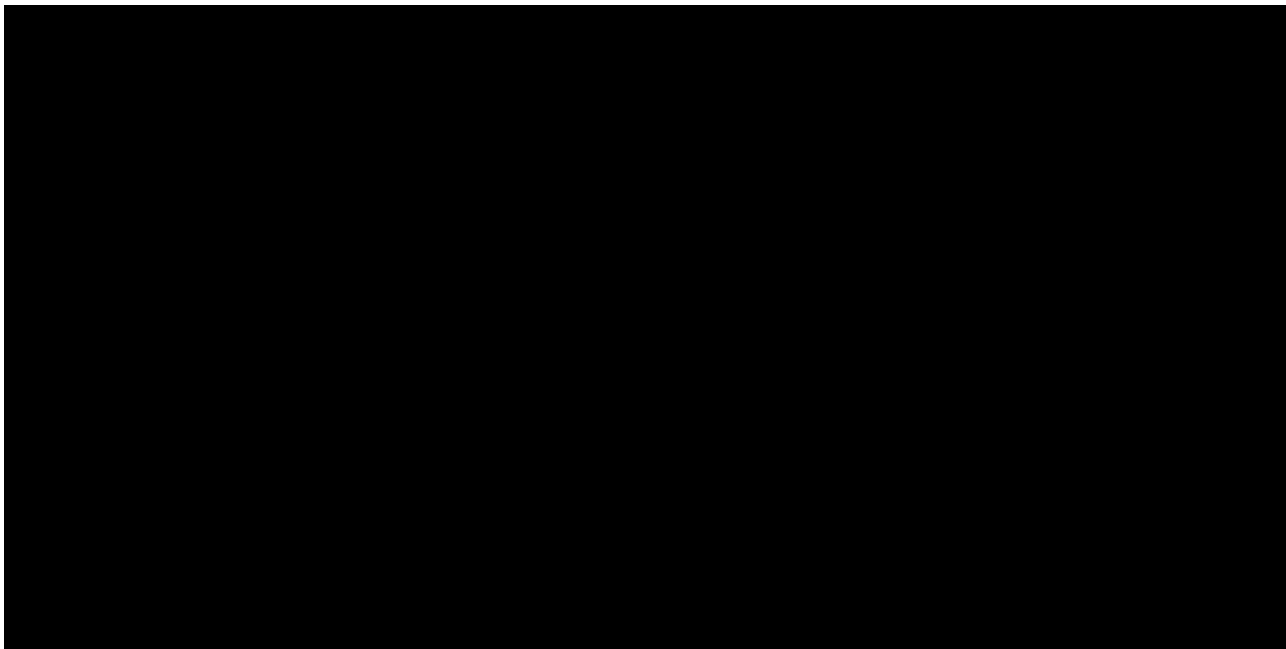


McKinsey's Distinctive Value to Public Agencies

McKinsey brings experience working with healthcare clients including [redacted] federal, state and local entities on topics such as physical and behavioral healthcare; [redacted] of the [redacted] largest US hospital systems, [redacted] of the world's leading integrated health systems, [redacted] of the top regional systems, and [redacted] of the [redacted] largest managed care firms in the US. In our efforts with these clients, we have achieved significant impact across accessibility and equity of health care services and supports (e.g., through support for 988 suicide and crisis hotline implementation readiness), financial metrics (e.g., approximately 3-4% annual cost savings from supply standardization), quality metrics (e.g., 25% reduction in sepsis mortality), and labor productivity (e.g., reducing nursing turnover to below 10% at high-turnover sites).

McKinsey has launched several open-access tools for healthcare leaders across public and private sectors, including **United States of Health Dashboard**, **Vulnerable Populations Data Hub**, and **Crisis Resource Need Calculator**.

McKinsey has served [redacted] [redacted] **state and federal entities** on many healthcare topics, including:



Many Medicaid agencies, health and human services agencies, state/municipal health care systems, and public health departments have also taken advantage of McKinsey's distinctive analytics capabilities, including actuarial and financial services tools, as well as business technology and health information capabilities that we deploy to support clients in healthcare systems and services. McKinsey Healthcare Analytics designs, delivers, and operates advanced analytics across multiple domains, including [redacted]

[redacted] It leverages a platform that [redacted]. The team consists of [redacted] healthcare analytics-focused professionals with sector, advanced analytics, statistics, clinical, and software expertise. We also have a team of more than [redacted] professionals in actuarial services with experience leading the actuarial departments of major health plans and/or predictive and statistical modeling.

We recognize that our approach must be tailored carefully to the State's situation and context, particularly as pertains to addressing high-needs populations. To meet these varying needs, we deploy a diverse team that can solve problems in a holistic way, considering the strategic, operational, regulatory, and cultural aspects of the desired change. McKinsey has a network of

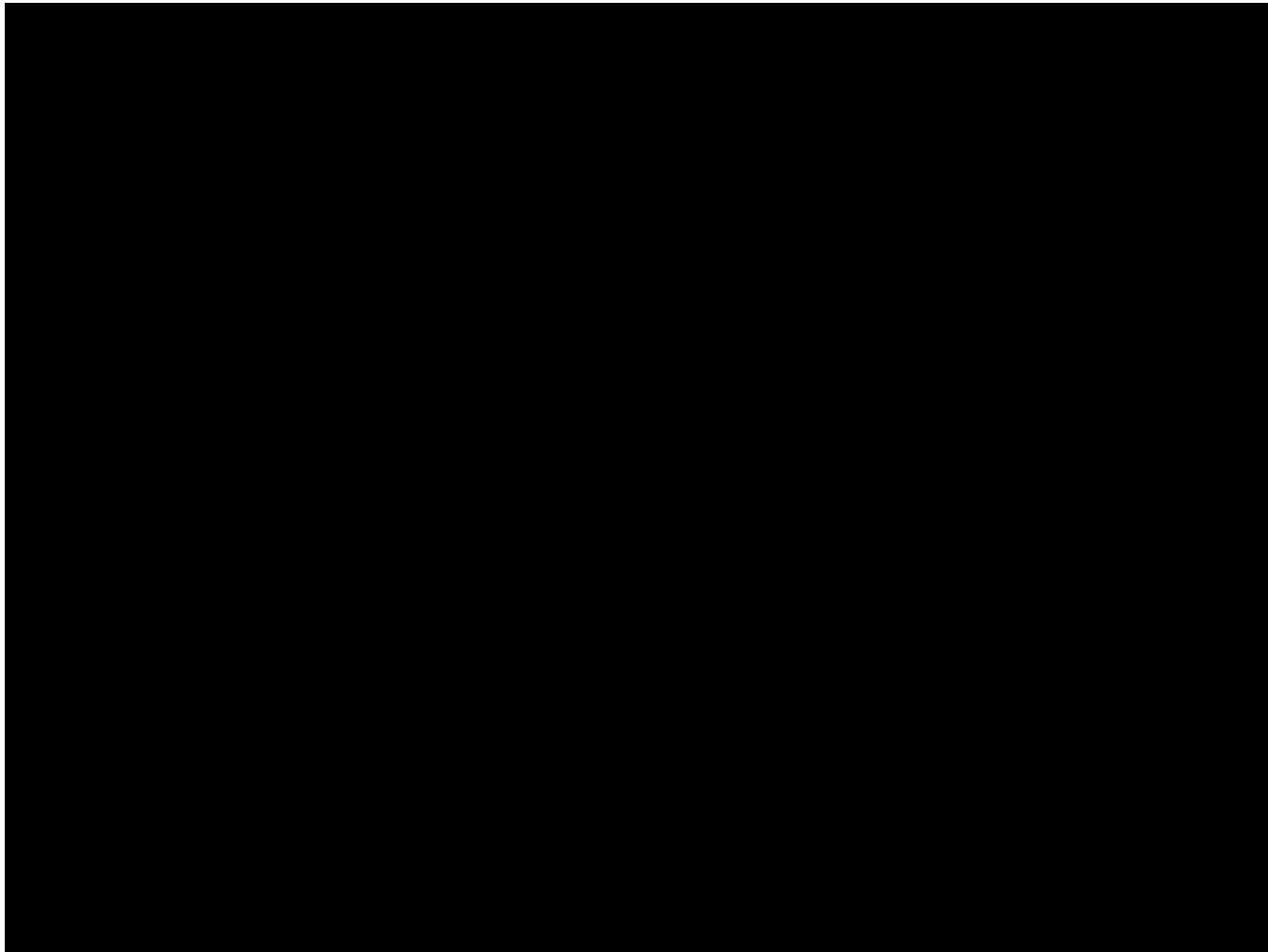
[REDACTED] Our healthcare practice includes teams dedicated to the analytical aspects of the problem (e.g., data scientists, actuaries, statisticians) and to investing in capability building and human capital (i.e., trainers and coaches for each function), and draws from leaders and advisors with experience in our client's shoes (e.g., former Medicaid directors, former HHS leaders).

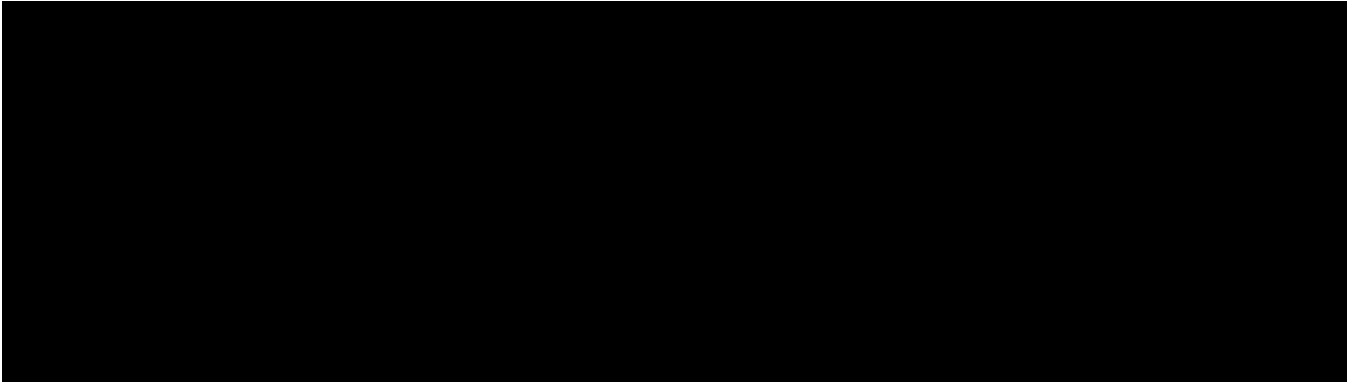
This diversity has enabled us to develop and deploy a variety of robust, clinically validated assets and analytic intelligence that help identify opportunities and craft solutions for our clients, including alternative clinical models of care (e.g., Virtual Health, Care at Home) and custom-built clinical taxonomy logic.



McKinsey's Distinctive Approach to Achieving a Better State of Health

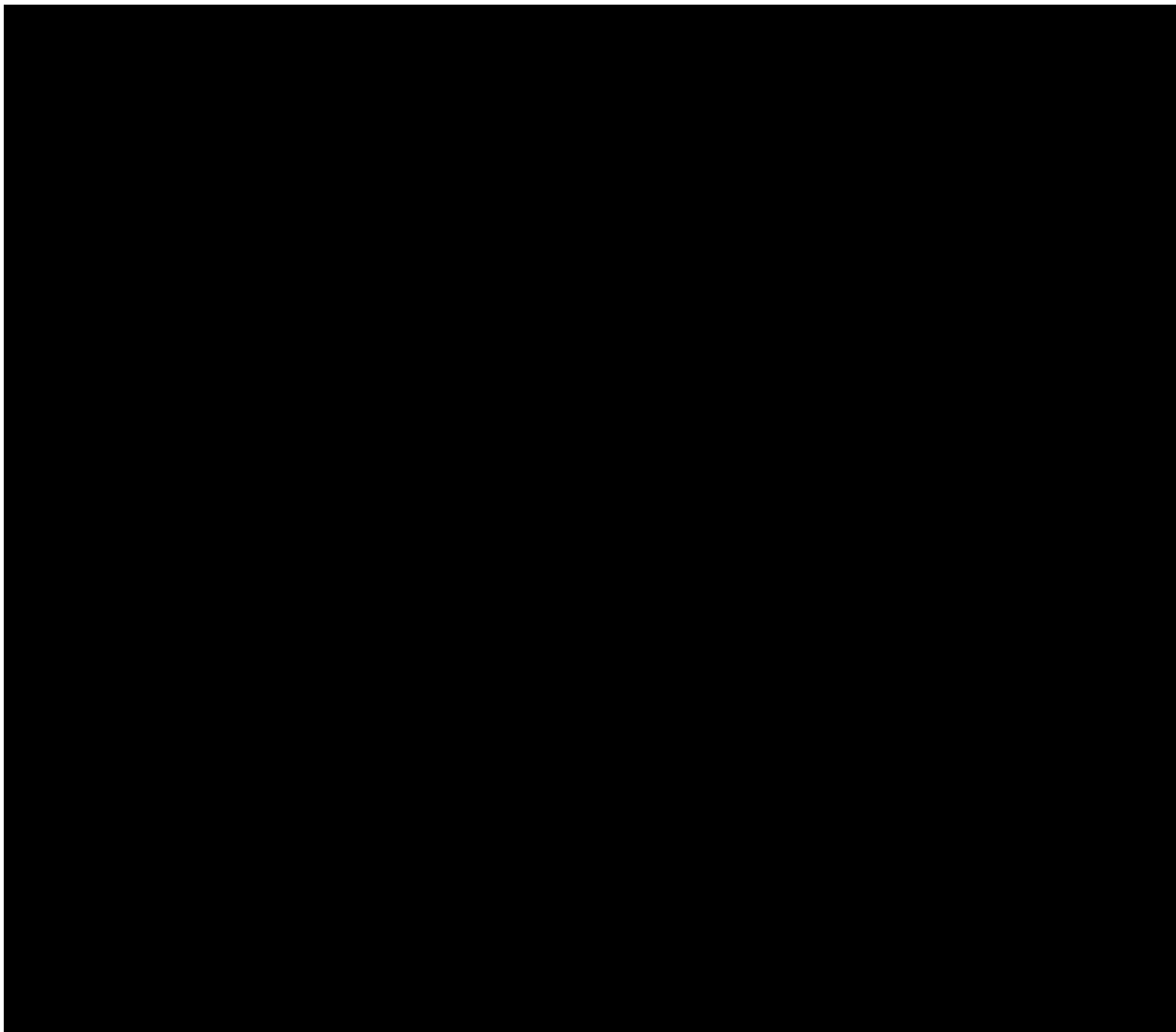
McKinsey takes a holistic and data-backed view toward achieving a better state of health, one which can be adapted depending on the context and the nature of the work. Our approach prioritizes capability building, sustained improvement over time, and continuous learning and innovation. Depending on the context, this journey may include some or all the elements below:





Select Examples of Impact Achieved

Select examples of impact achieved include:



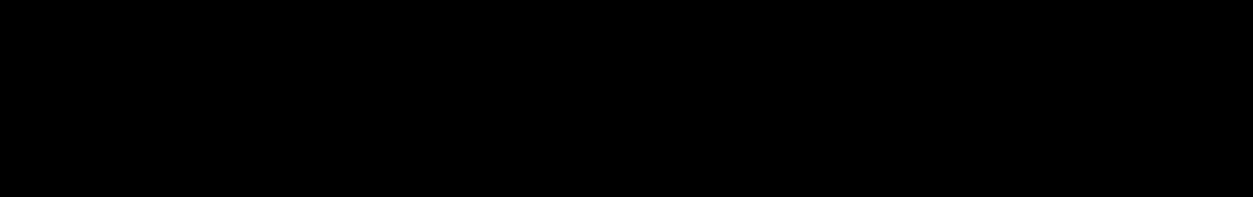
5.2 Modernizing Public Safety

McKinsey serves public safety agencies all over the world, with a primary focus on increasing the agencies' capabilities to deliver higher quality (safety, security, quality of care outcomes) within existing or reduced budgets through the application of a customized methodology for finding efficiency and effectiveness improvements, and we support a broader array of agencies on public-safety topics such as cyber, enterprise risk management, and employee conduct.



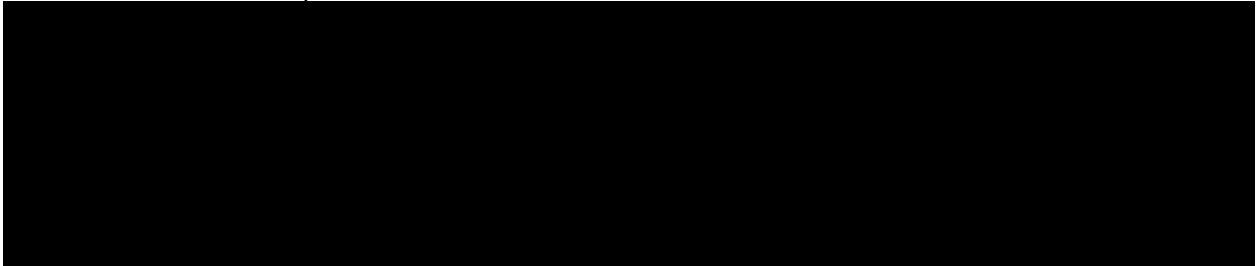
McKinsey's Client Experience

McKinsey's client experience in Modernizing public safety includes:



McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities which support public safety delivery. Examples of such assets and capabilities include:



McKinsey's Distinctive Value to Public Agencies

McKinsey brings the best managerial practices and strategic thinking to public-safety agencies and justice systems so they can concentrate on their core mission. This includes helping agencies achieve more efficient processes, knowing where and how to leverage technology (particularly advanced analytics), increasing collaboration between departments, and supporting organizational transformations.

McKinsey has developed deep market expertise, globally and domestically, through our work with Public Safety Networks (PSNs). As regulators and stakeholders are pushing for a transition toward PSNs, our work in the space can support public safety organizations as they leverage PSNs for mission-critical mobile connectivity. Organizations for whom on-the-go communication across employees and back to the base is a safety imperative and a prerequisite to operation, such as emergency and public-safety first responders, require the wide coverage, tight security, and cutting-edge capabilities of PSNs. We help these clients migrate from legacy technology to succeed in their public safety missions, increasing frontline efficiency and reducing incident response times.

We also bring the best forward-thinking technologies and insights to public-sector clients in our cybersecurity work. US States are increasingly developing cybersecurity strategies to bring safety and security to government and citizen data and critical state infrastructure. McKinsey's

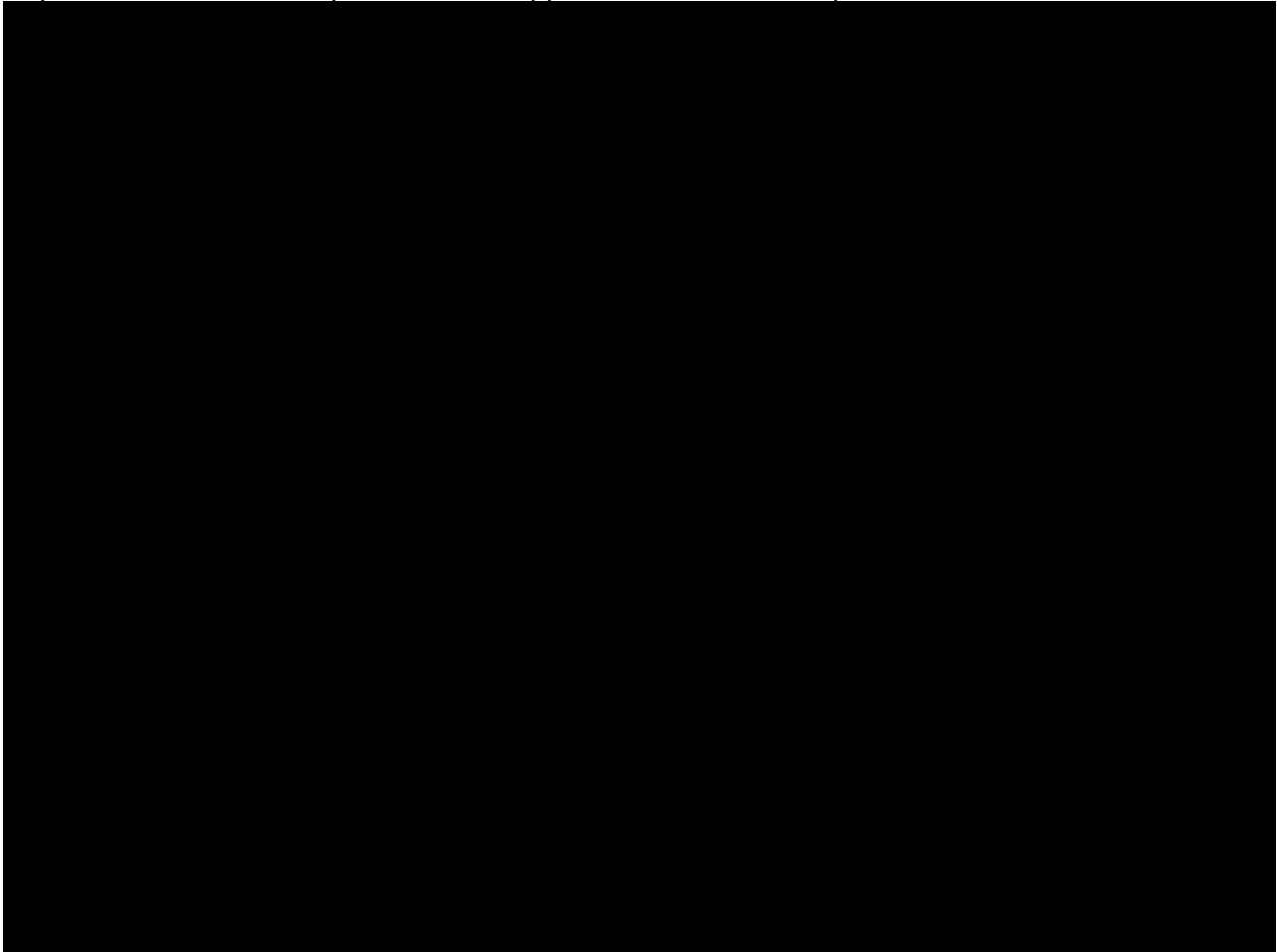
Cyber Solutions delivers deep expertise, comprehensive analysis, and capacity building to both private- and public-sector clients.

Finally, we bring extensive experience rapidly standing up crisis management teams when public safety risks reach acute highs. Our approach helps clients establish control and plan, stabilize stakeholders, stabilize the primary threat, address root causes, and regain response effectiveness, and has been proven to succeed across the private and public sectors, including in the face of natural disasters and public health emergencies.

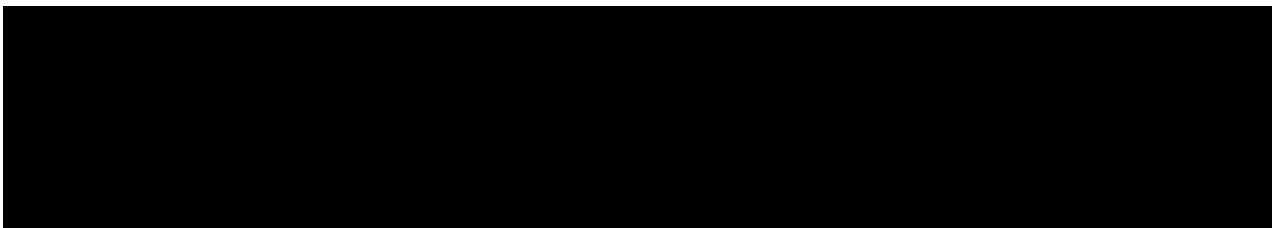


McKinsey's Distinctive Approach to Modernizing Public Safety

McKinsey's approach to modernizing public safety cuts across the value chain of public-safety organizations and leverages our tested approach to crisis management:



Select Examples of Impact Achieved





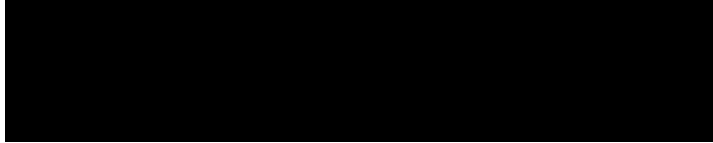
5.3 Building Infrastructure for the 21st Century

Through both client engagements and our investments in distinctive knowledge, McKinsey has emerged as the leader in partnering with state and local governments seeking to build infrastructure for the 21st century.



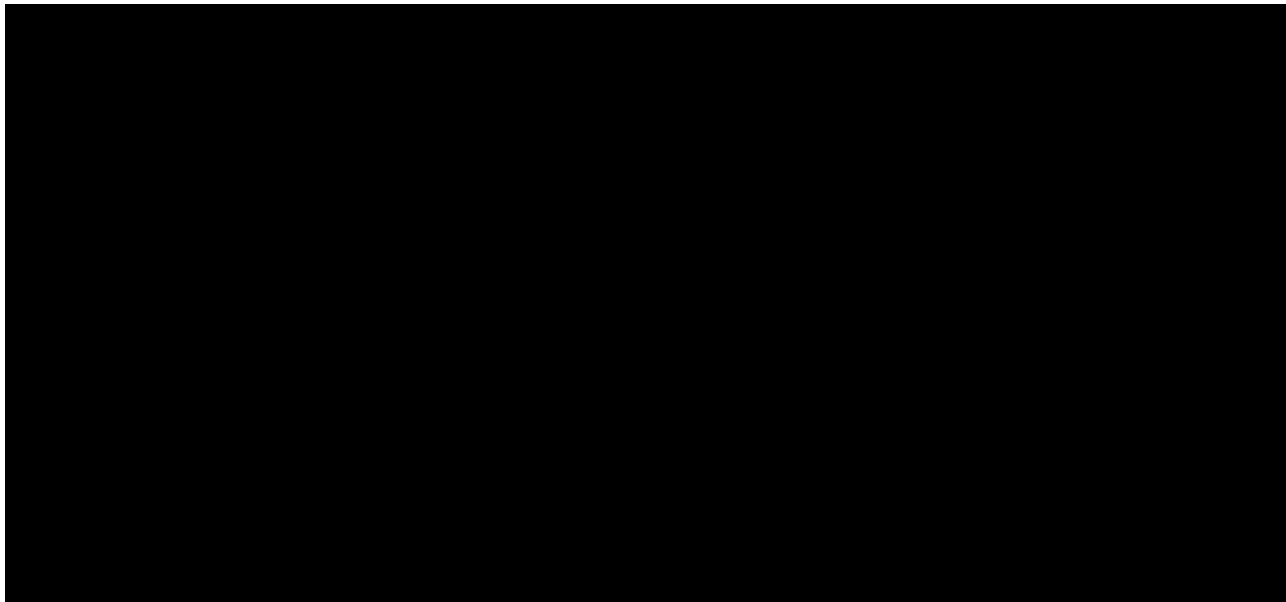
McKinsey's Client Experience

McKinsey's client experience in building infrastructure for the 21st century includes:



McKinsey Tools and Knowledge

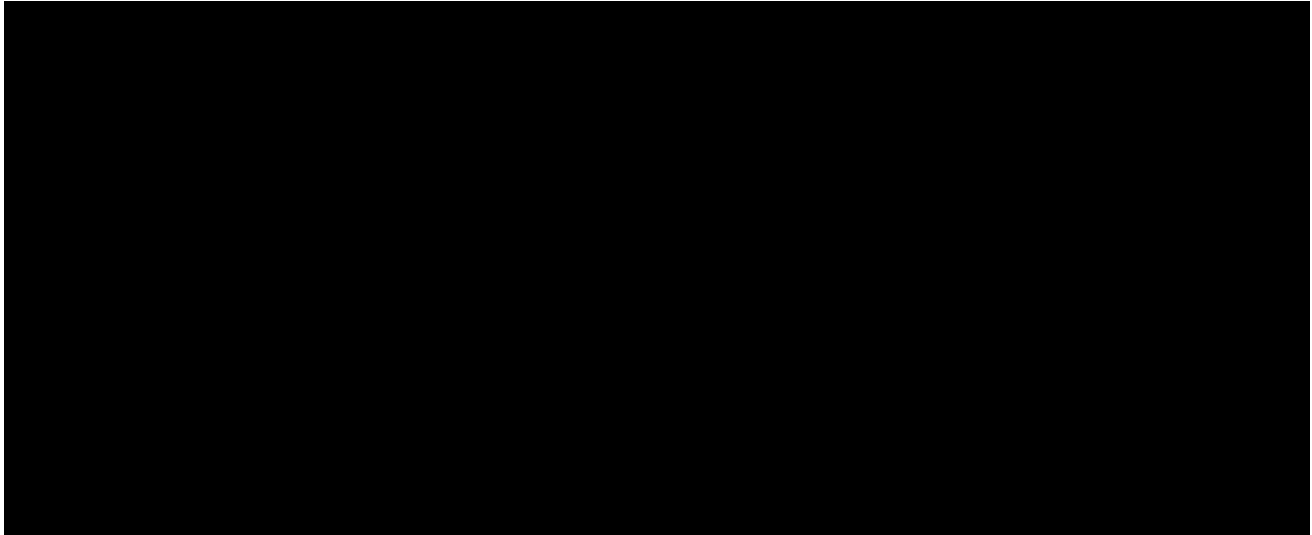
McKinsey brings distinct assets and capabilities which support strategies to improve infrastructure, infrastructure performance, or related department/agency performance to build infrastructure for the 21st century. Examples of such assets and capabilities include:



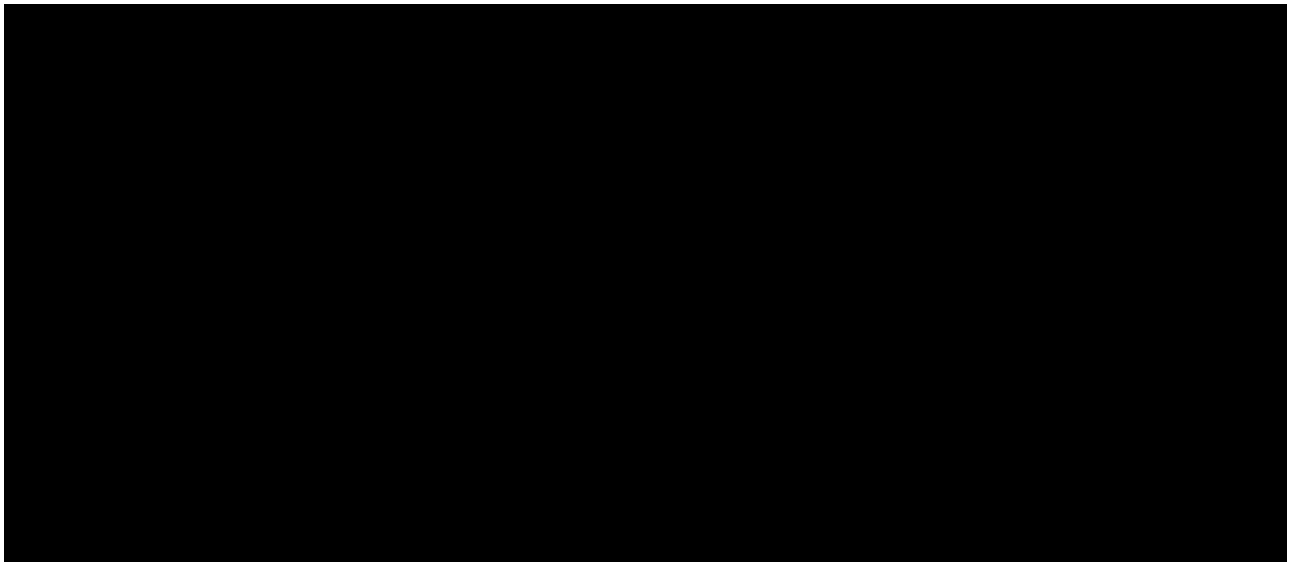
McKinsey's Distinctive Value to Public Agencies

McKinsey's Capital Excellence Practice has unequalled expertise serving all levels on government, non-privates and private clients on capital project optimization and asset monetization. In the last five years, we have worked with more than 500 global clients, many of them longstanding, on all major topics related to planning, financing, delivering, operating, and monetizing infrastructure assets. From these experiences, we bring a unique offering integrating deep knowledge all major infrastructure areas (transport, water, energy, transit) and projects

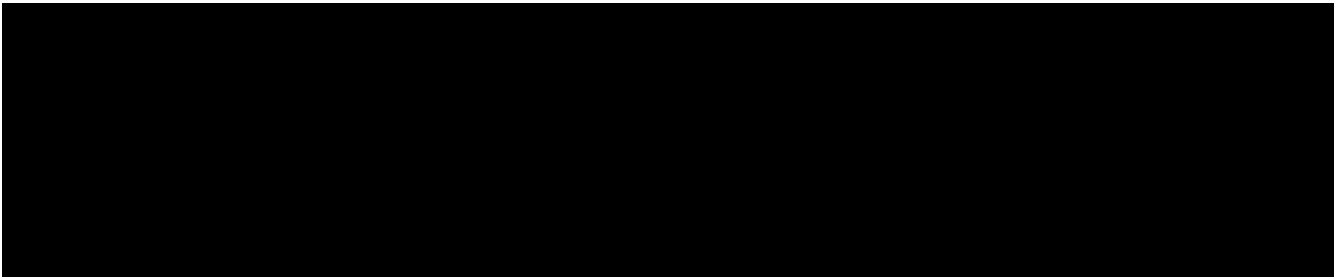
better, faster, and cheaper. In addition, our functional practices bring world class knowledge and experts across organizational transformation, lean management, service operations, business services functions, procurement, and capital productivity.



In addition to the expertise in our Public and Social Sector Practice, McKinsey draws upon several dedicated practices across the Firm to deliver to our state, local and non-profit clients:



McKinsey also has distinctive expertise serving public-sector clients on PPPs. We have supported cities and states on two critical areas of Public Private Partnerships with established tools in each area:



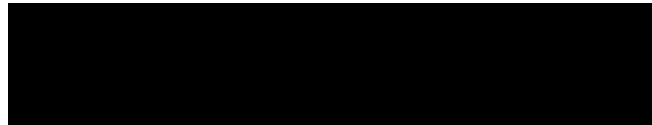


McKinsey's Distinctive Approach to Building Infrastructure for the 21st Century

McKinsey's distinctive approach to building infrastructure for the 21st century is centered on a belief that too often the challenges faced by state capital, transportation and utilities agencies are framed narrowly as an engineering challenge, a project finance challenge, or a construction challenge. We emphasize understanding the root causes of problems, as opposed to purely treating symptoms. There may be a variety of non-construction alternatives to a specific performance pain point that client try to address, but if the question is consistently framed as a capital program challenge, the answers can often be too expensive, too slow, or not responsive to what customers want or need.

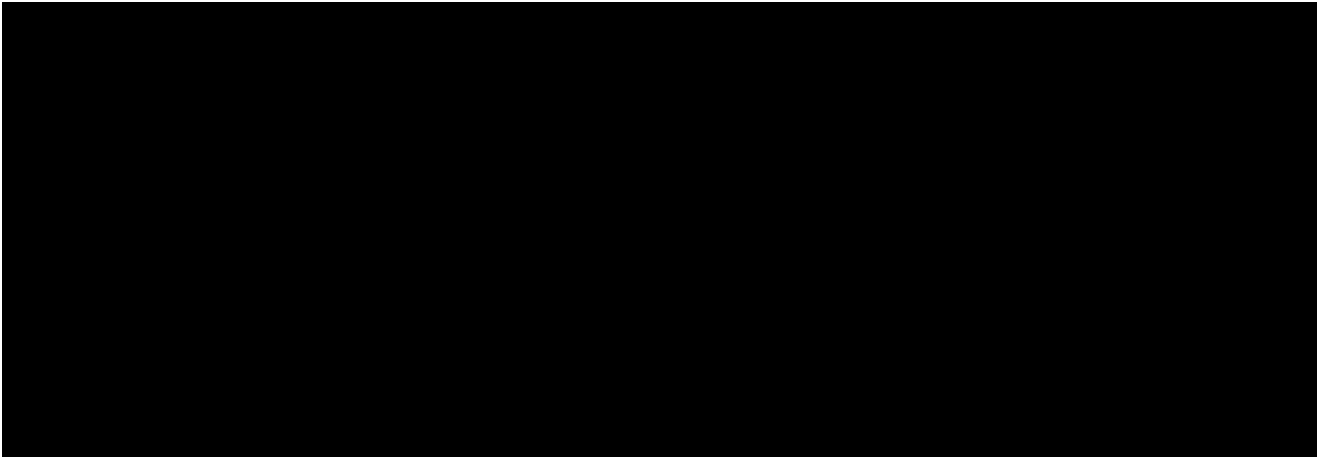
We continue to invest in research to frame and quantify the world's infrastructure challenges, further supporting our ability to help our clients and organizations around the world tackle this challenge. Where funding is a critical lever, [REDACTED]

[REDACTED] Our research identified that while more resources are indeed necessary to sustain current levels of performance (consistent with the US Department of Transportation's findings in its bi-annual Conditions and Performance Report), there are many actions that could be taken without additional resources to substantially close the gap. Our approaches to supporting clients in transforming their transportation and infrastructure programs are structured accordingly to actions in these three broad categories:

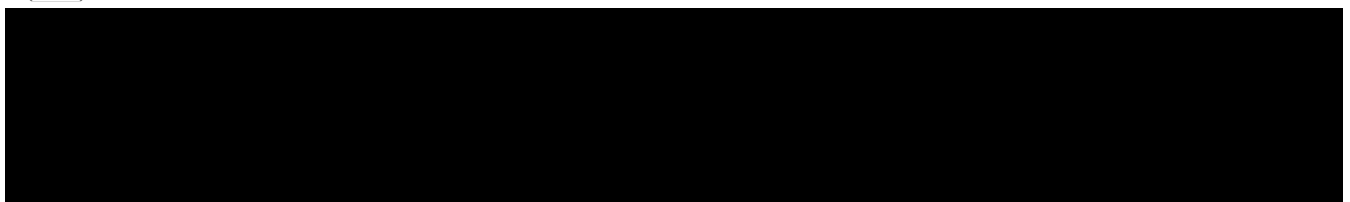


Globally, we estimate that this will allow public and private sector entities to get [REDACTED] more infrastructure with the same spending.

Our approach lends itself to the following process, which we have used successfully across state-level and other public-sector infrastructure engagements:



Select Examples of Impact Achieved





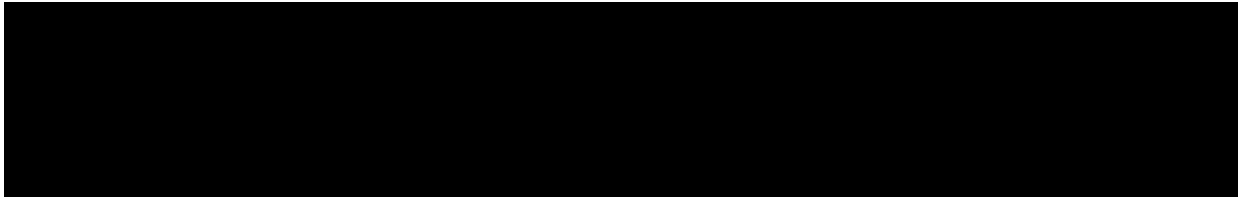
5.4 Creating Jobs and Driving Economic Growth

McKinsey has a long record of impact, including extensive work with state, metropolitan and regional economic development organizations in the US and globally. In the last five years, the firm has performed more than a thousand engagements on economic development issues in over 90 countries.



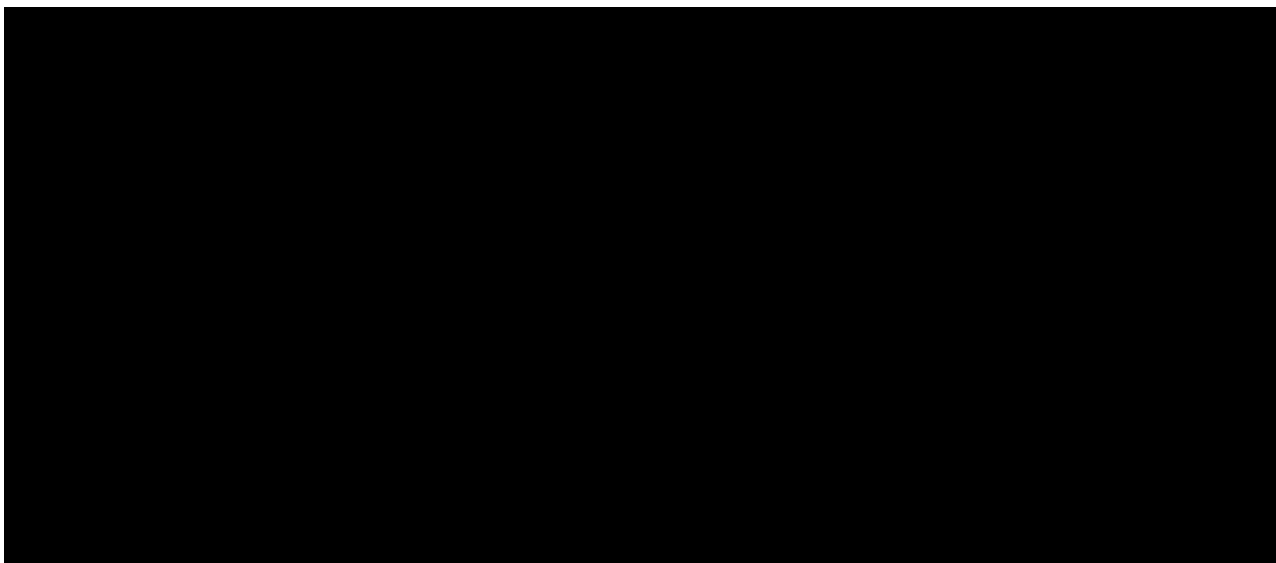
McKinsey's Client Experience

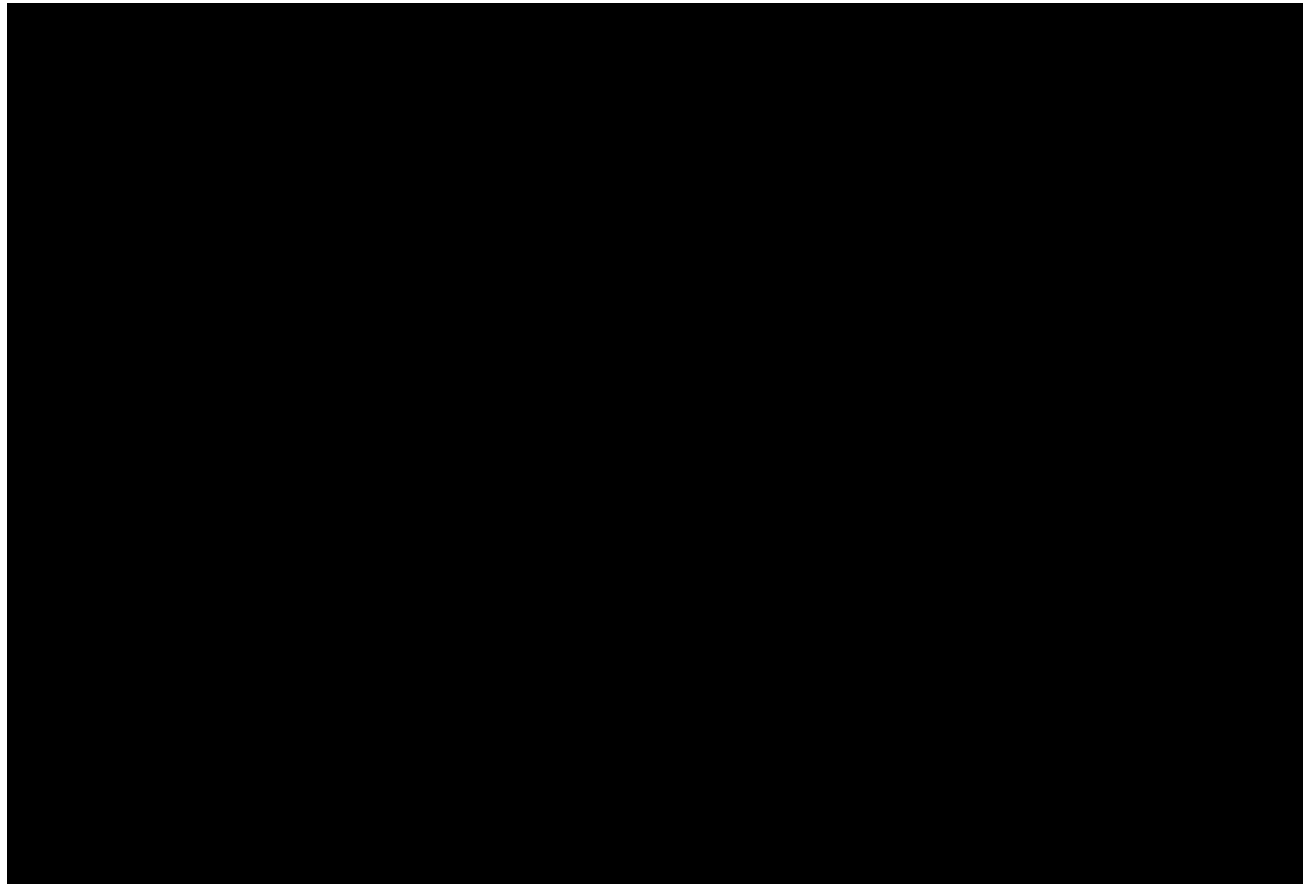
McKinsey's client experience in creating jobs and driving economic growth includes:



McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities which support the implementation of economic development priorities, initiatives or programs to create jobs and driving economic growth. Examples of such assets and capabilities include:





McKinsey's Distinctive Value to Public Agencies

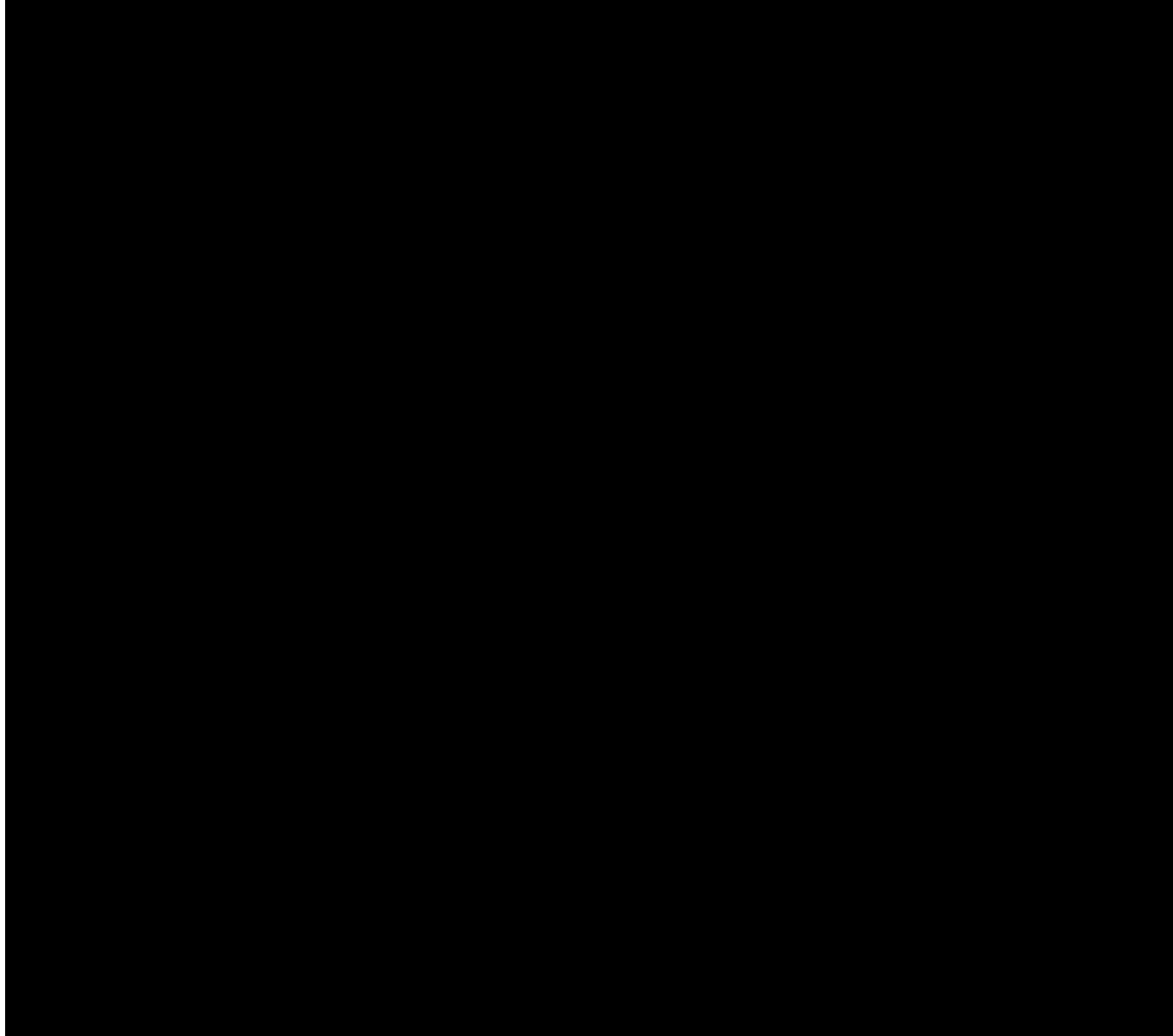
McKinsey has helped develop economic development strategies with [REDACTED]

[REDACTED] The firm's work spans urban, semi-rural and rural regions with both advanced industries and resource-based economies. In short, our experts know what works in economic development. For all engagements, McKinsey brings a thoroughly tested approach and adapts it to the local context.

Through our **McKinsey Global Institute (MGI)**, we have led dozens of groundbreaking studies on growth, competitiveness, productivity, and inclusion. This research has produced proprietary datasets that allow us to calculate the share of jobs vulnerable to automation or the export potential of key sectors. We have built an **Economic Competitiveness Intelligence Tool** that we use to rapidly refine and narrow our focus to the sub-sector and regional opportunities with the greatest opportunity.

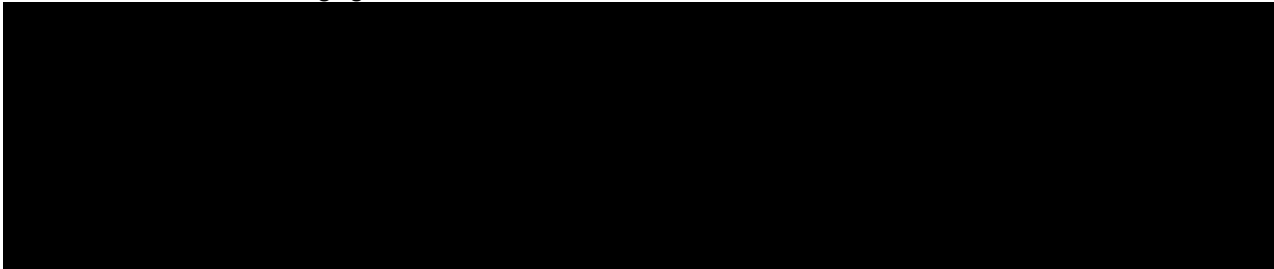
A defining characteristic of McKinsey's economic development work is that it leads to significant private sector activity, including major investments in manufacturing, infrastructure, private equity, and venture capital, as well as the creation of tailored investment vehicles including infrastructure funds, including many public-private partnerships. The firm leverages its great breadth and depth of experience to draw on a broader network of partners to develop sector-specific strategies and identify potential private sector investors for a state, city, or metropolitan area. With deep experience serving every major economic sector and every investor class – corporations, institutional investors, Private Equity and Venture Capital firms, foundations – the team can design initiatives that are attractive to private sector investors, identify potential private

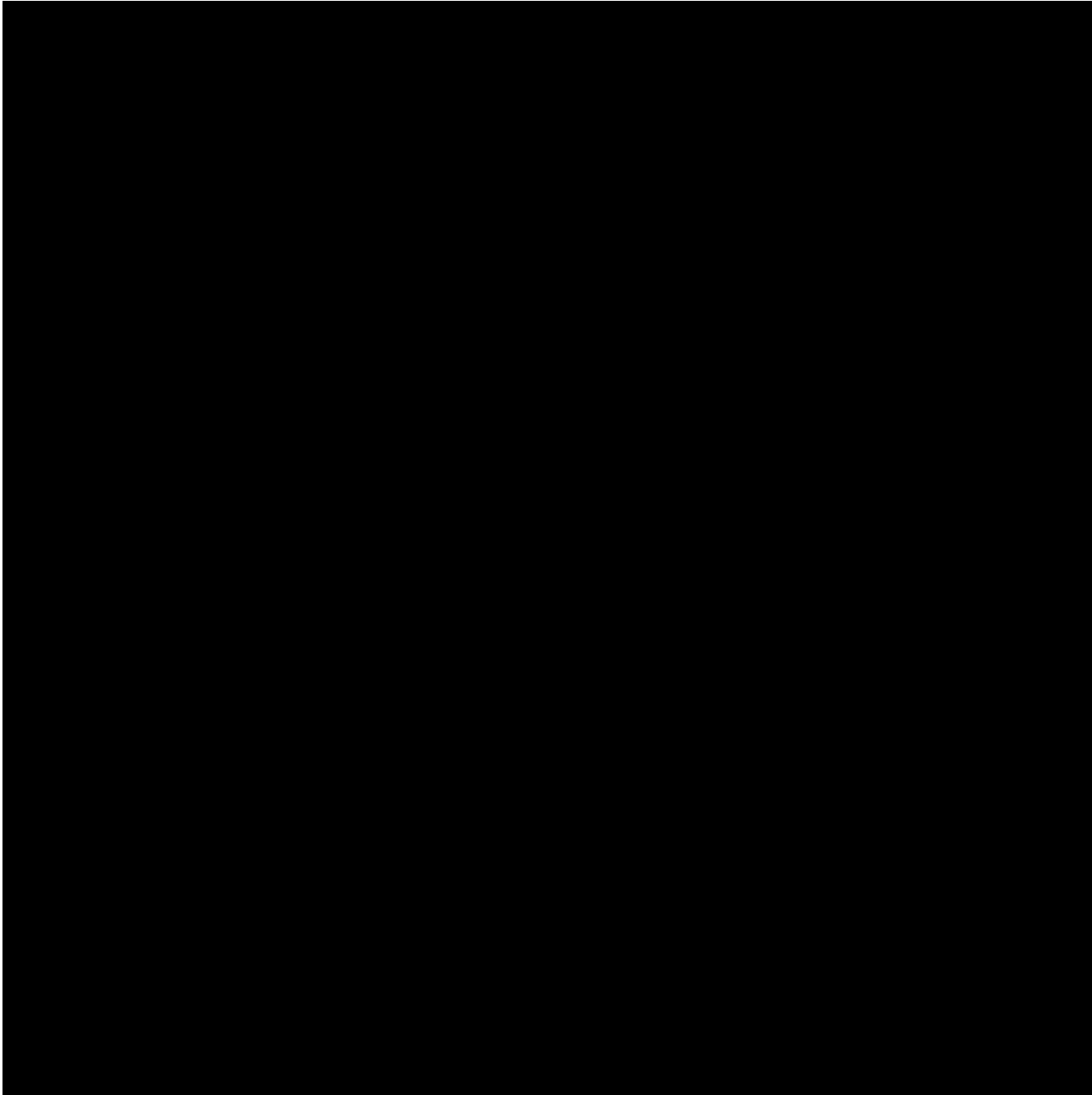
sector investors, and secure investor feedback on specific opportunities. For example,



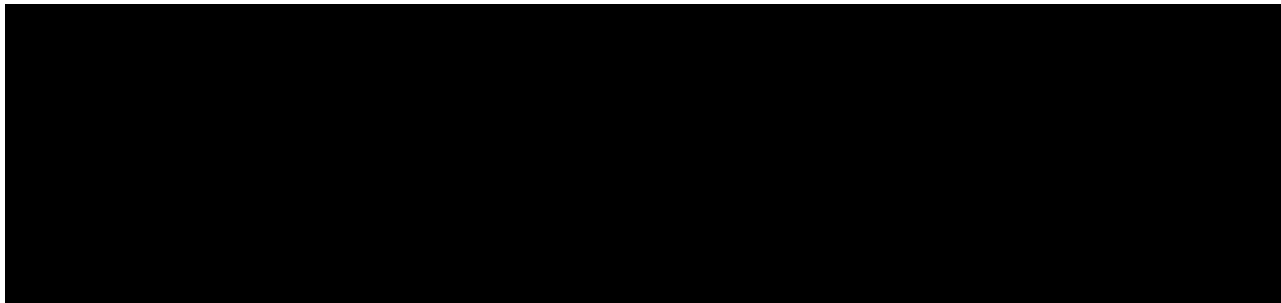
McKinsey's Distinctive Approach to Creating Jobs and Driving Economic Growth

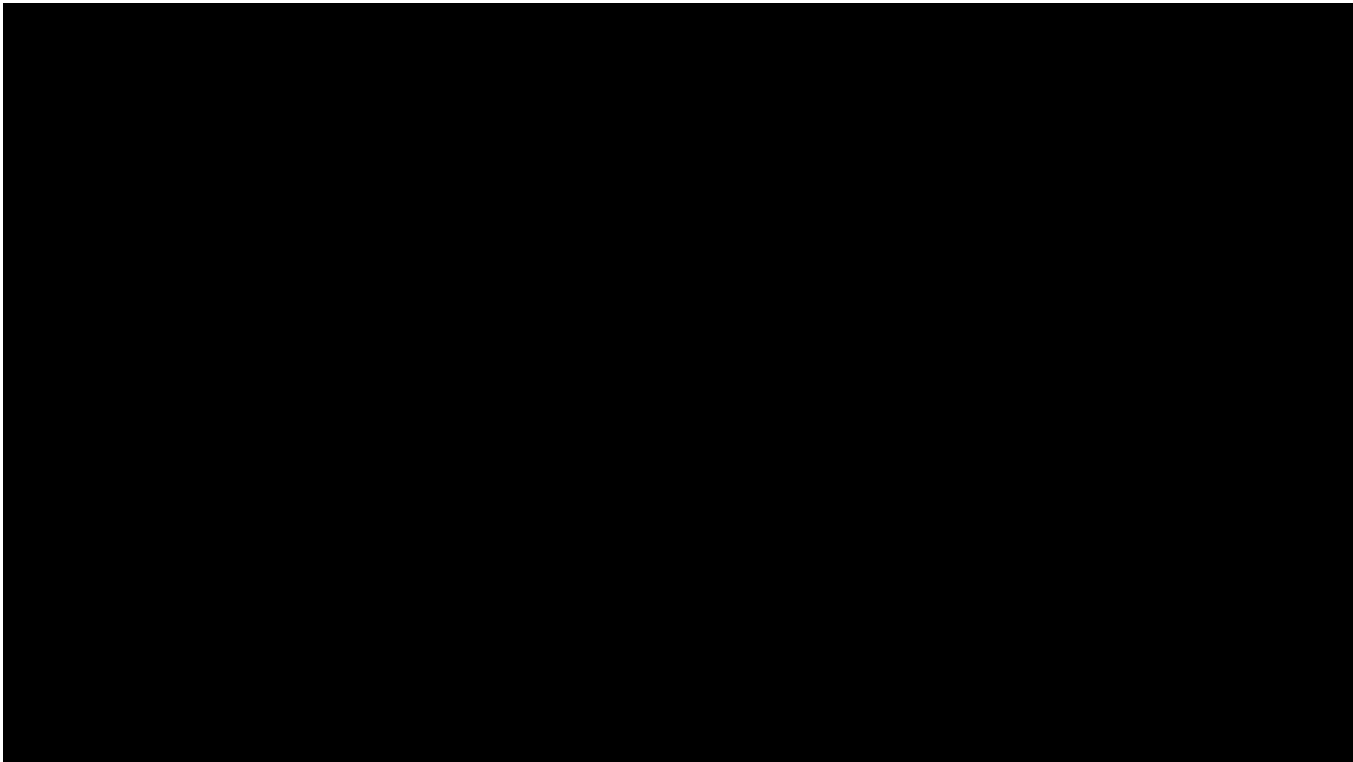
Consistent with our work in economic development, our work in job creation and economic growth takes clients from initial assessment to implementation and action, all while maintaining effective stakeholder engagement:





Select Examples of Impact Achieved





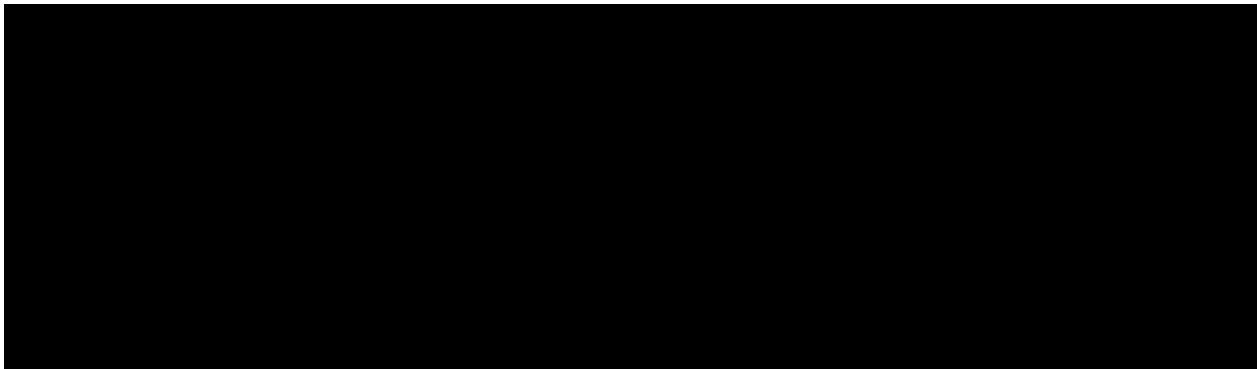
5.5 Educating Citizens for the Future

McKinsey is home to the world's leading Education Practice and has served clients across the education space, including state agencies, local districts, for-profit technology and education providers, and supporting non-profit organizations.



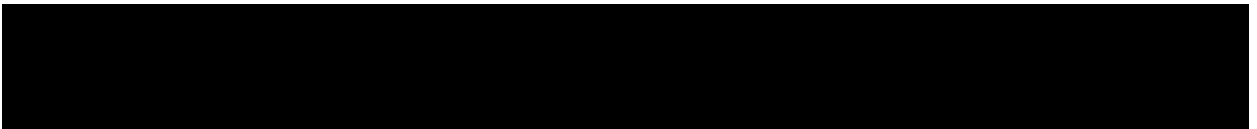
McKinsey's Client Experience

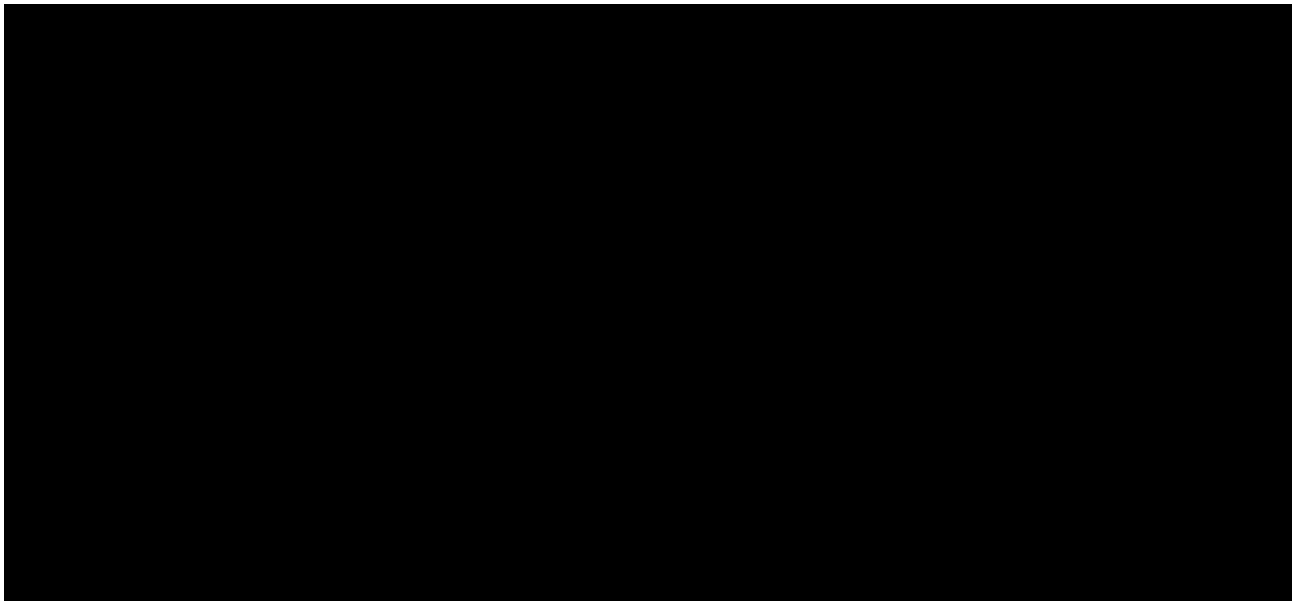
McKinsey's client experience in educating citizens for the future includes:



McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities which ensure the successful delivery of state educational priorities to educate its citizens for the future. Examples of such assets and capabilities include:





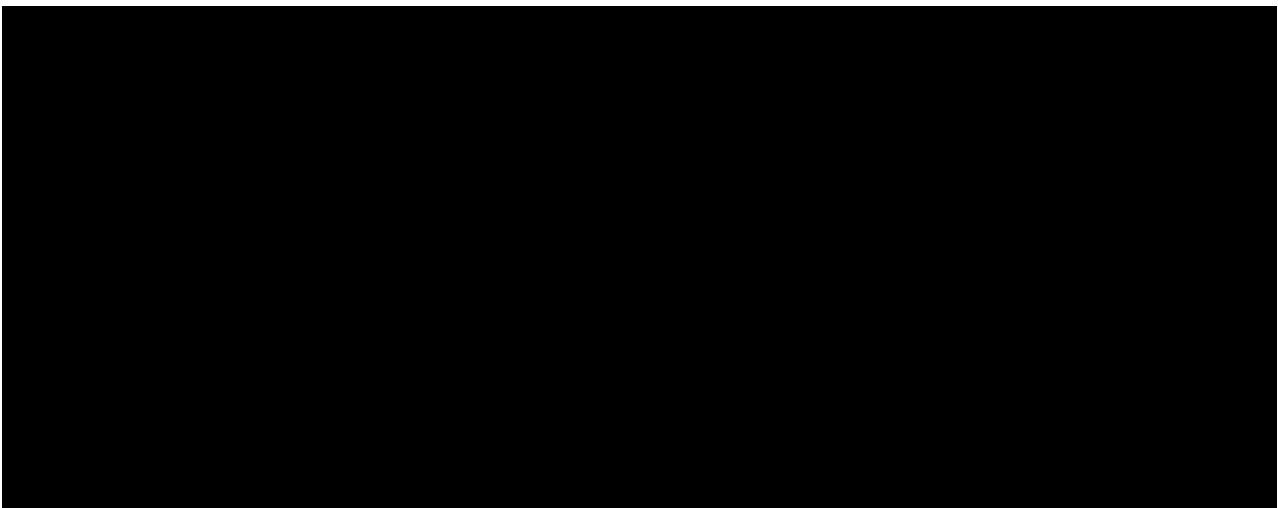
McKinsey's Distinctive Value to Public Agencies

McKinsey's Education Practice's work has spanned



We focus on improving education and employment outcomes for all to create a more prosperous society with equal opportunity and enabling new research that builds stronger communities and improves the environment. Our teams include former teachers, institutional leaders, policymakers, and researchers with deep expertise across all levels of education from early childhood and K-12 to higher education and workforce development.

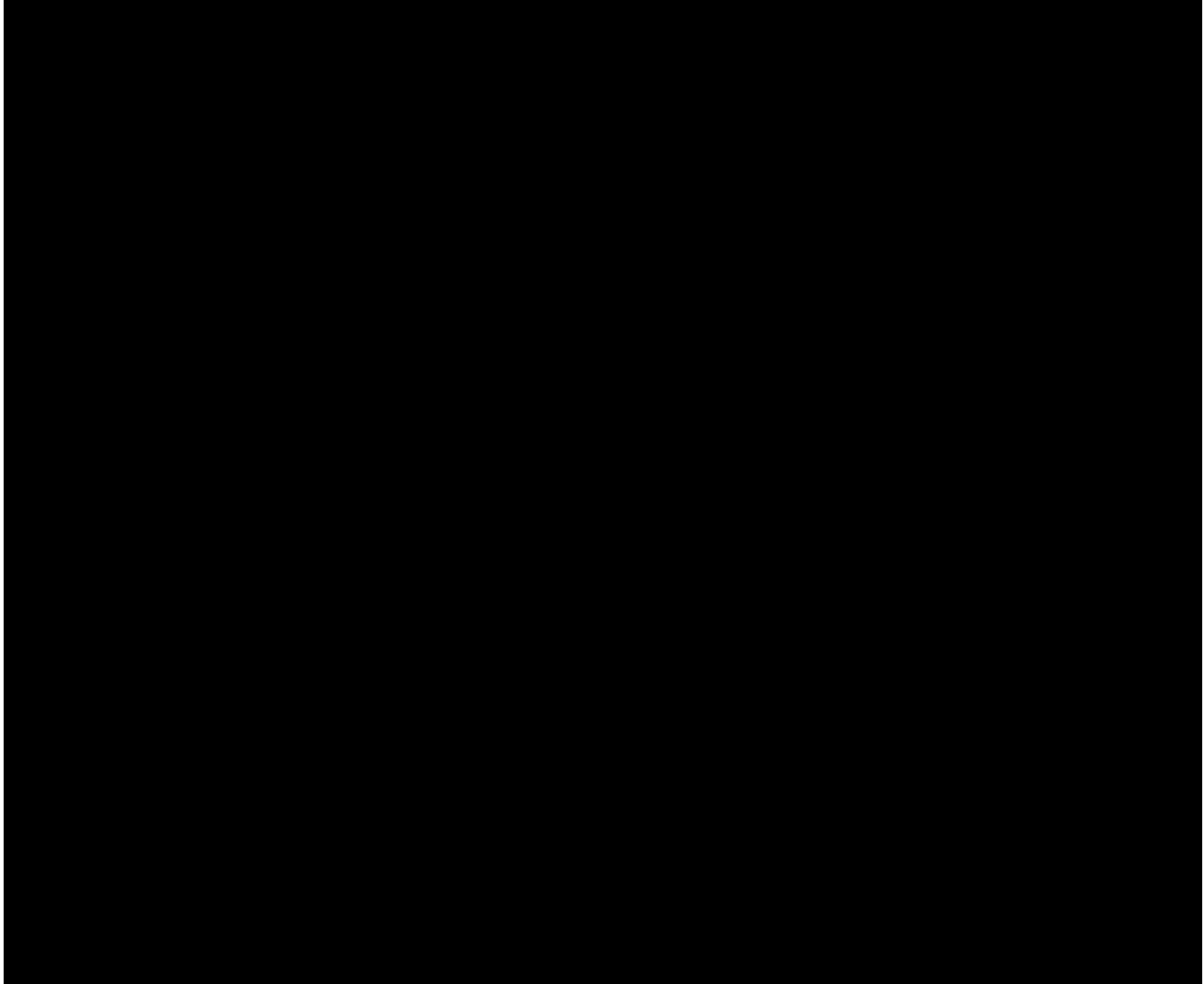
We serve education institutions and systems, governments, philanthropists, investors, service providers, and vocational training providers, complementing our hands-on work with original research to allow us to better understand the sector's toughest challenges, and build new capabilities to help solve them.



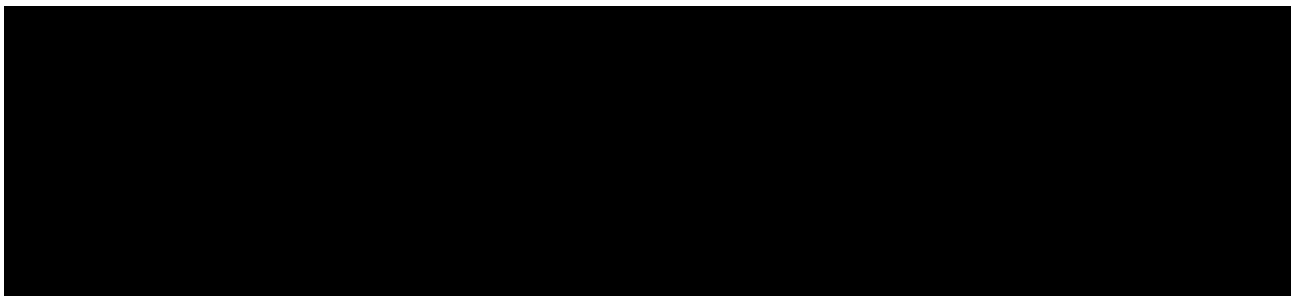


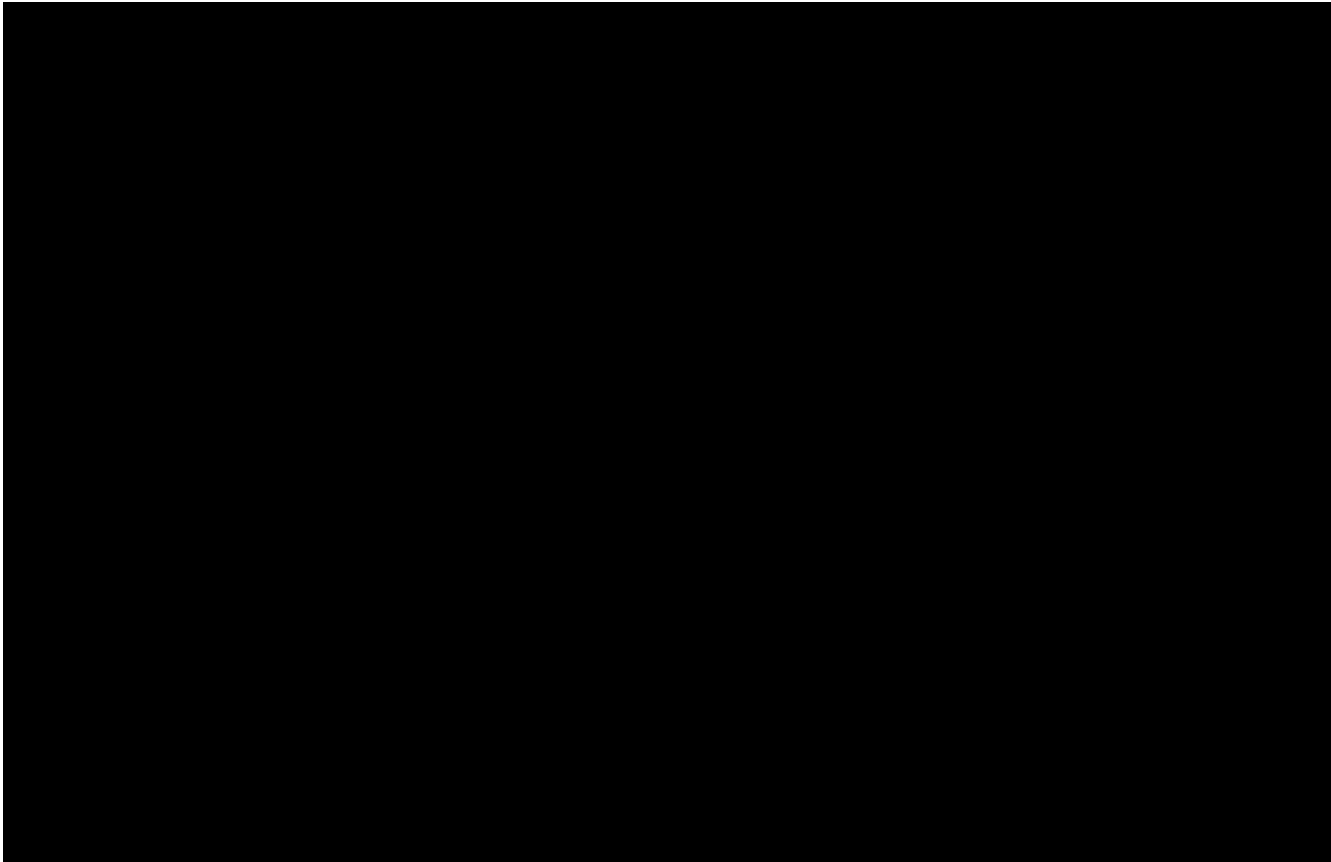
McKinsey's Distinctive Approach to Educating Citizens for the Future

As described above, we partner with institutions at all levels across the Education sector, and our work is shaped by the following core beliefs:

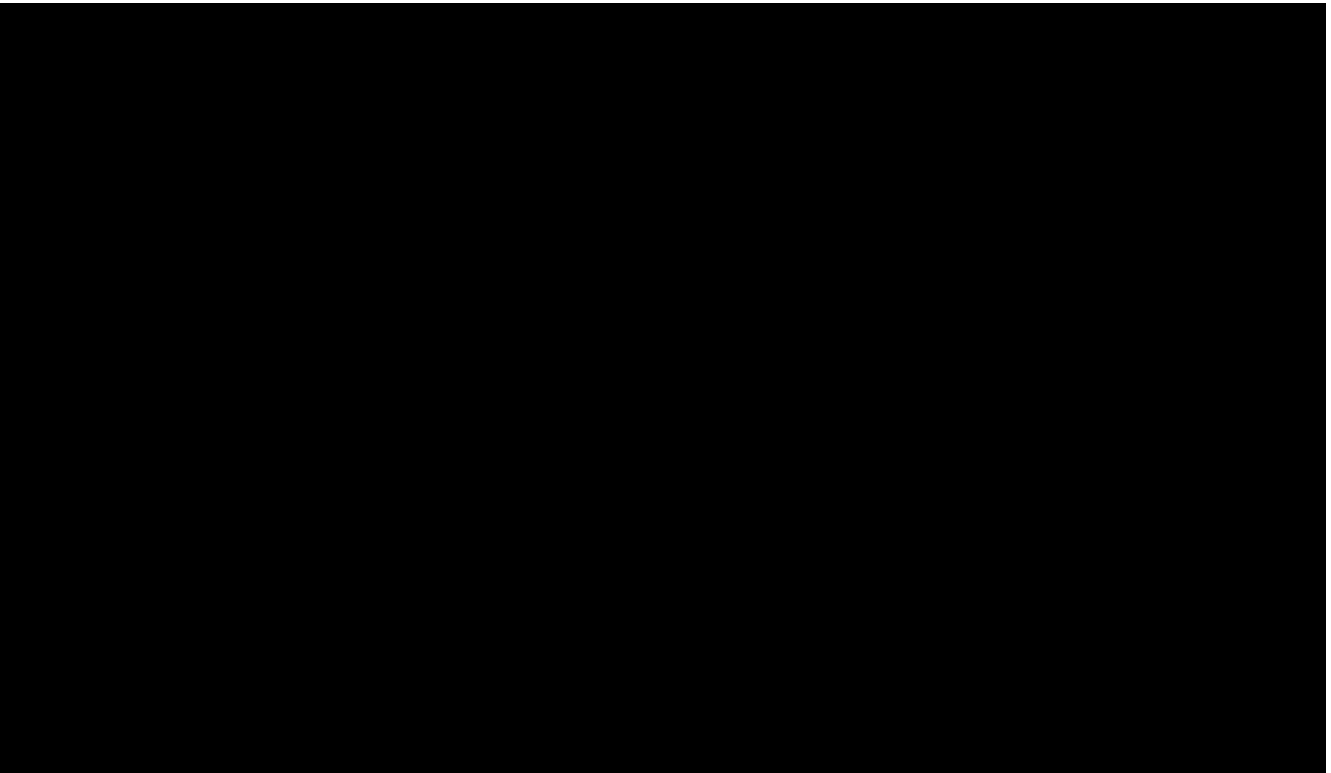


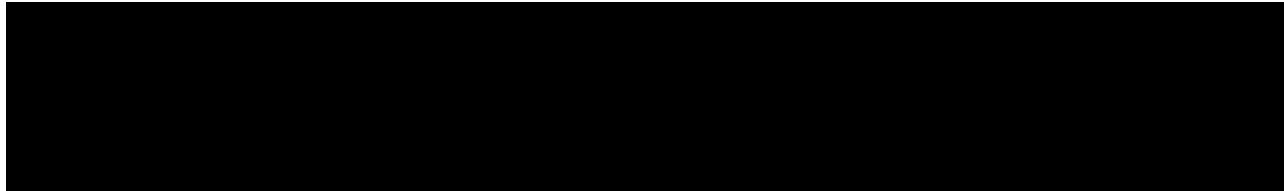
The way these core beliefs work together vary depending on the client, the context, the challenge, and the aspiration. Examples of how these beliefs inform our work in various contexts include:





Select Examples of Impact Achieved





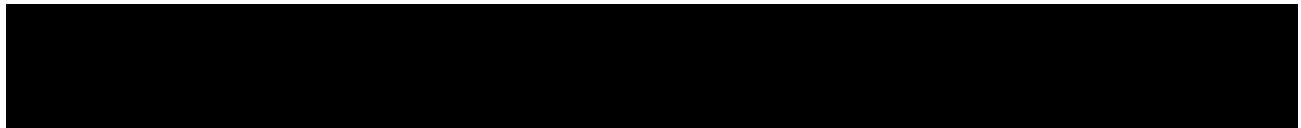
5.6 Reimagining Tax and Finance

McKinsey has an unrivalled expertise from serving national, state, and city budget agencies, tax authorities and controller functions both within the US and globally.



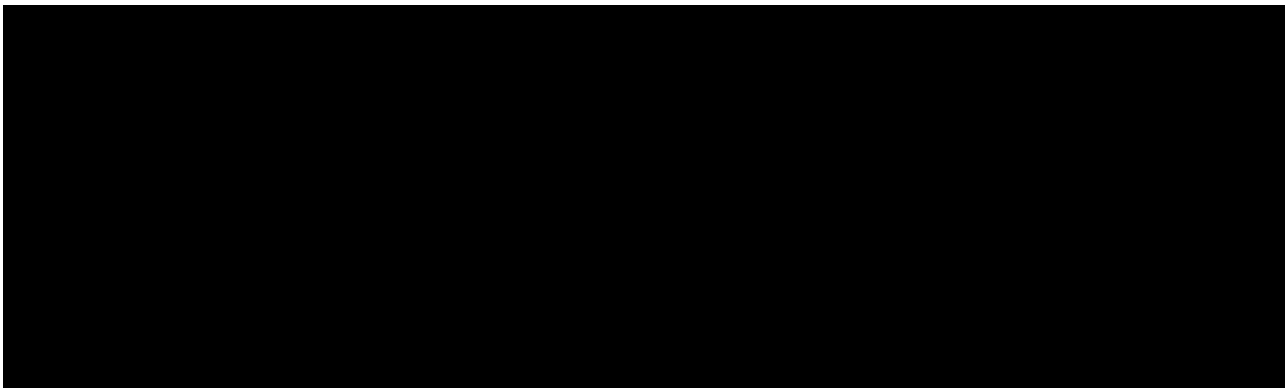
McKinsey's Client Experience

McKinsey's client experience in reimagining tax and finance includes:



McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities which support the implementation of priorities, strategies, and programs to improve the efficiency and effectiveness of a state's tax authority. Examples of such assets and capabilities include:



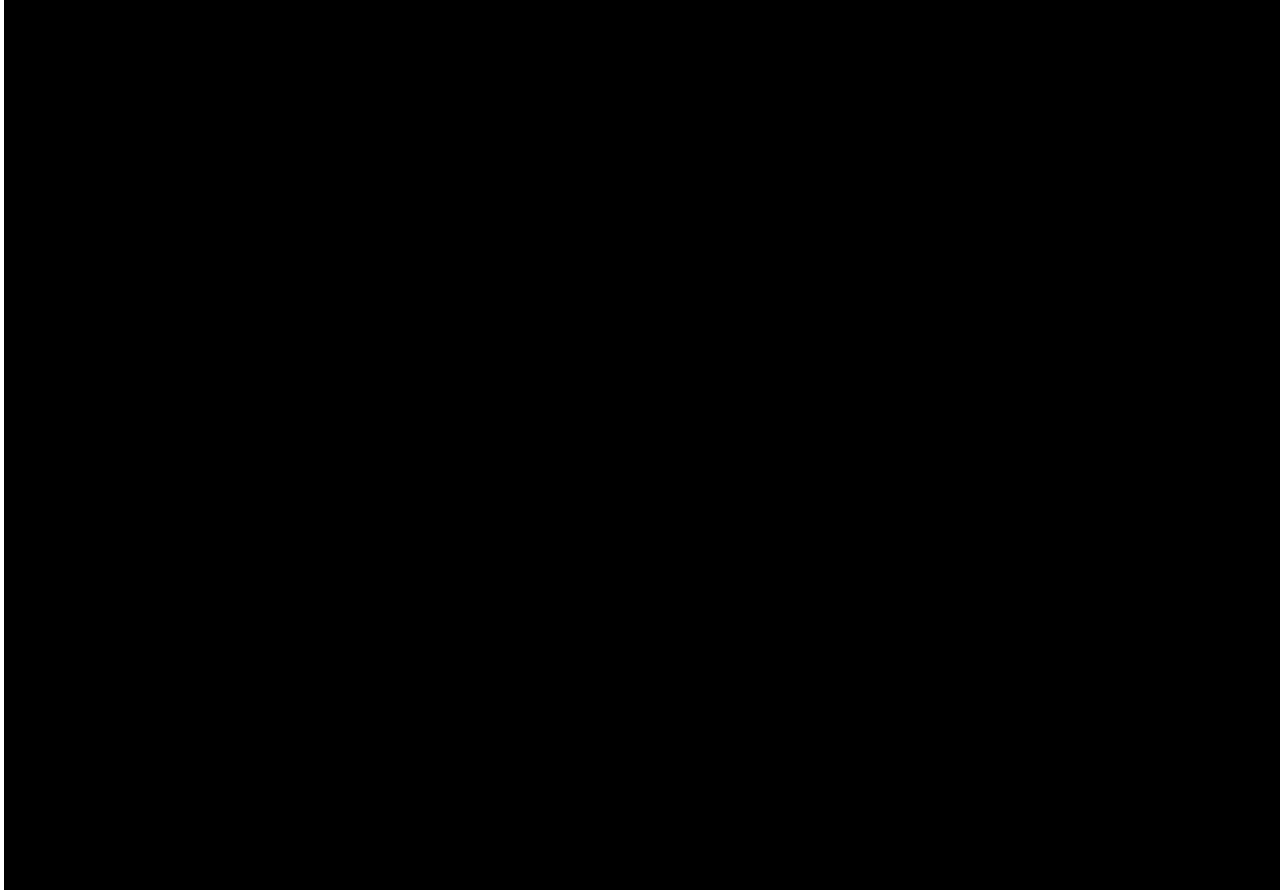
McKinsey's Distinctive Value to Public Agencies

McKinsey's cutting-edge tools and frameworks help leaders quickly benchmark, diagnose and address gaps across fiscal, budget, and economic development topics. We serve our clients across a wide range of their strategy and functions: strategy, fiscal consolidation, tax transformation, and smarter expenditures.

Our perspective on improving tax administration is informed by deep experience serving a range of federal, state, and local revenue agencies across the globe. We have performed



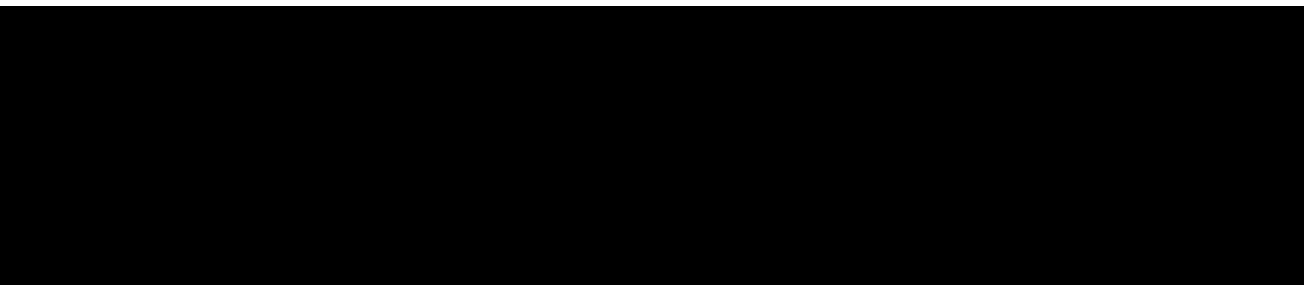
Our Public Finance service line also houses a team of advanced analytics professionals with deep expertise in applying big data to improve tax processes and revenue collection. For instance, McKinsey has developed an advanced analytics-driven solution to identify and prioritize taxpayers suspected of underreporting their tax due, and reduce the time required by the current case selection process. We also specialize in [REDACTED]



McKinsey's Distinctive Approach to Reimagining tax and finance

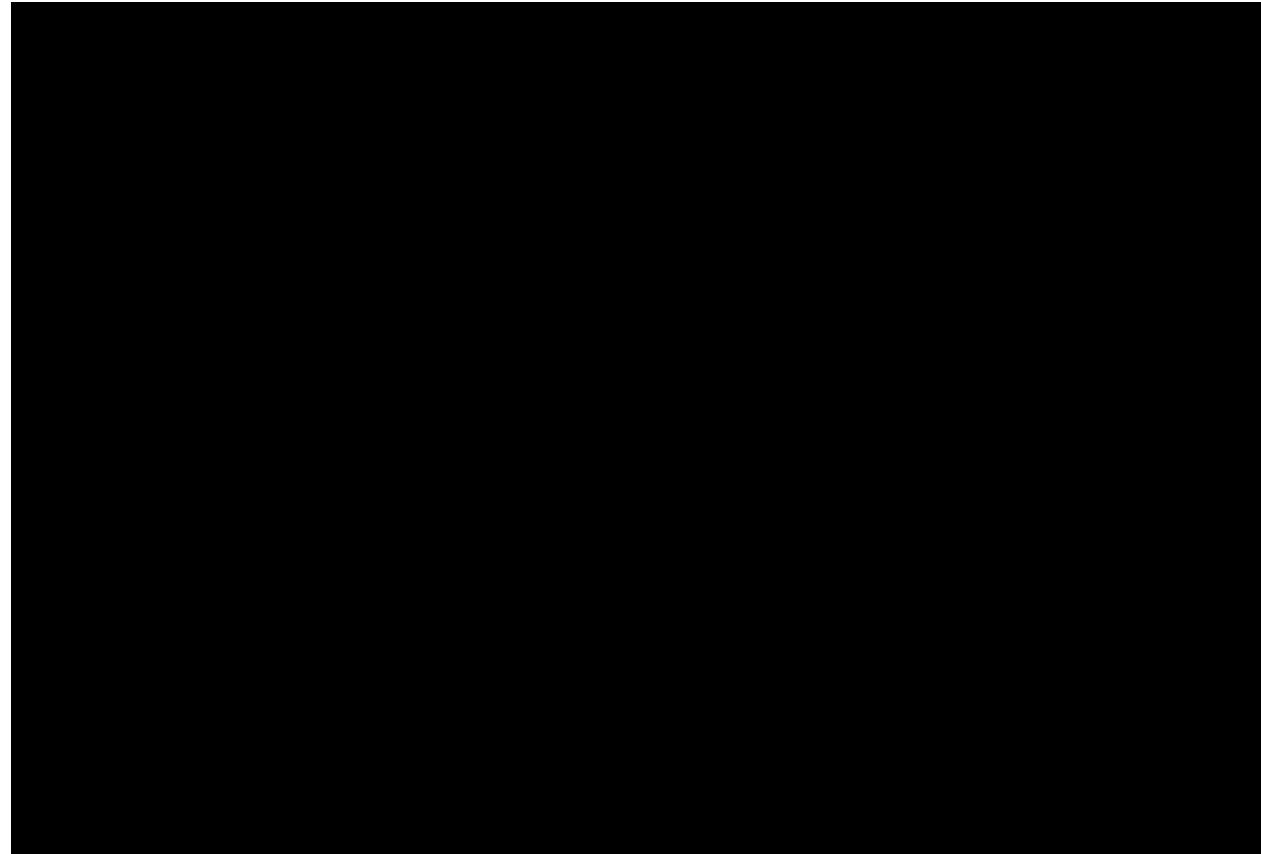
McKinsey's approach to supporting state Departments of Revenue (DOR) and other tax authorities (TAs) combines our unrivaled expertise based on extensive "been there, done that" service to TAs in the US and around the world, with our deep bench of cutting-edge insights and off-the-shelf solutions, delivered by our exceptional team that has decades of experience serving TAs around the world, including former IRS executives.

The pandemic has created a significant inflection point for tax administration. DORs have the opportunity to address and rethink their approaches given the changed world across:

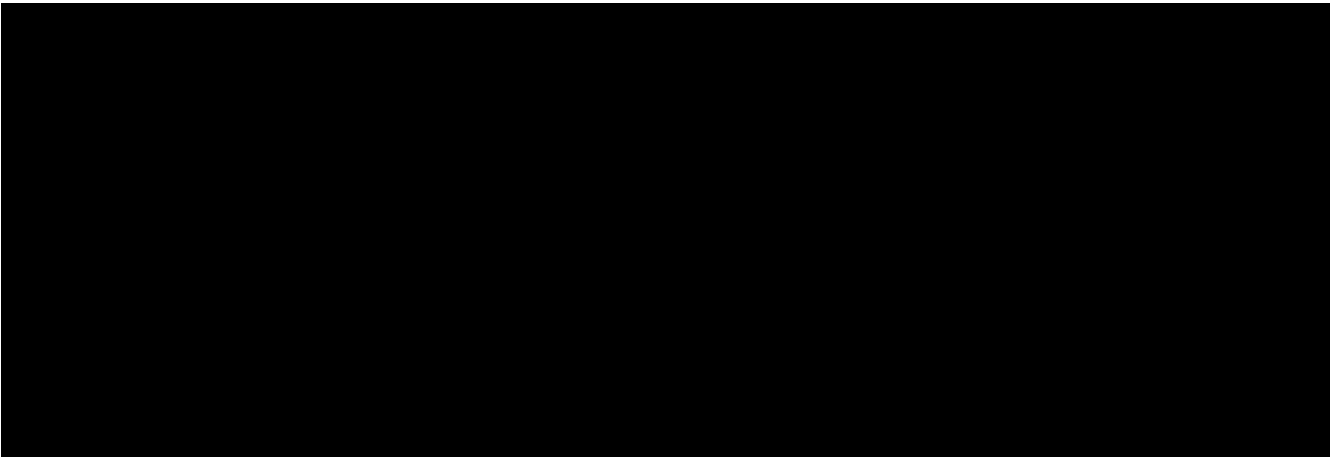


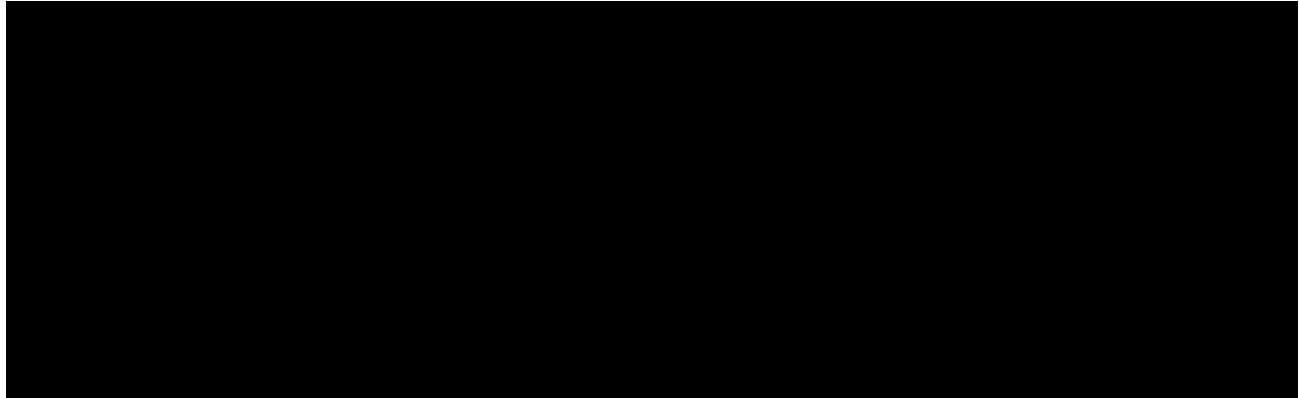


Given our depth of experience, we can provide focused support for state DORs across any elements needed. Our approach to holistic tax administration transformation comprises three key elements:



Select Examples of Impact Achieved





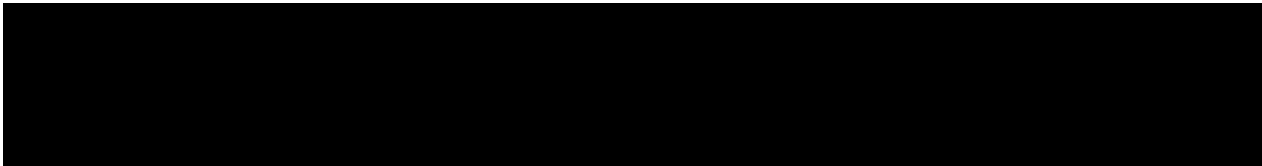
5.7 Effectively Establishing and Managing Pensions and Benefits Programs

McKinsey is well positioned to advise pensions on a broad range of topics spanning investments, benefits, and beyond. Our Institutional Investor Practice was founded 20+ years ago and serves the needs of pensions, sovereign wealth funds, and other institutional investors.



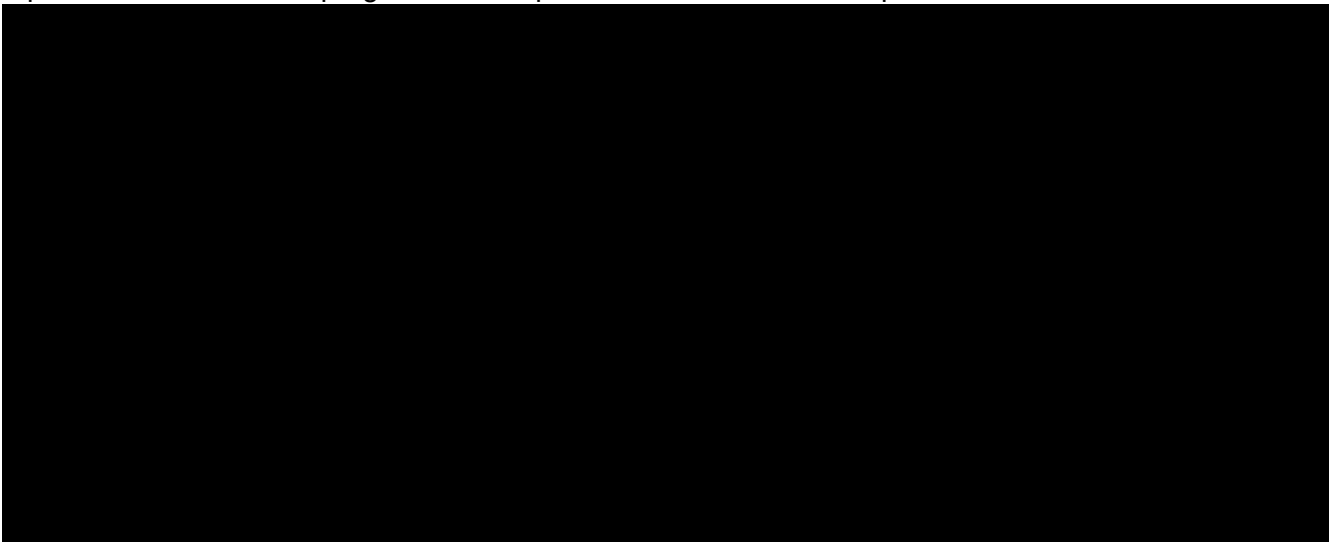
McKinsey's Client Experience

McKinsey's client experience in effectively establishing and managing pensions and benefits programs includes:



McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities which support establishing and managing pensions and benefits programs. Examples of such assets and capabilities include:





McKinsey's Distinctive Value to Public Agencies

McKinsey has

[REDACTED]

We have also developed considerable experience in benefit programs optimization based on

[REDACTED]

. Based on clients' objectives, our experts can help improve benefit programs and design a roadmap to achieve organizational cost and talent aspirations.

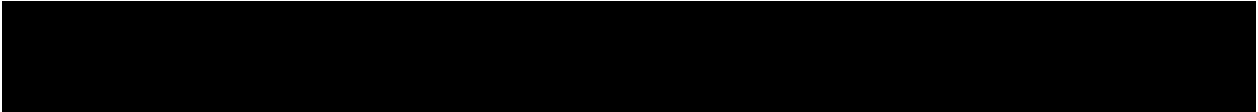
Exhibit 4: McKinsey's Benefits Tools and Areas of Expertise

[REDACTED]

- **Our proprietary research.** We invest heavily in management research, spending more annually than the top 10 global business schools, combined. We frequently run targeted research on how to run a pension effectively. For instance,

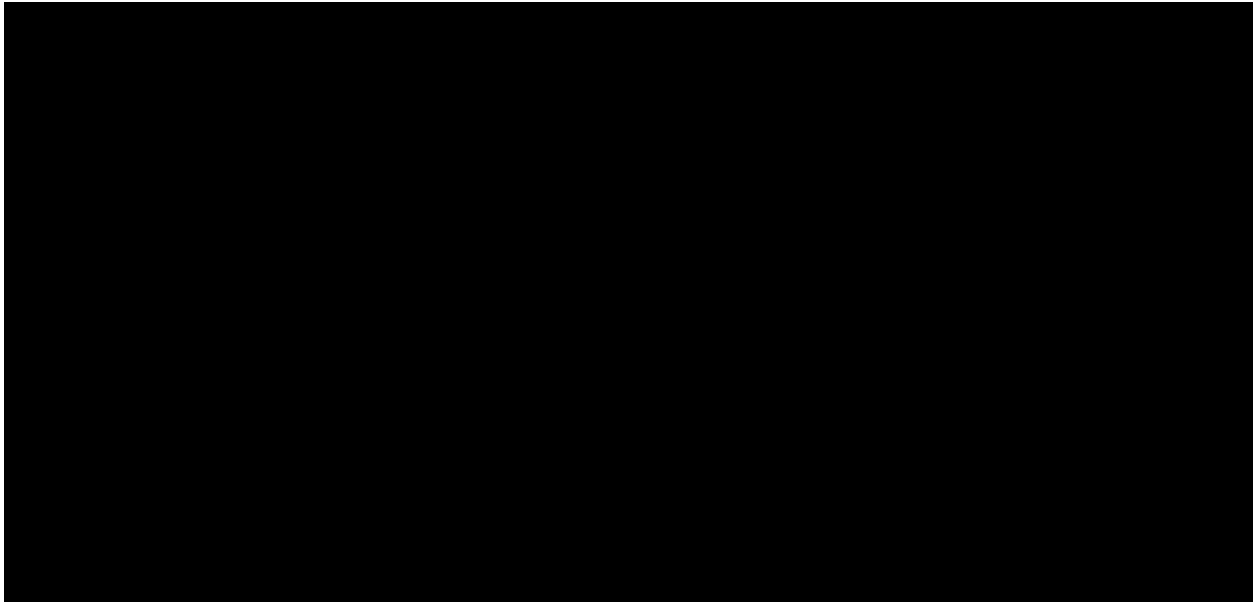
[REDACTED]

[REDACTED]

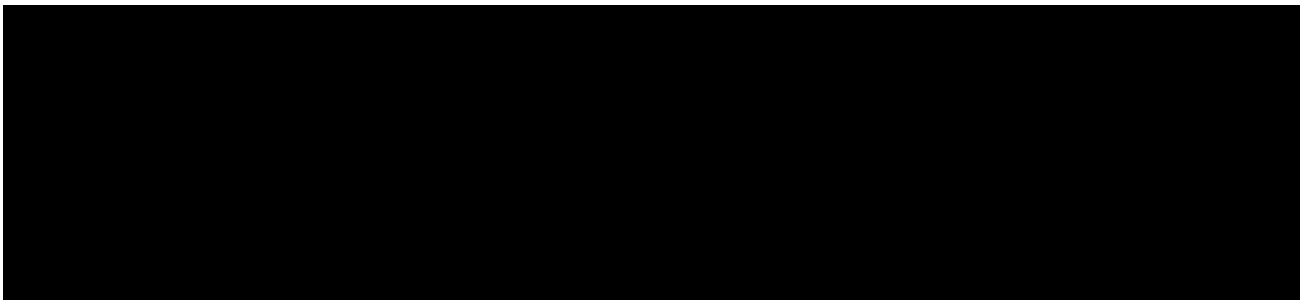


McKinsey's Distinctive Approach to Effectively Establishing and Managing Pensions and Benefits Programs

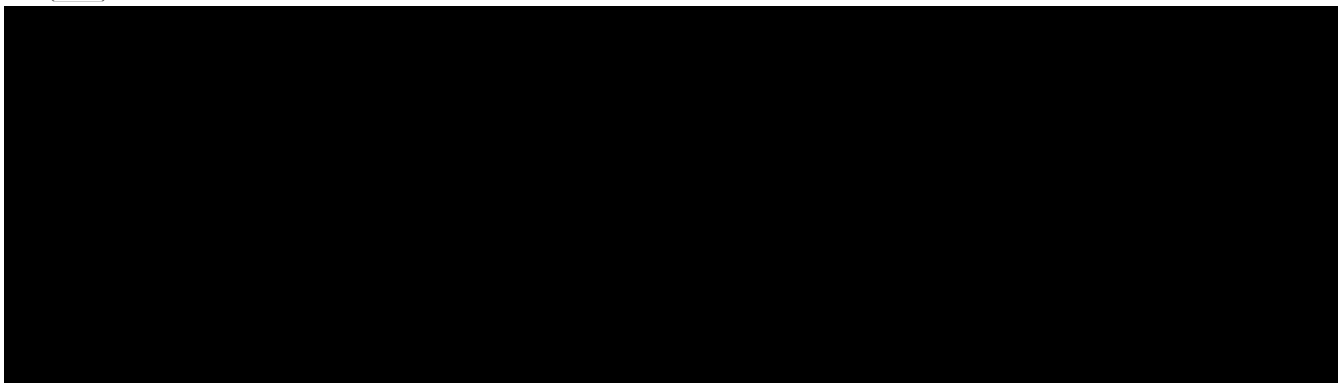
McKinsey, with its private sector expertise, has helped public plans implement new models and legislative mandates:

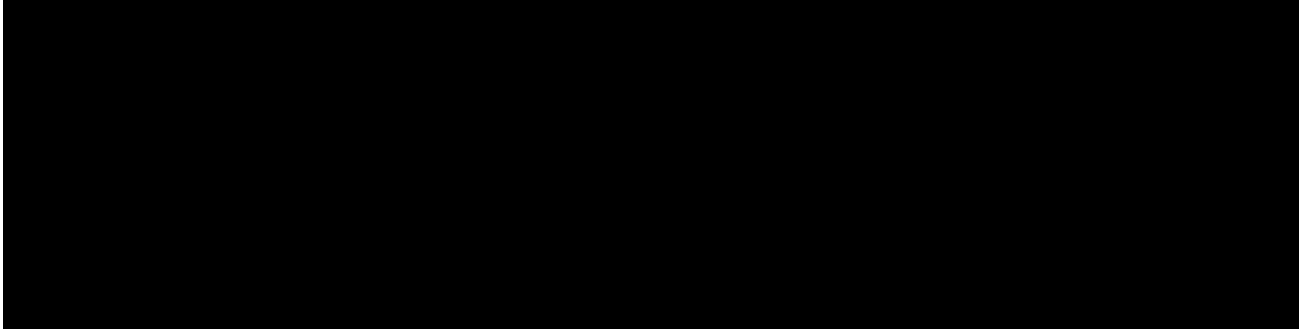


McKinsey has served US states extensively across all facets of benefits, including:



Select Examples of Impact Achieved





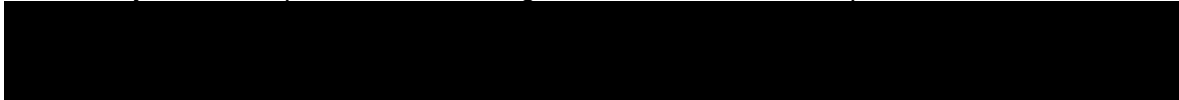
5.8 Building Resilience and Crisis Response

McKinsey serves clients across a wide spectrum of crisis response issues, including natural disasters, security, and public-health emergencies, and we embed resilience in client organizations to help them emerge from crises stronger.



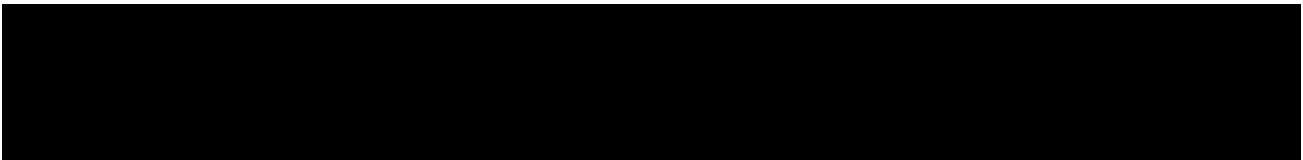
McKinsey's Client Experience

McKinsey's client experience in building resilience and crisis response includes:

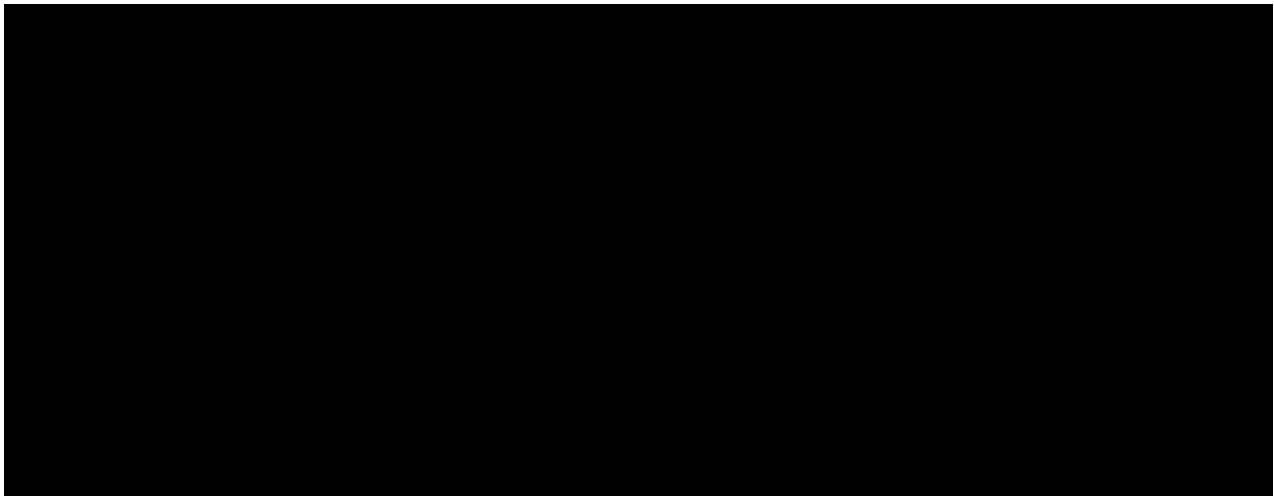


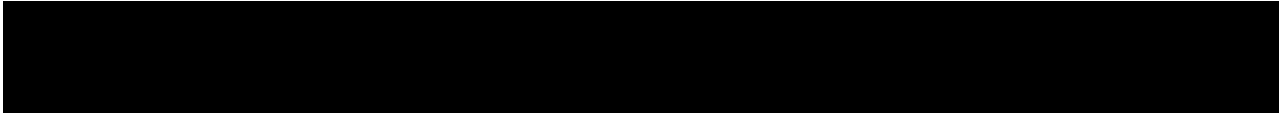
McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities which support the implementation of action plans, best practices, capabilities and strategies to promote increased resilience and/or improved crisis response. Examples of such assets and capabilities include:



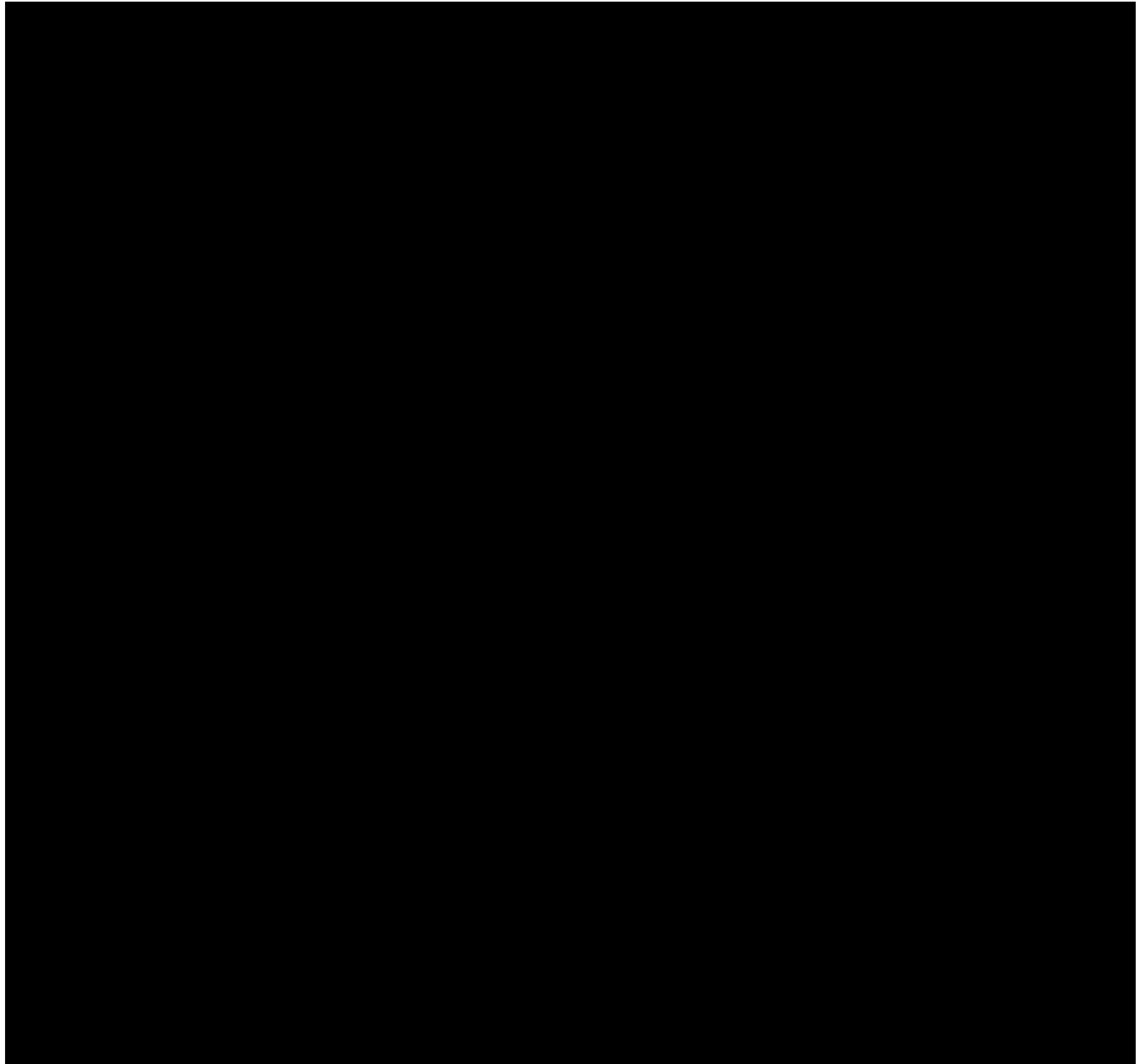
We leverage 15+ proprietary assets & tools to create more analytical and fact-based solutions for our clients, for example:





McKinsey's Distinctive Value to Public Agencies

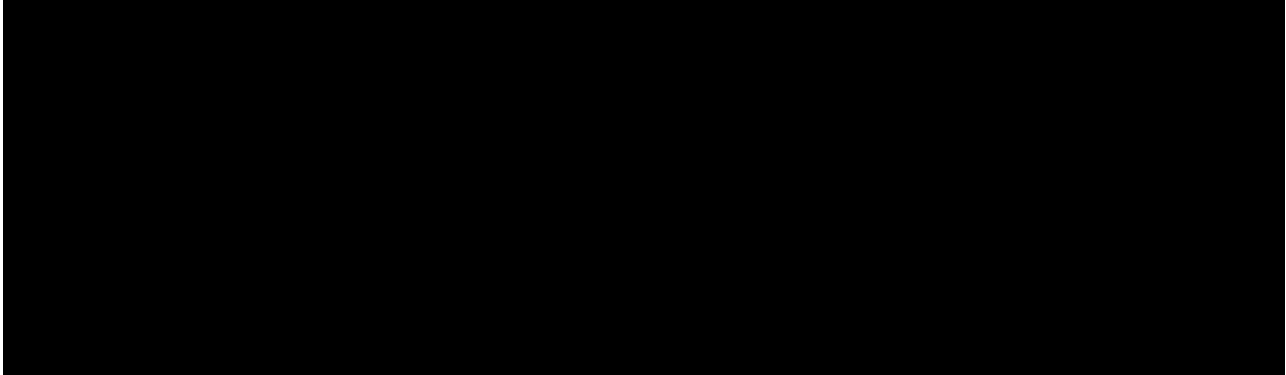
McKinsey has supported over 100 disaster recovery efforts and will bring deep crisis response/resilience expertise and capabilities to develop and support our clients on the following key dimensions:



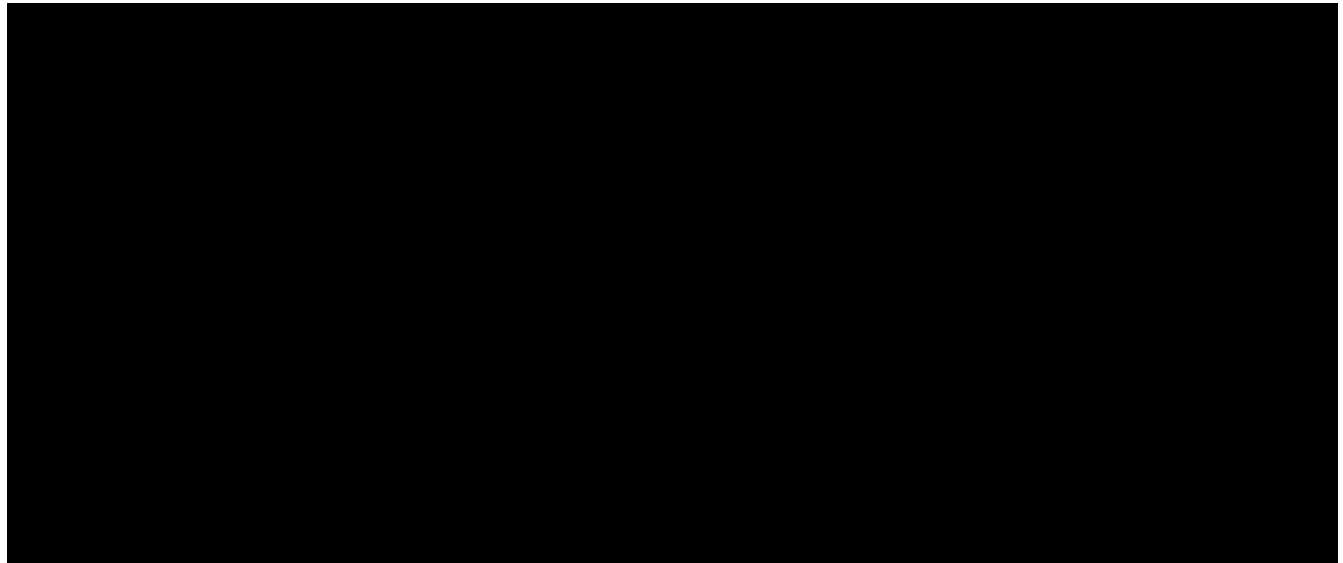


McKinsey's Distinctive Approach to Building Resilience and Crisis Response

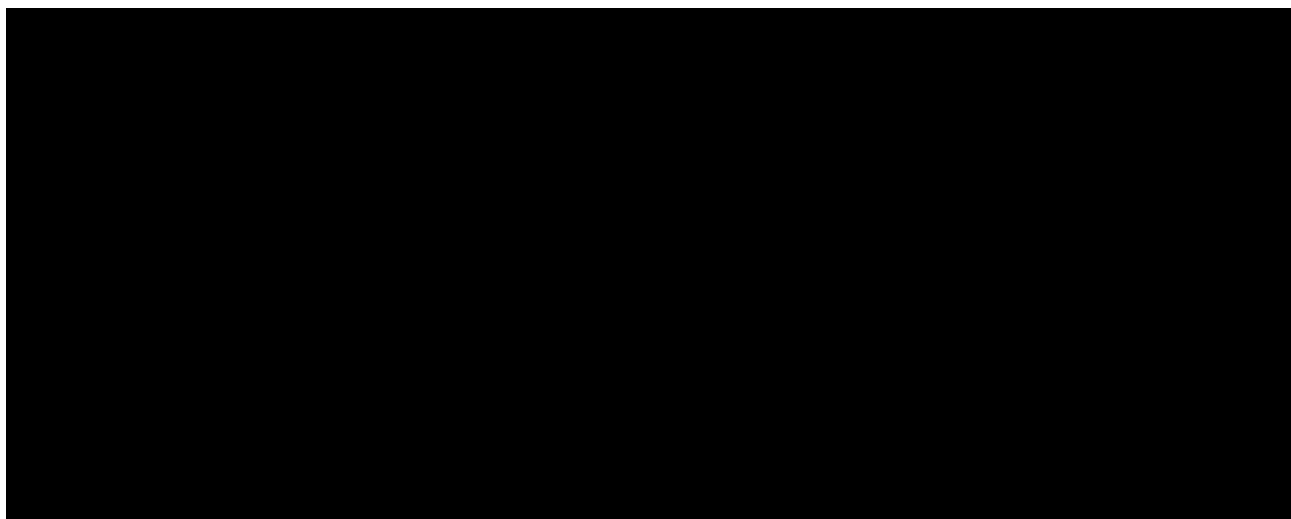
McKinsey's approach to resilience and crisis response in the public sector is based on addressing seven challenges that are most acute for public sector organizations when faced with major or catastrophic incidents (e.g., once in decade or lifetime event):

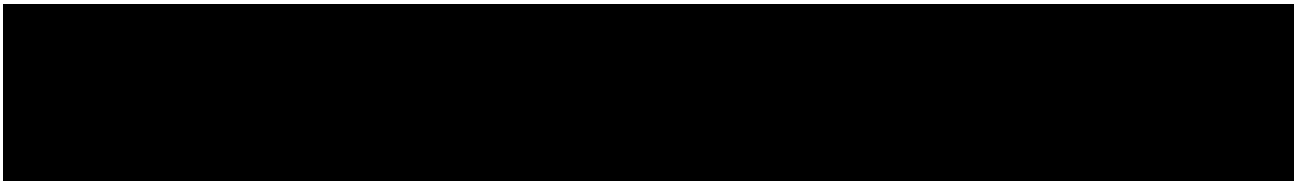


Pre-Incident: Approach to Resilience

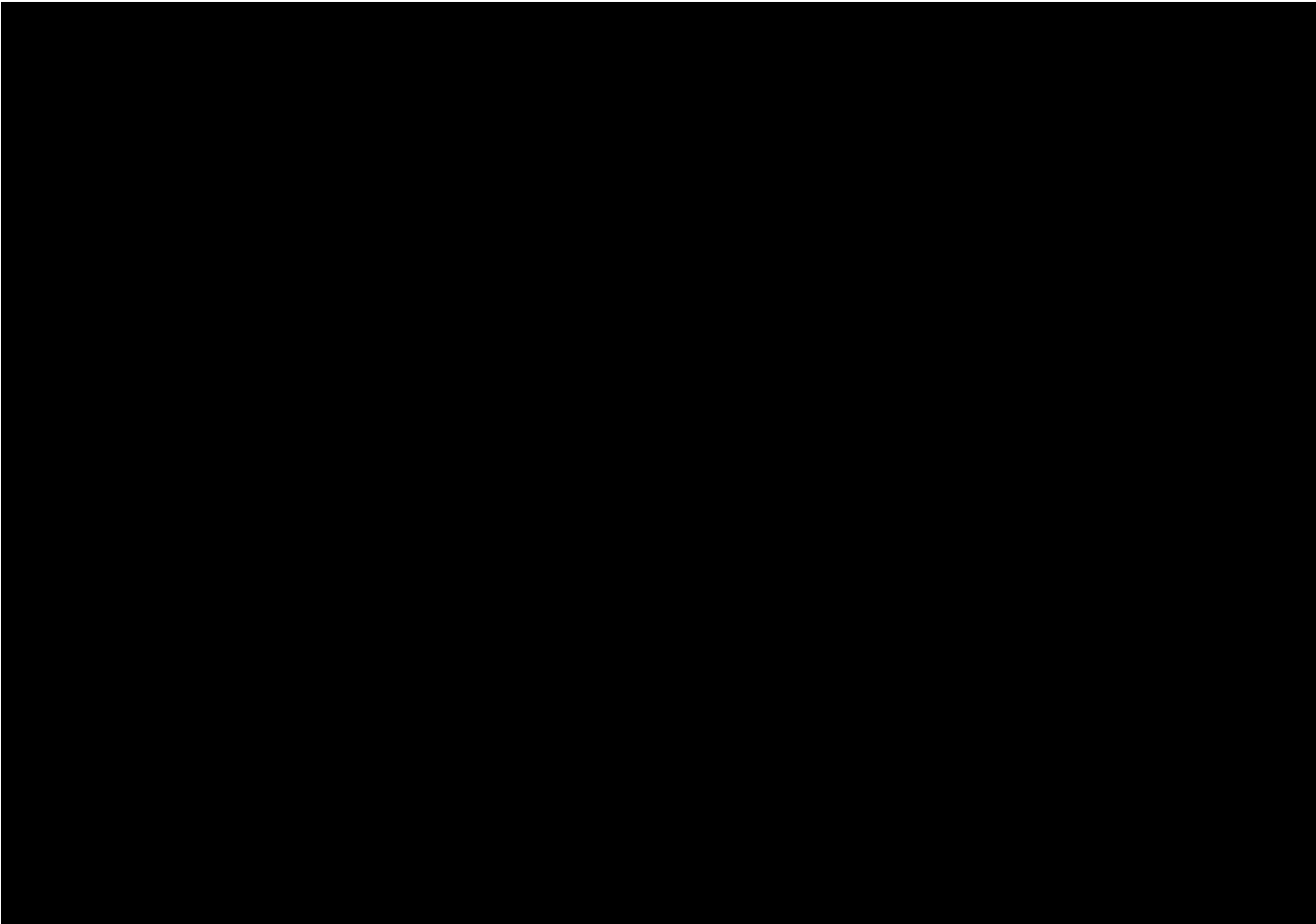


Post-Incident: Approach to managing crisis





Select Examples of Impact Achieved



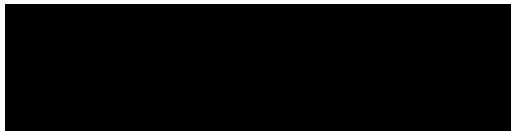
5.9 Transforming Back-office Functions

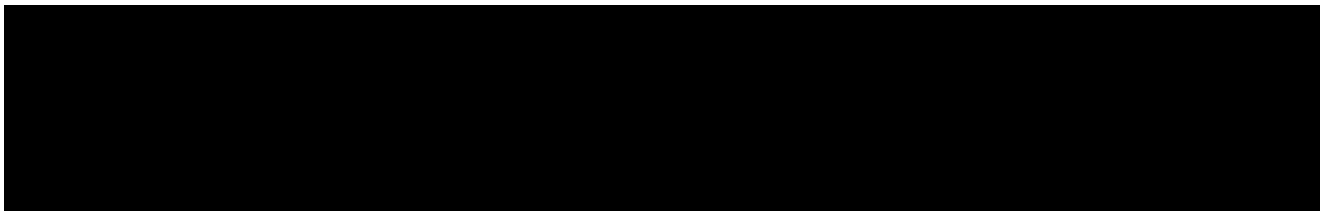
Over the past 10 years, McKinsey has completed over 9,000 engagements across the private and public sectors focused on the efficiency and effectiveness of administrative and support functions across Finance, HR, and IT, as well as Digital, Legal and other growing back-office needs.



McKinsey's Client Experience

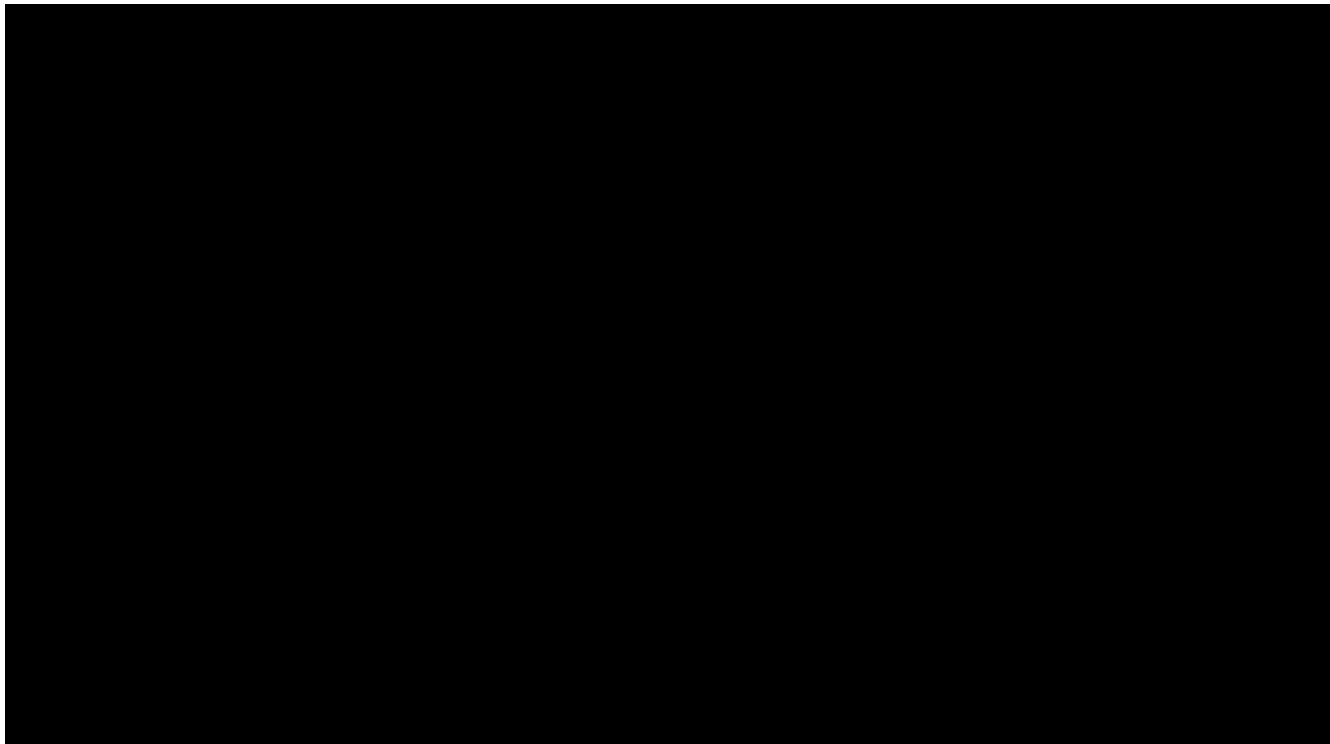
McKinsey's client experience in transforming back-office functions includes:





McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities which supports a participating agency in implementing back office improvement strategies across a wide array of back office functions. Examples of such assets and capabilities include:



McKinsey's Distinctive Value to Public Agencies

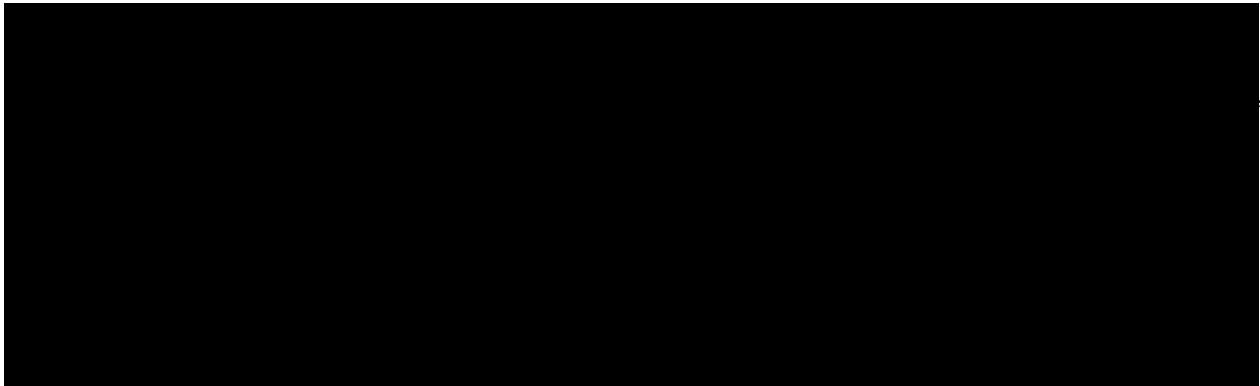
Shared Services and lean / process improvement

Through McKinsey's Global Shared Services Practice, we know what it takes to undergo large scale multi-function shared services transformation programs across both the public and private sector, starting with assessment of current performance and developing a strategy to migrate to shared services.

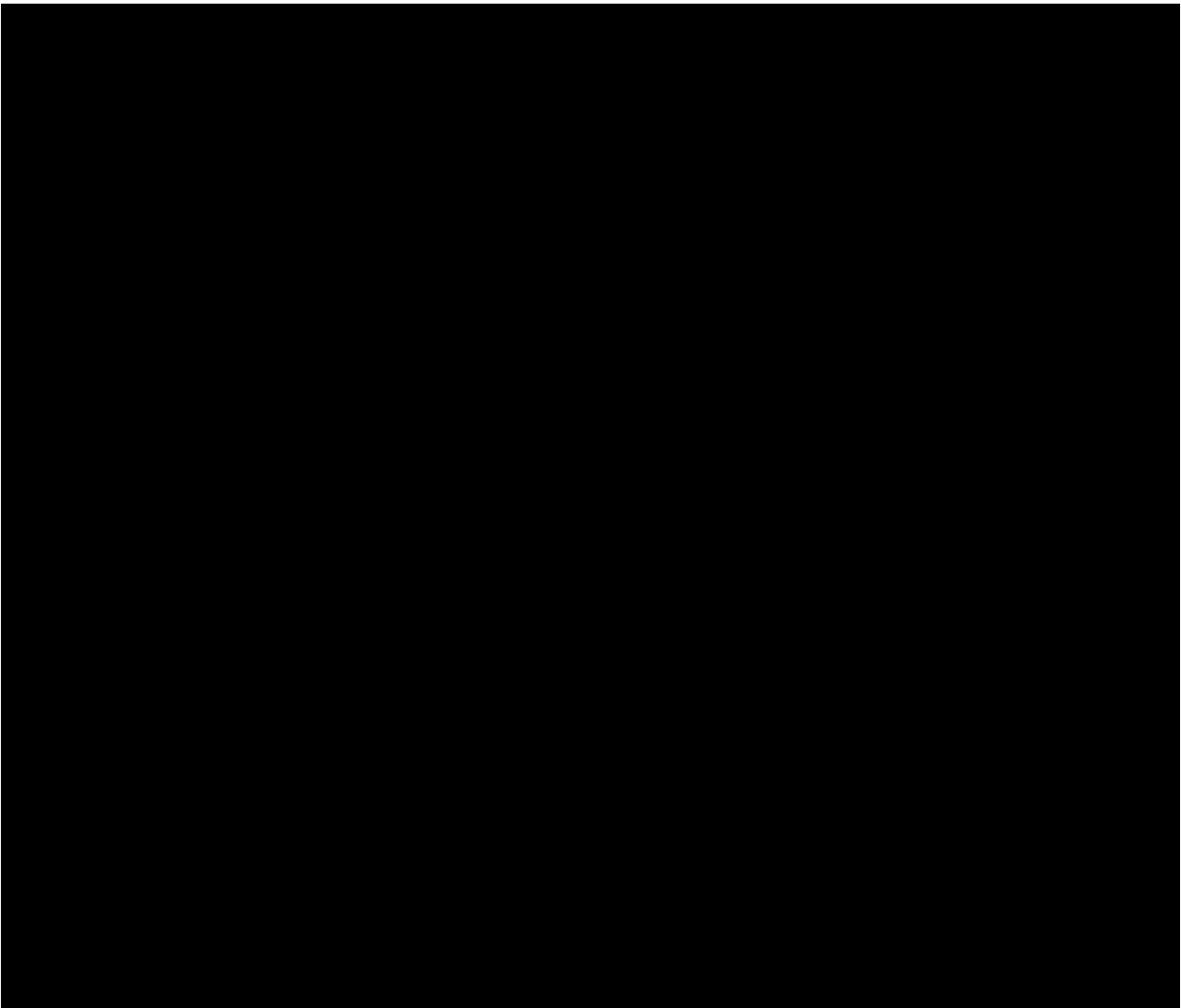
Within the public and not-for-profit sectors, McKinsey has designed and stood up the largest state government shared services center in the US.



Our approach centers on forcing a broad-stakeholder alignment across a series of strategic service questions:



We can couple our deep knowledge and stakeholder-driven approach with our cutting-edge digital, design, and analytics capabilities, to create next-generation performance management tools. We bring more complementary tools than any other management consulting firm, leveraging our QuantumBlack analytics capabilities and our McKinsey Digital platform development.





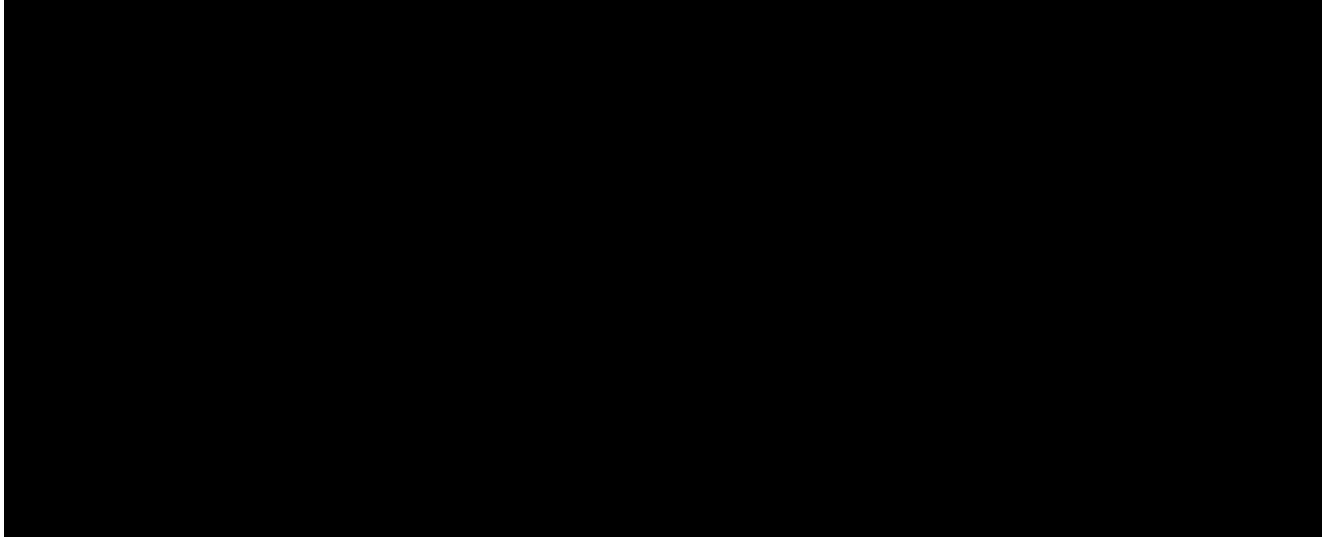
McKinsey's Distinctive Approach to Transforming Back-Office Functions

- **We bring the best of both worlds – public and private sector.** We have extensive experience in transforming corporate functions in both the public and private sectors. We believe public sector organizations should push their capabilities beyond what other public sector organizations have done and bring a deep understanding of leading edge administrative operations. We are very practical about the unique challenges and opportunities of driving change in the public sector – we bring approaches refined by direct experience in other geographies and institutions
- **We move quickly by drawing on our deep roster of experts and tailoring our existing tools.** We have deep functional expertise across corporate functions – Finance, HR, and IT– as well as expertise in management practices such as Lean Management and technology such as Robotic Process Automation to deliver unparalleled insights for improving client's administrative operations.
- **We leverage proprietary tools to bring deeper insights and accelerate impact.**

- **We deliver innovation in service operations through Services.AI.** Services adds artificial intelligence analytics and system integration partnerships to our proven approach to achieve deeper insights, faster delivery and more impact in service operations projects through tools such as Trace and Hyperscience.
- **We bring an independent, senior management perspective.** We work hard to make leaders and their teams successful. We tell our clients the truth as we see it; and we offer advice and counsel completely unburdened by incentives to offer the State other services such as administrative service delivery, IT systems, or accounting.



Select Examples of Impact Achieved



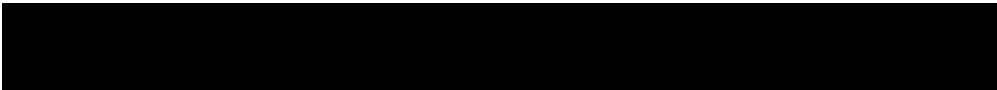
5.10 Driving Operational Transformations

With deep experience in operational transformations across sectors, McKinsey brings unique expertise to organization-wide business-model and program transformation planning and implementation for our public-sector clients.



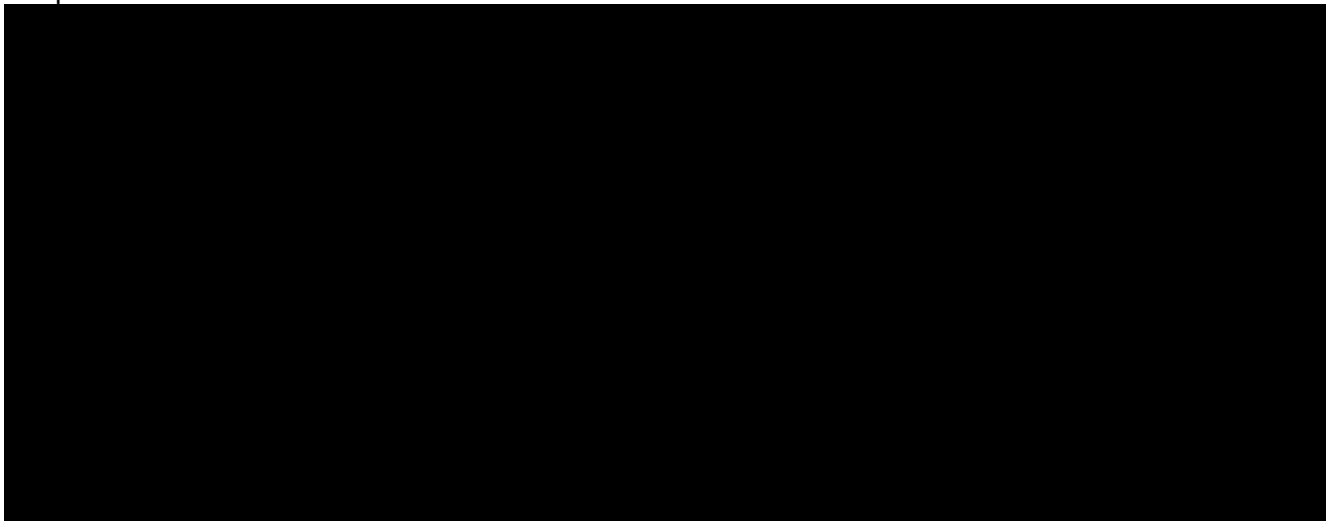
McKinsey's Client Experience

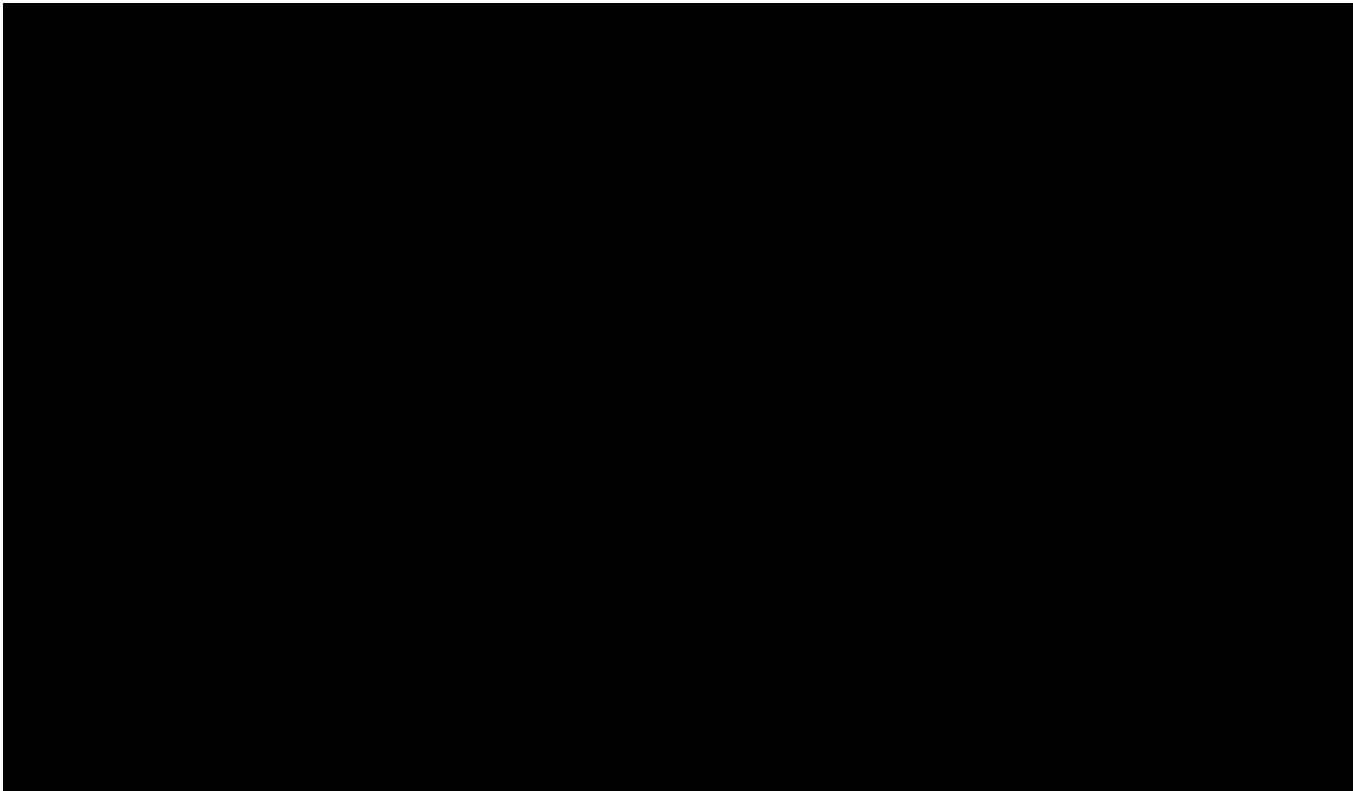
McKinsey's client experience in driving operational transformations includes:



McKinsey Tools and Knowledge

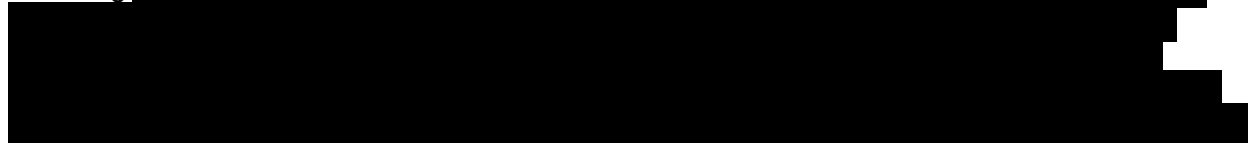
McKinsey brings distinct assets and capabilities which supports a participating agency, in implementing program, department or agency level operational strategies, process transformations or new program deployments to improve delivery. Examples of such assets and capabilities include:





McKinsey's Distinctive Value to Public Agencies

In the past five years, McKinsey has worked on [REDACTED] public sector transformations globally, including [REDACTED]



Our support to these clients on complex, high-profile issues at the top of their agendas has been transformative in nature. We have deep expertise in diagnosing, developing, and designing initiatives to improve operating efficiencies, produce savings, increase revenues, and enhance services and outcomes. We provide an independent perspective on client's performance and use industry benchmarks to identify gaps and help develop ambitious, but achievable targets.

At McKinsey, we understand that driving change is challenging – 70% of operational transformation programs fail due to employees' resistance to change, decreasing top management involvement or a lack of rigor in executing or monitoring the program. To help our clients drive successful transformation and ensure lasting impact, we have developed a tailored approach that include interventions that build capability/mindset through continuous learning, strengthen inter-departmental communication to improve collaboration, and implement performance management tools to help track progress.

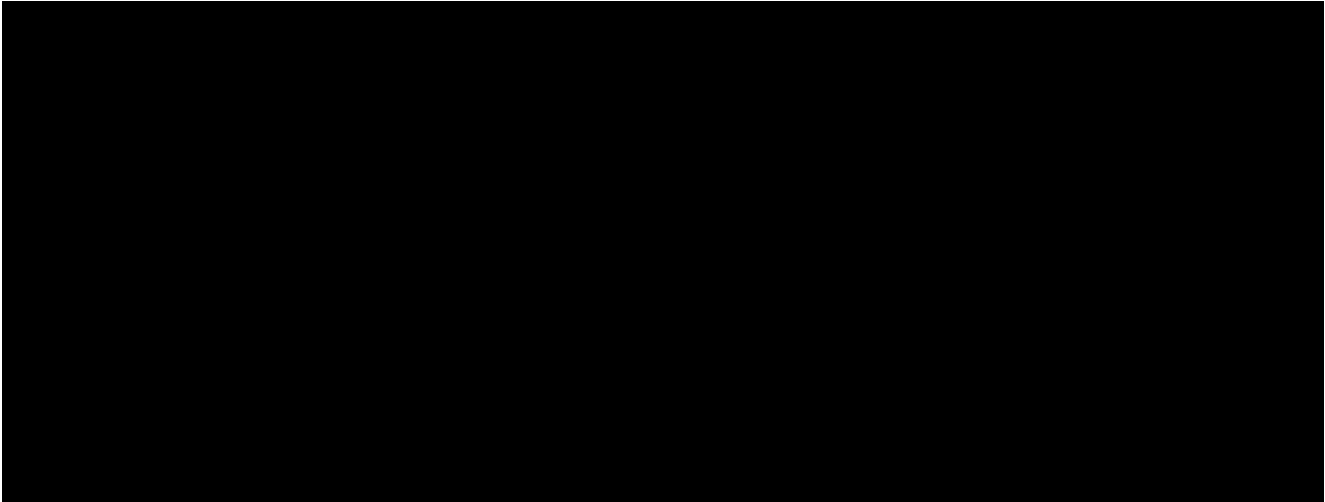
From our work in transformational change with thousands of clients around the world, we have developed a systematic approach that focuses on organizational performance as well as organizational health. We know that high-performing organizations do not necessarily excel in all dimensions but are distinctive 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.

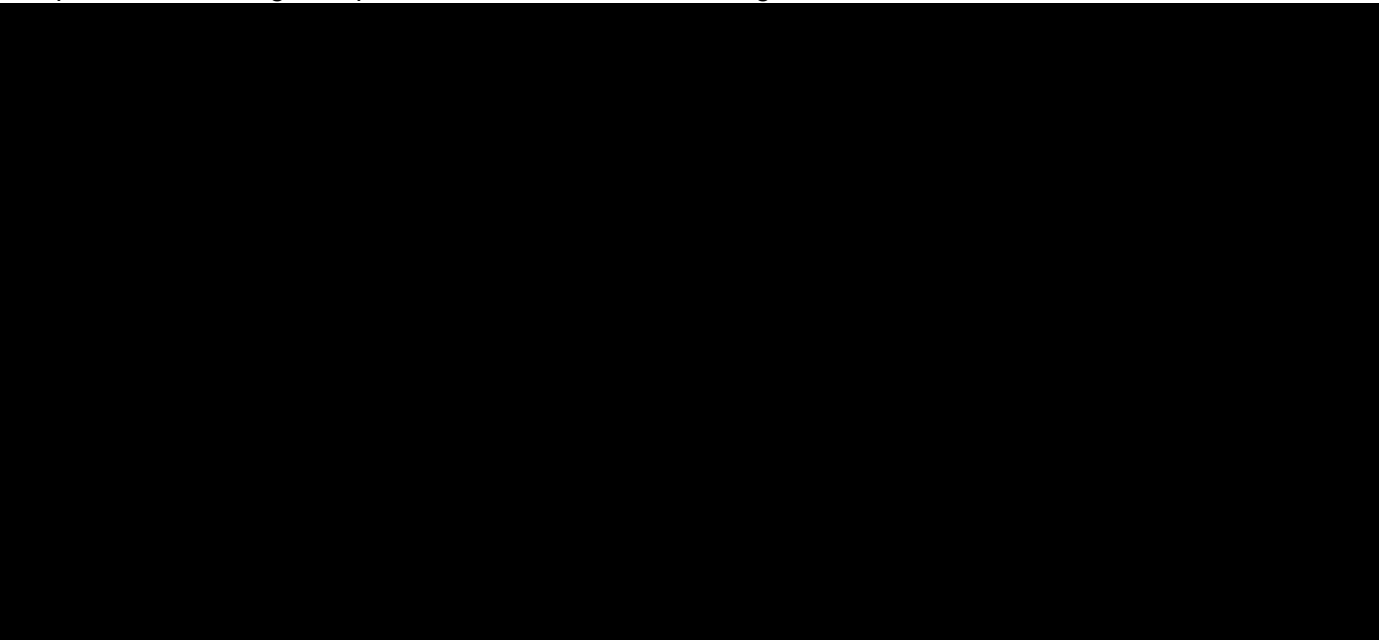


McKinsey's Distinctive Approach to Driving Operational Transformations

Our approach to operational transformation reflects our core beliefs about successful transformations and is structured around 5 phases:

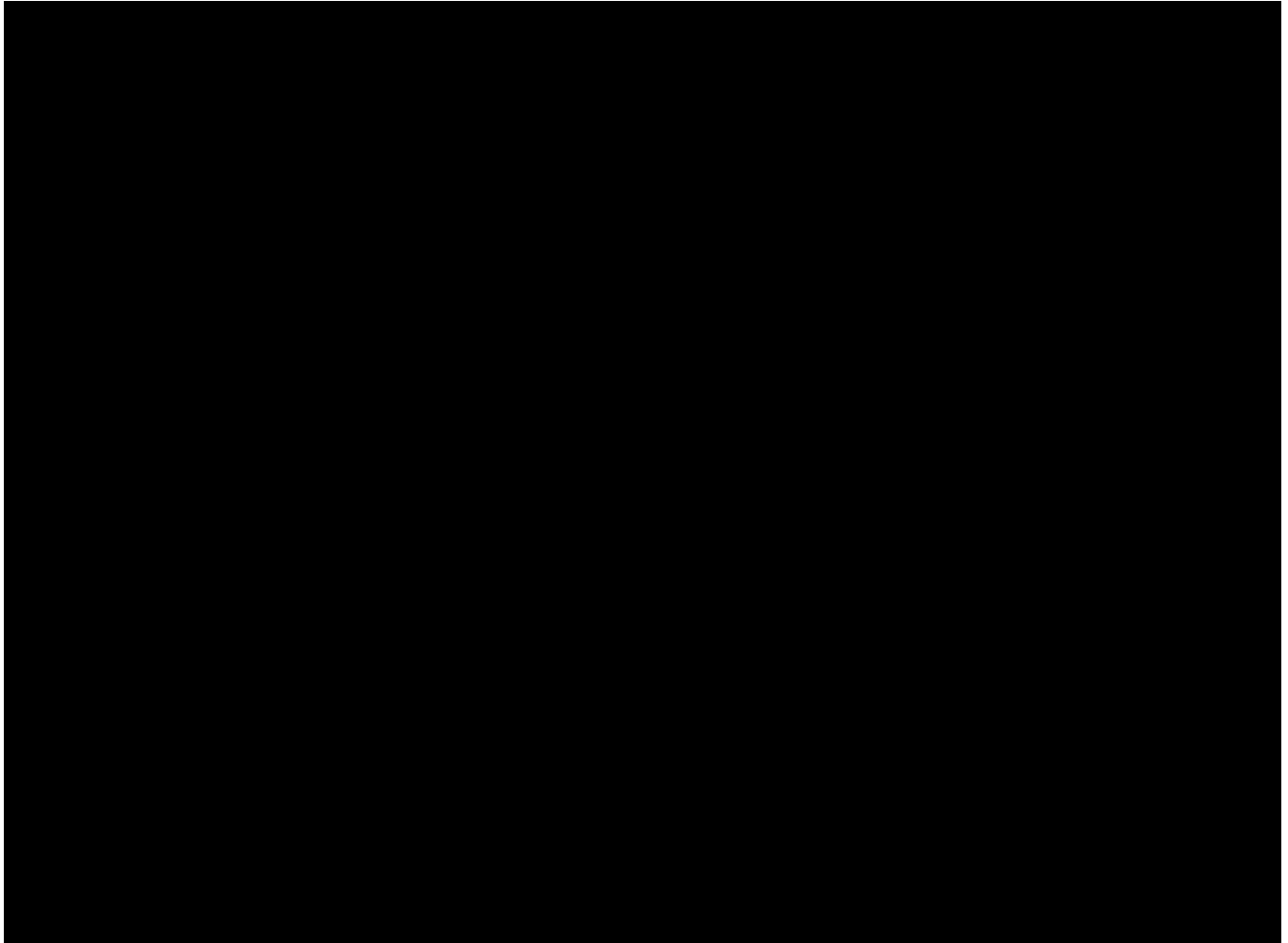


The length, importance, and related activities of each phase in the approach above will vary based on the project archetype and the scope of the specific project / task orders, and McKinsey has the expertise to help agencies customize the approach to meet its needs. Below are some examples of how this approach is tweaked in different situations based on our experiences serving multiple Federal, State, and Local agencies:





Select Examples of Impact Achieved



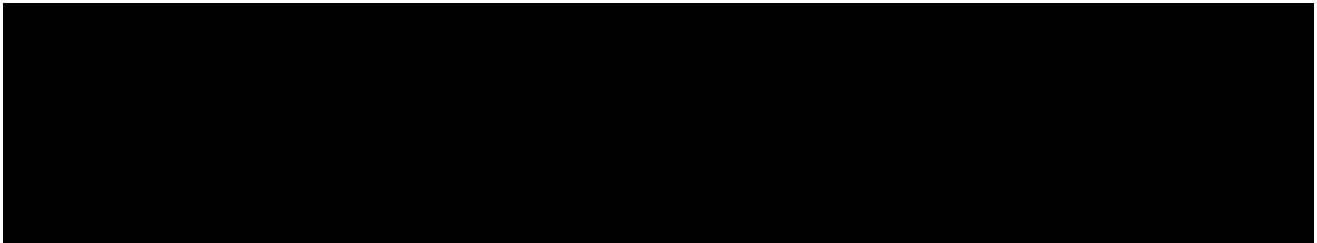
5.11 Creating a Better Citizen Experience Including Digitization

McKinsey brings a distinct focus on customer-centricity and human-centered design to complex customer and citizen journeys in the public sector.



McKinsey's Client Experience

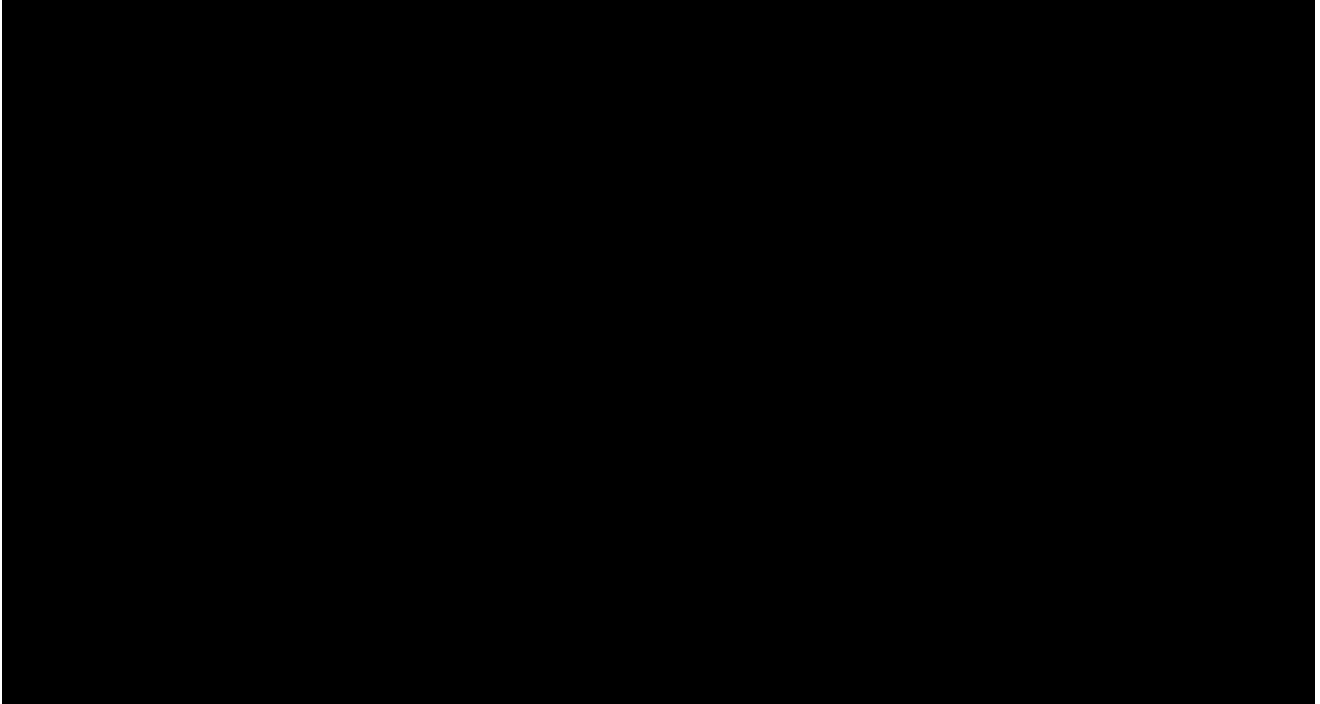
McKinsey's client experience in creating a better citizen experience including digitization includes:





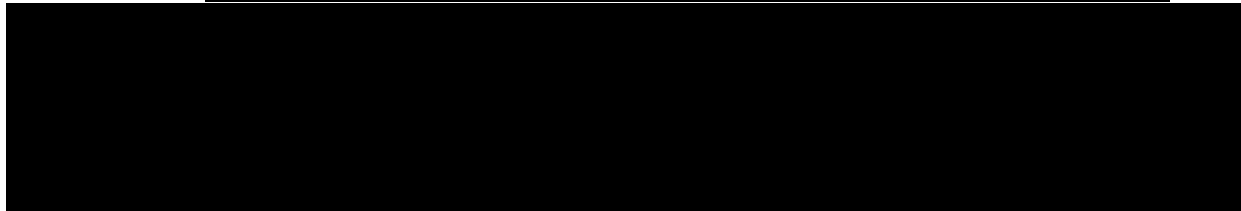
McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities that supports the implementation of citizen experience and digitization strategies within or across departments/agencies. Examples of such assets and capabilities include:

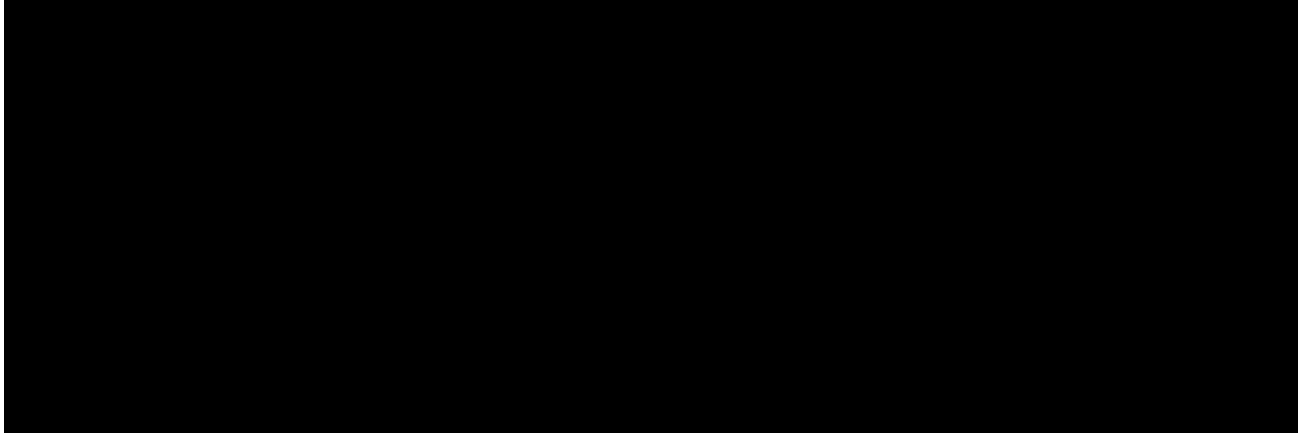


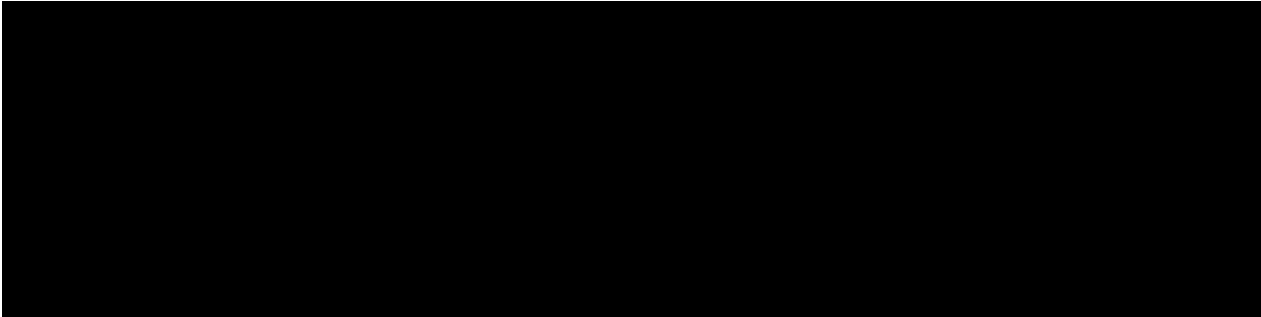
McKinsey's Distinctive Value to Public Agencies

McKinsey has



McKinsey's 2022 "State-of-the-States" survey found that satisfaction with state government services





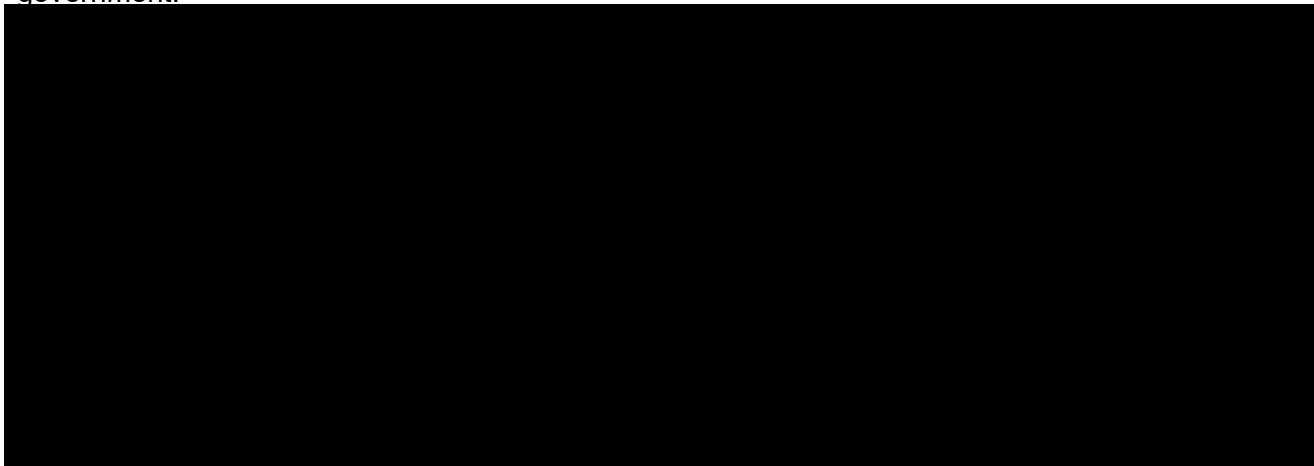
In addition to our core capabilities, our approach is enhanced through our unique partnership with the Disney Institute, partnerships with customer service measurement firms like Medallia and In Moment, and our recent acquisition of the leading design firm [REDACTED]



McKinsey's Distinctive Approach to Creating a Better Citizen Experience Including Digitization

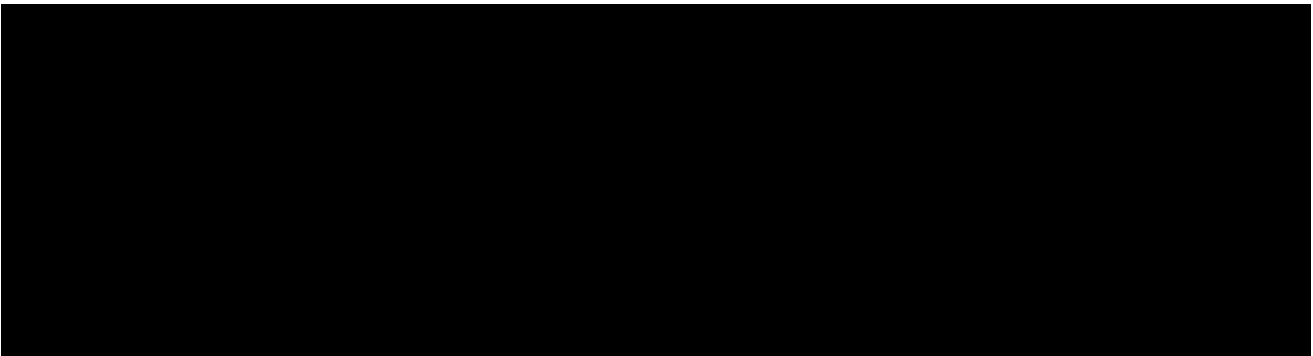
We partner with public sector agencies to put customers at the heart of service delivery—using residents' lived experiences to drive agency priorities and strategy.

We have six core beliefs on what it takes to deliver an excellent customer experience in government:



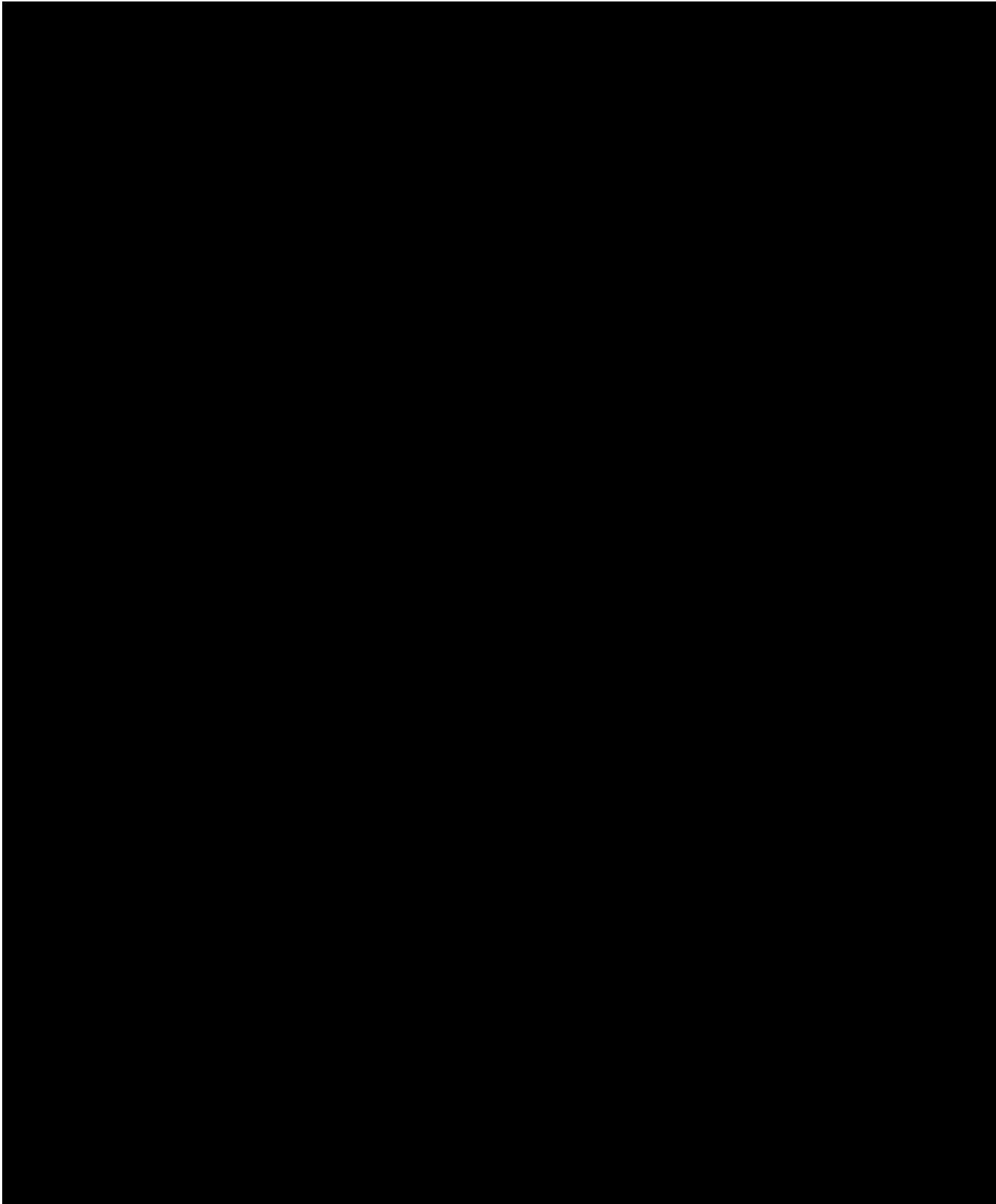
We use a distinctive approach to understand customer experience by measuring journeys instead of individual touchpoints, which cross-sector research has demonstrated is significantly more predictive of overall satisfaction. We co-locate and co-create the solution together, with key client stakeholders and end-customers, to achieve maximum impact.

Our unique transformation approach integrates multiple steps:





Select Examples of Impact Achieved





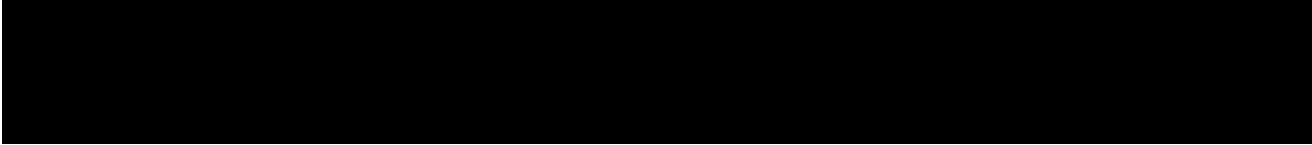
5.12 Addressing Capital Productivity and Capital Management

McKinsey serves public-sector clients across a range of capital projects needs to help clients drive value in their physical assets and capital investments.



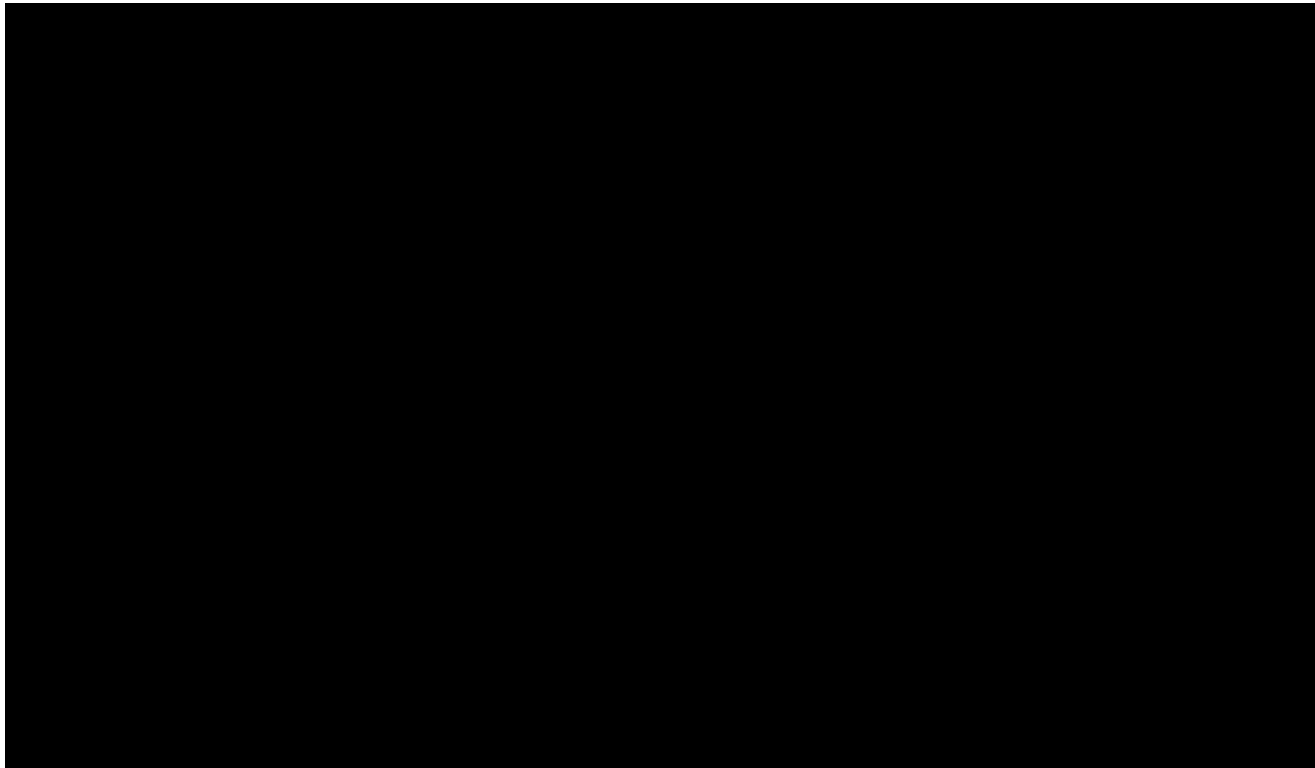
McKinsey's Client Experience

McKinsey's client experience in addressing capital productivity and capital management includes:



McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities that supports the implementation of improvements in a participating agency's capital planning, capital productivity and capital management initiatives. Examples of such assets and capabilities include:





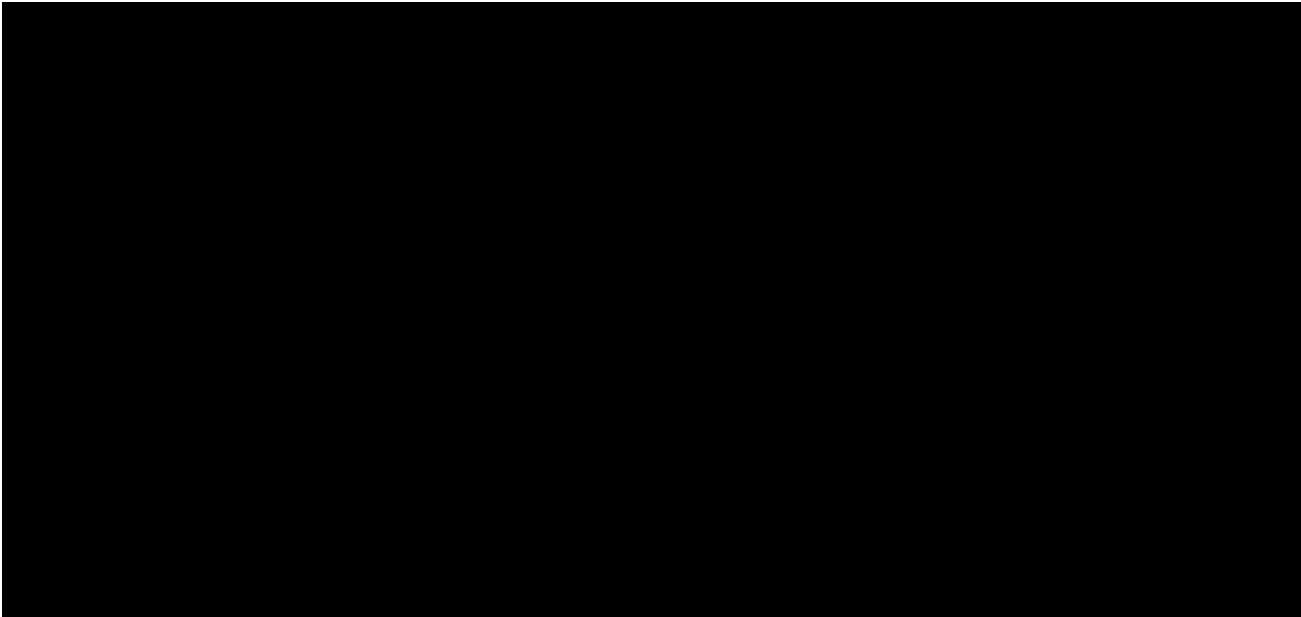
McKinsey's Distinctive Value to Public Agencies

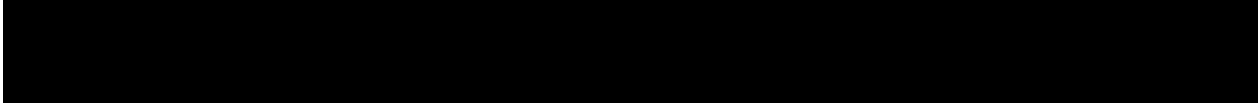
McKinsey has completed



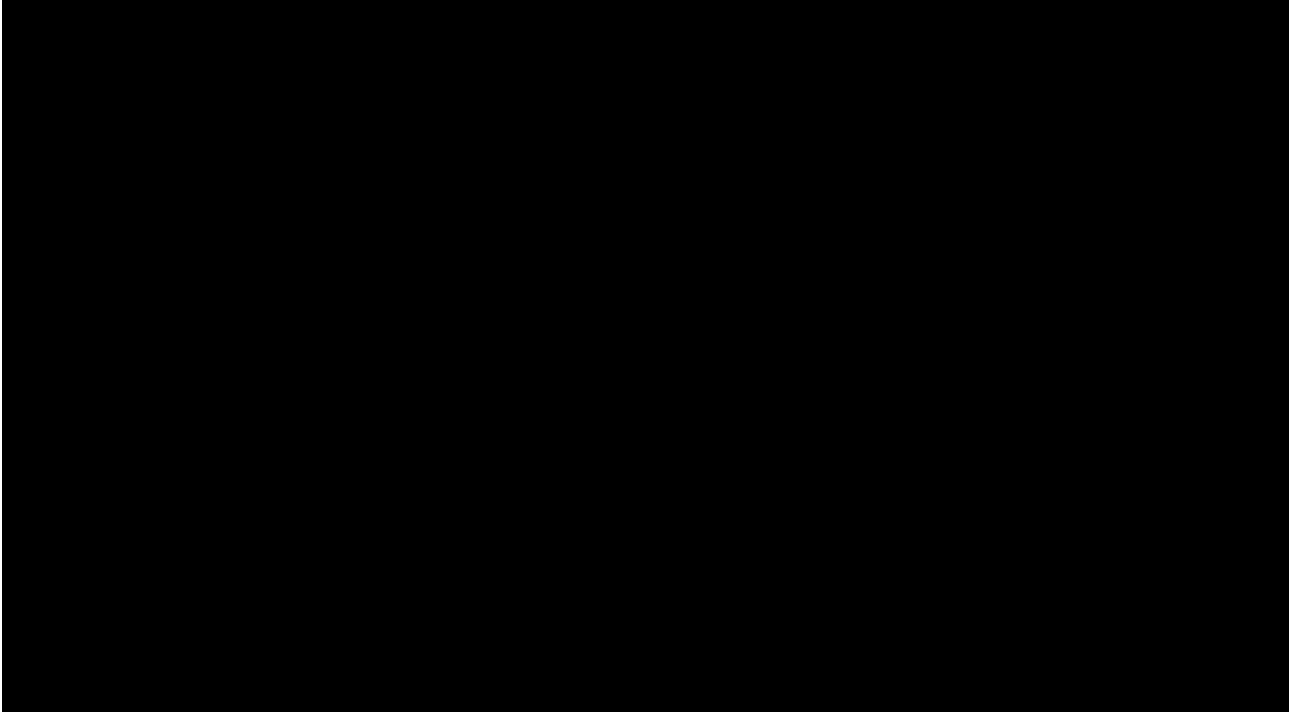
McKinsey's Distinctive Approach to Addressing Capital Productivity and Capital Management

McKinsey takes a sequenced approach to capital productivity and management, enabled by our experience in execution and process excellence, to focus on driving value:





Select Examples of Impact Achieved



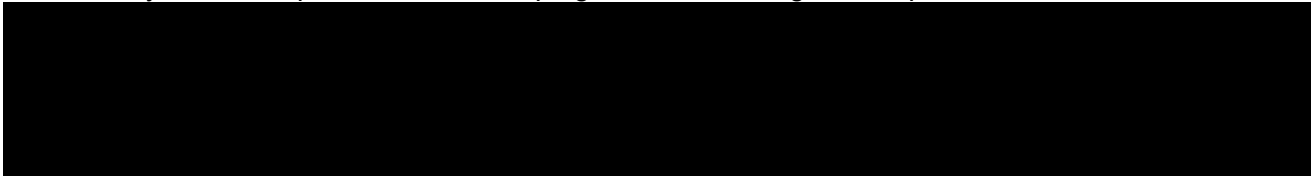
5.13 Developing Effective Strategies and Plans

As the world's leading strategy consulting practice, we bring cross-sector experience and expertise to a wide range of public-sector strategy topics, and we empower clients as they take action against the strategies, we advise on to drive effective implementation.



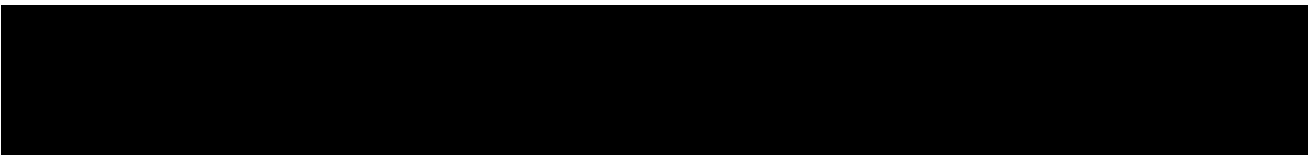
McKinsey's Client Experience

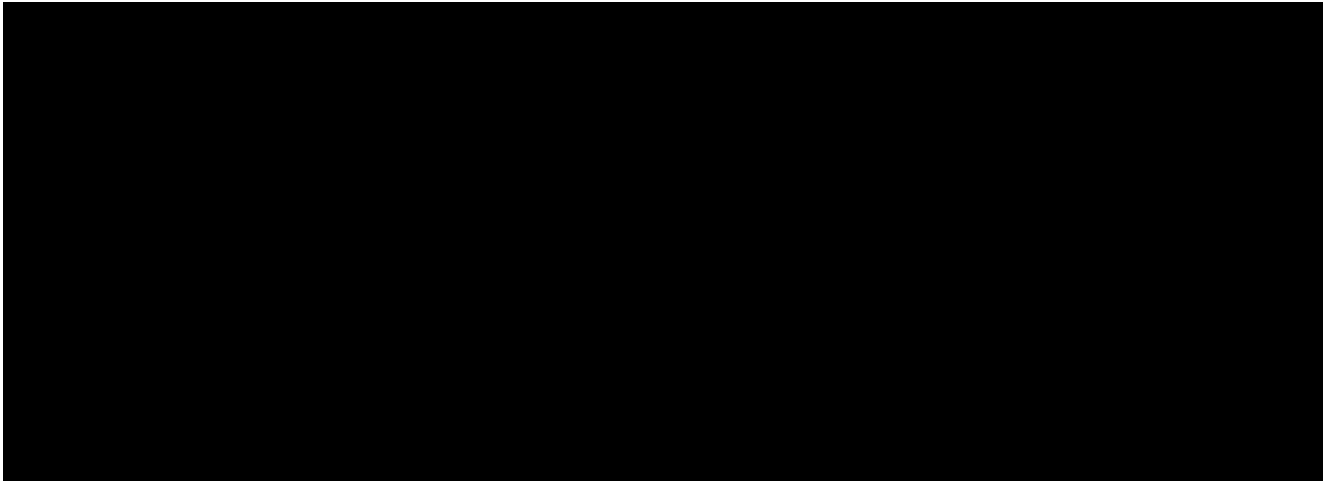
McKinsey's client experience in developing effective strategies and plans includes:



McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities that supports the delivery of strategic objectives and plans of participating agencies. Examples of such assets and capabilities include:



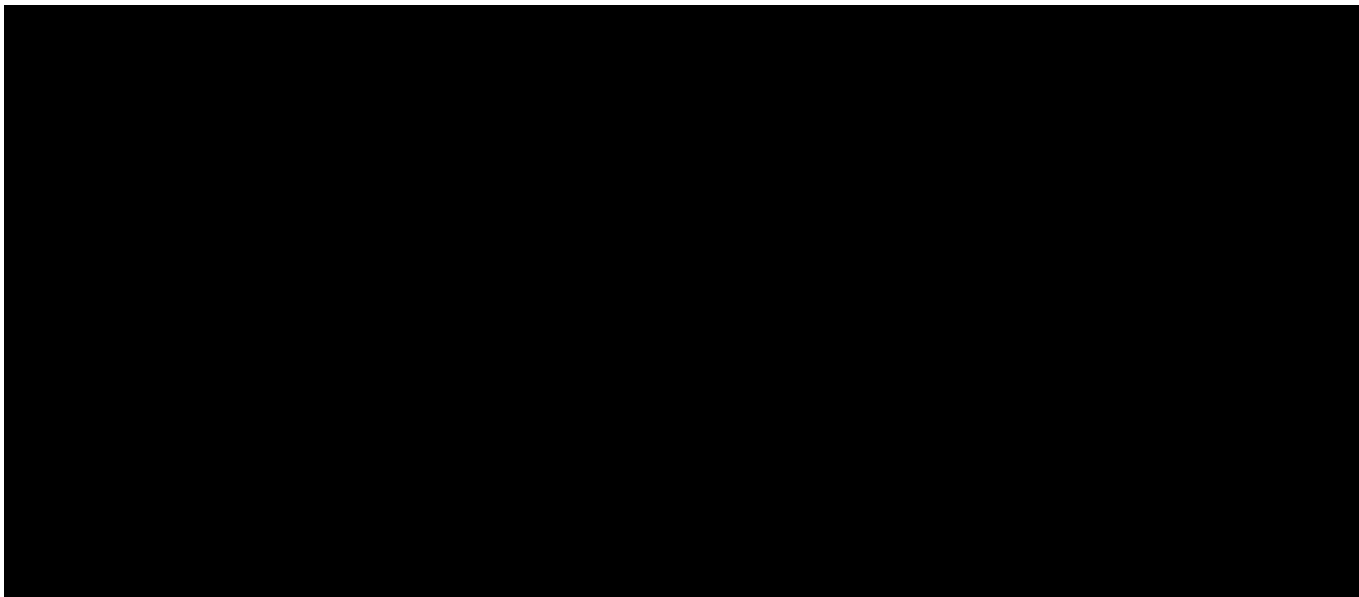


McKinsey's Distinctive Value to Public Agencies

McKinsey is able to bring the best global experience and expertise related to strategies and plans, 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. McKinsey has completed [REDACTED]

In the last 5 years, McKinsey has performed [REDACTED]

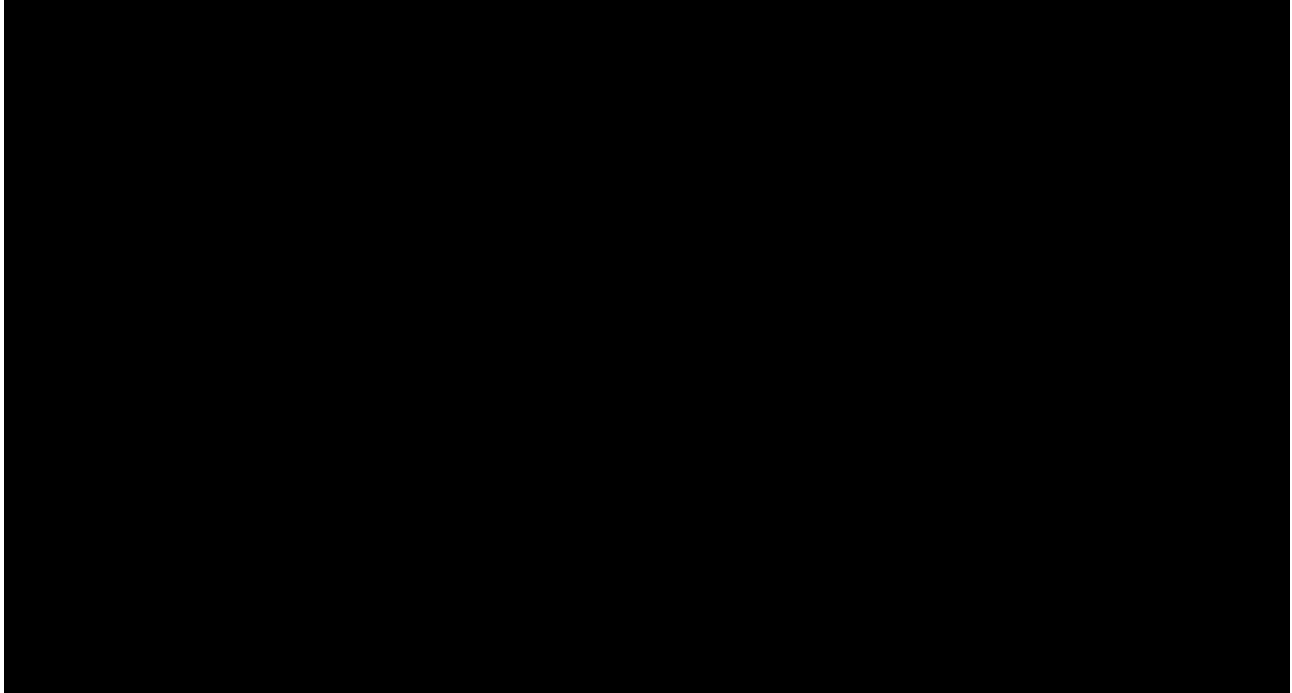
McKinsey's Strategy Practice has a proven approach to strategic management and planning that not only develops distinctive strategies, but also makes them stick in implementation. We believe that a disciplined and structured approach delivers the best strategic results that are rooted in the culture and capabilities of the organization as well as a rigorous fact base. We take a rigorous, analytical approach to engaging each of these building blocks in our strategy engagements. Our work has included the following key features:



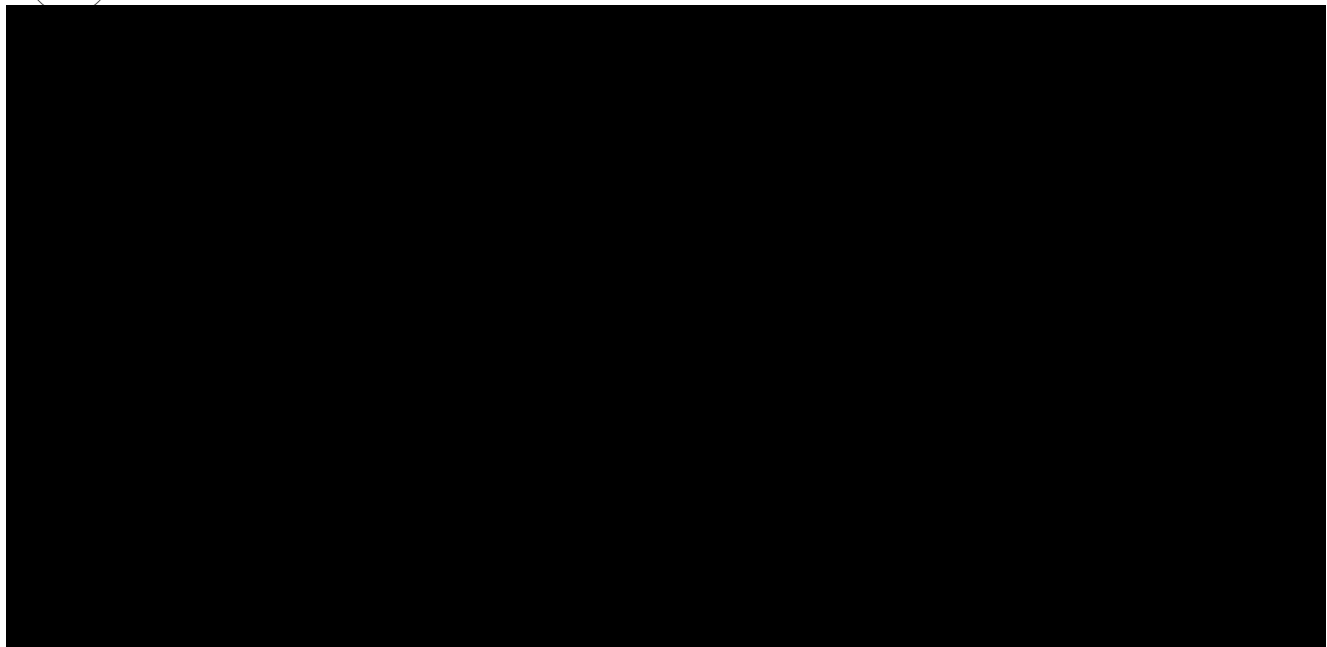


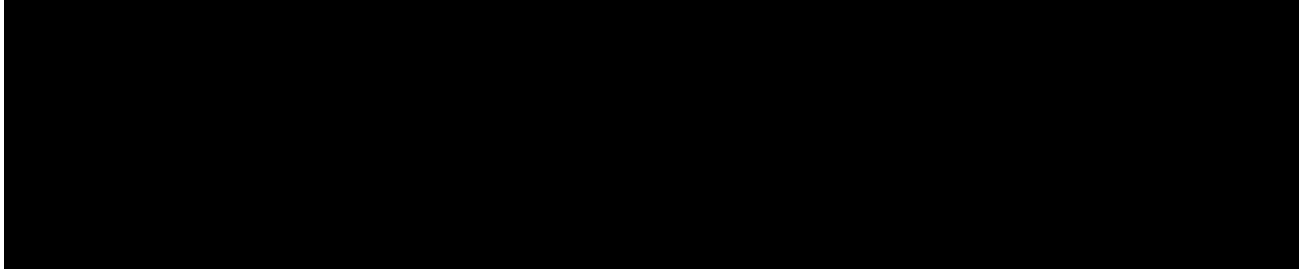
McKinsey's Distinctive Approach to Developing Effective Strategies and Plans

Our approach to developing effective strategies and plans supports clients from defining the strategic vision through implementation:



Select Examples of Impact Achieved





5.14 Applying Advanced Analytics

With a deep bench of proprietary tools, datasets, and experts, McKinsey brings advanced analytical capabilities to our public-sector clients to drive granular insights that inform significant client impact.



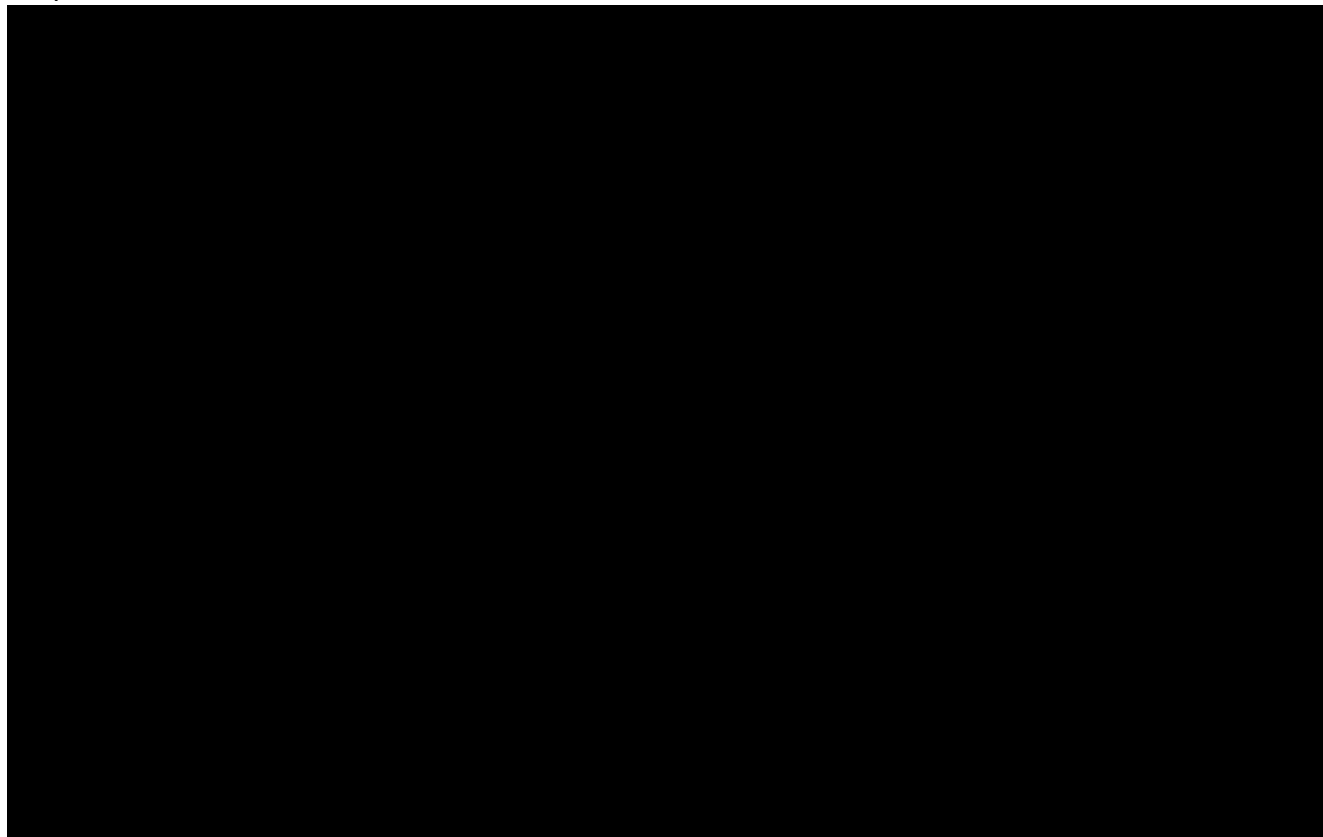
McKinsey's Client Experience

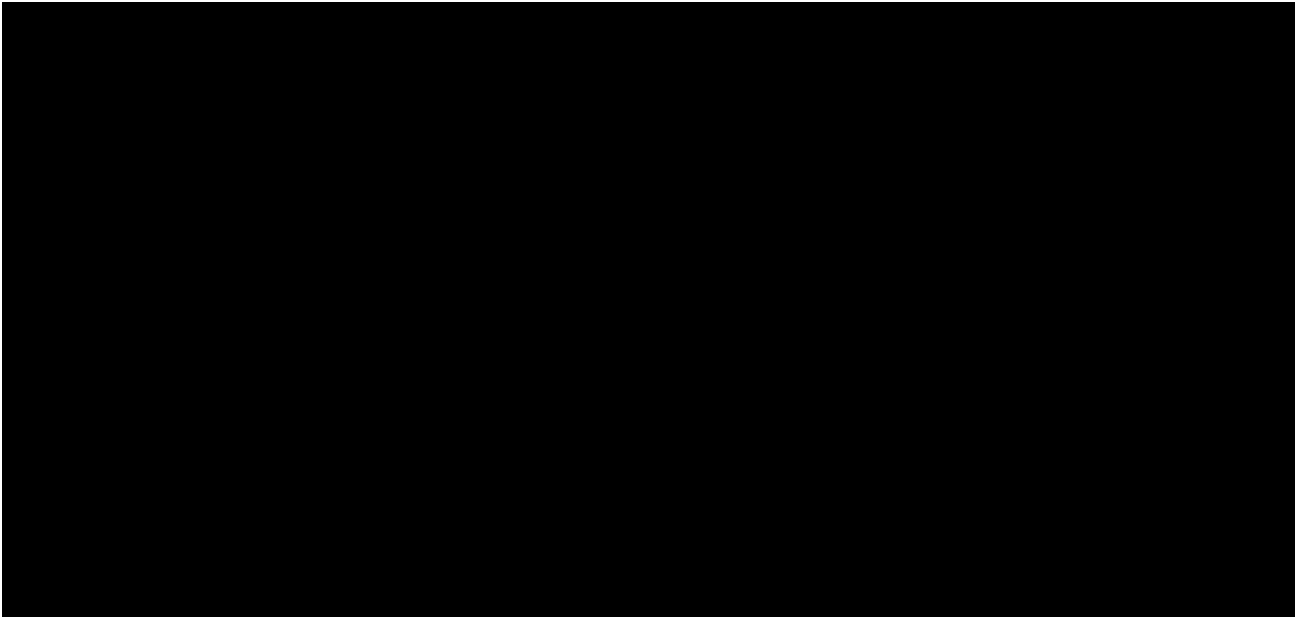
McKinsey's client experience in applying advanced analytics includes:



McKinsey Tools and Knowledge

McKinsey brings distinct assets and capabilities that supports the delivery of advanced analytics capabilities, models and use cases of participating agencies. Examples of such assets and capabilities include:





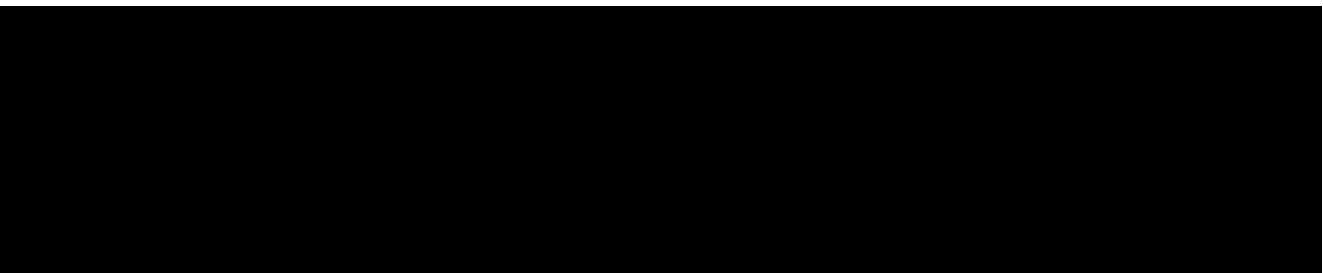
McKinsey's Distinctive Value to Public Agencies

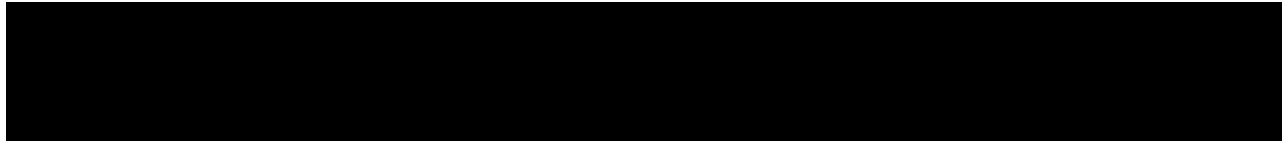
McKinsey Analytics teams are not just analytics experts. We understand underlying resident and public-sector staff impact imperatives, customer needs, partnering opportunities and trends to translate analytical insight into real world strategies to capture impact. McKinsey has



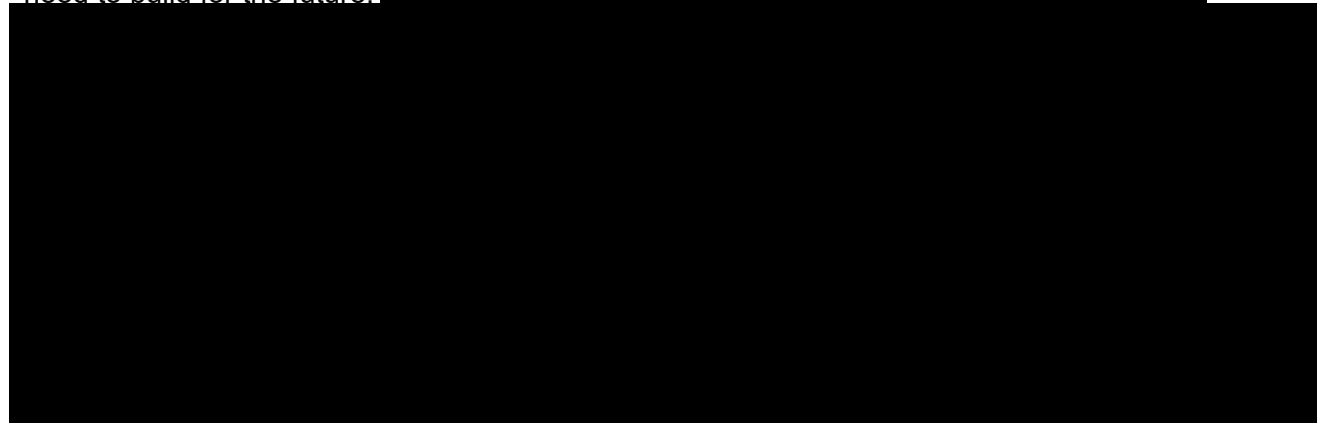
McKinsey Analytics has a strong track record of deploying capabilities in the public sector. We have a dedicated public sector analytics practice with dedicated partner leadership serving a wide range of government service areas, including healthcare and benefits, education, revenues and compliance, DMV / transportation, infrastructure, and more. We have used data and analytics to improve service outcomes through smarter decision-making; providing transparency; enhancing the quality of citizen interaction; and improving resource utilization by reducing costs and / or increasing outputs, while improving the quality of service and the social good. We are also experts in the underlying technology necessary to enable next generation data and analytics, including data platforms, data quality, and cloud modernization.

Our analytics engagements in the public sector include for example:

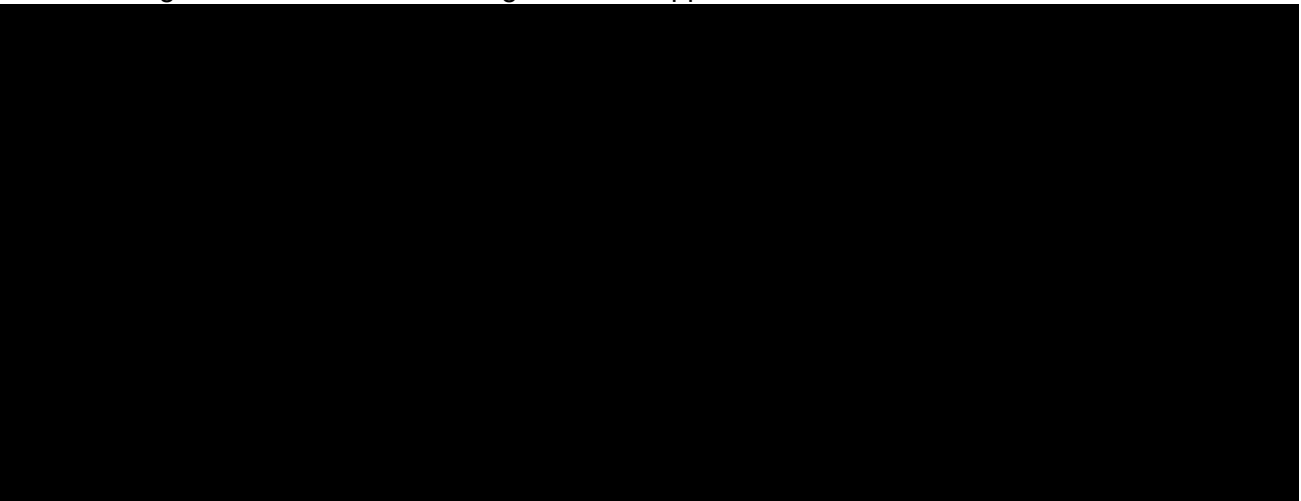




Collectively, our team has experience in all General Purpose Analytic Tools that the states will need to build for the future.

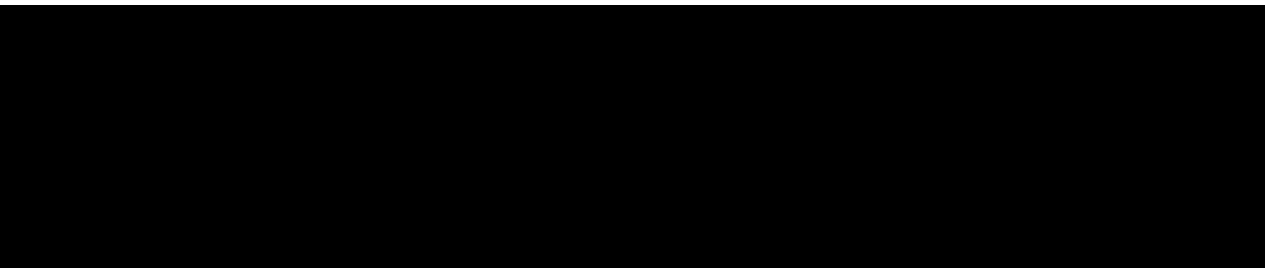


To power these analytical tools, our teams leverage best-in-class architecture, capabilities, tools, and governance for data management to support business needs. This includes:



McKinsey's Distinctive Approach to Applying Advanced Analytics

Our approach to applying advanced analytics is underpinned by people, process, and technology with a relentless focus on impact, adoption and scaling. The distinctive elements of our approach are as follows:



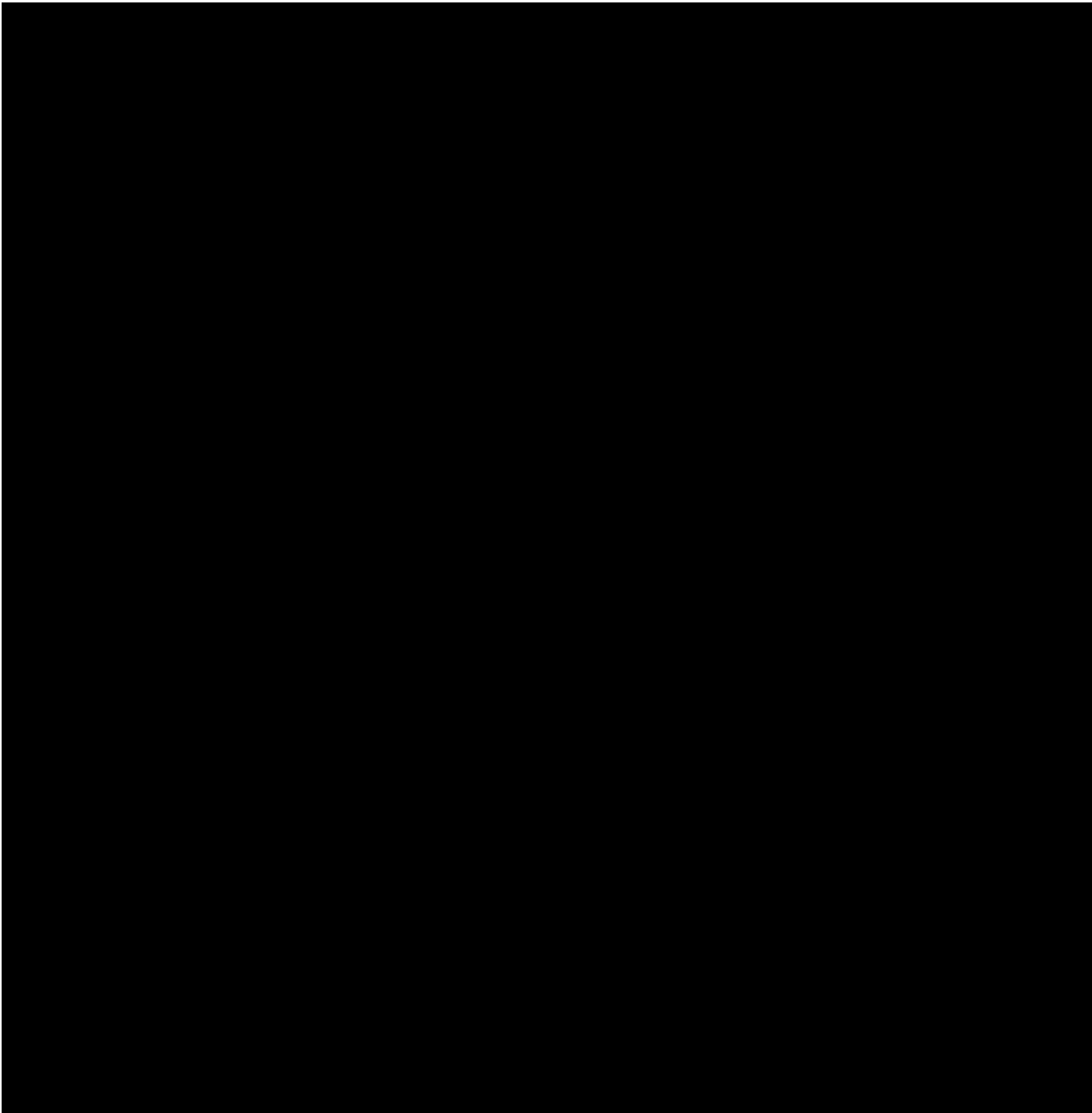
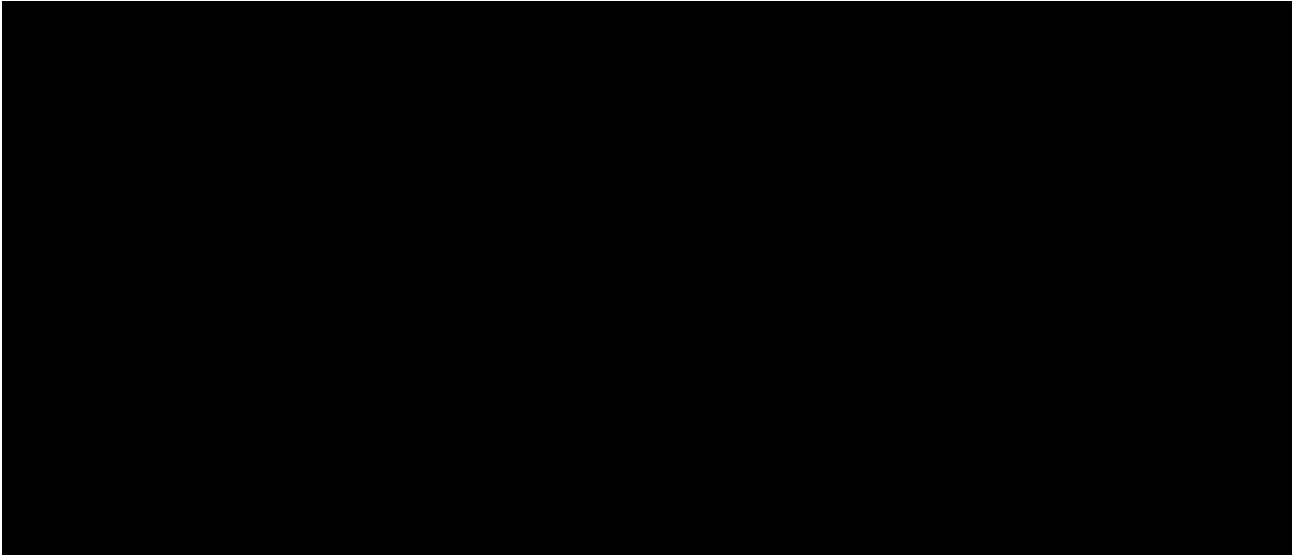


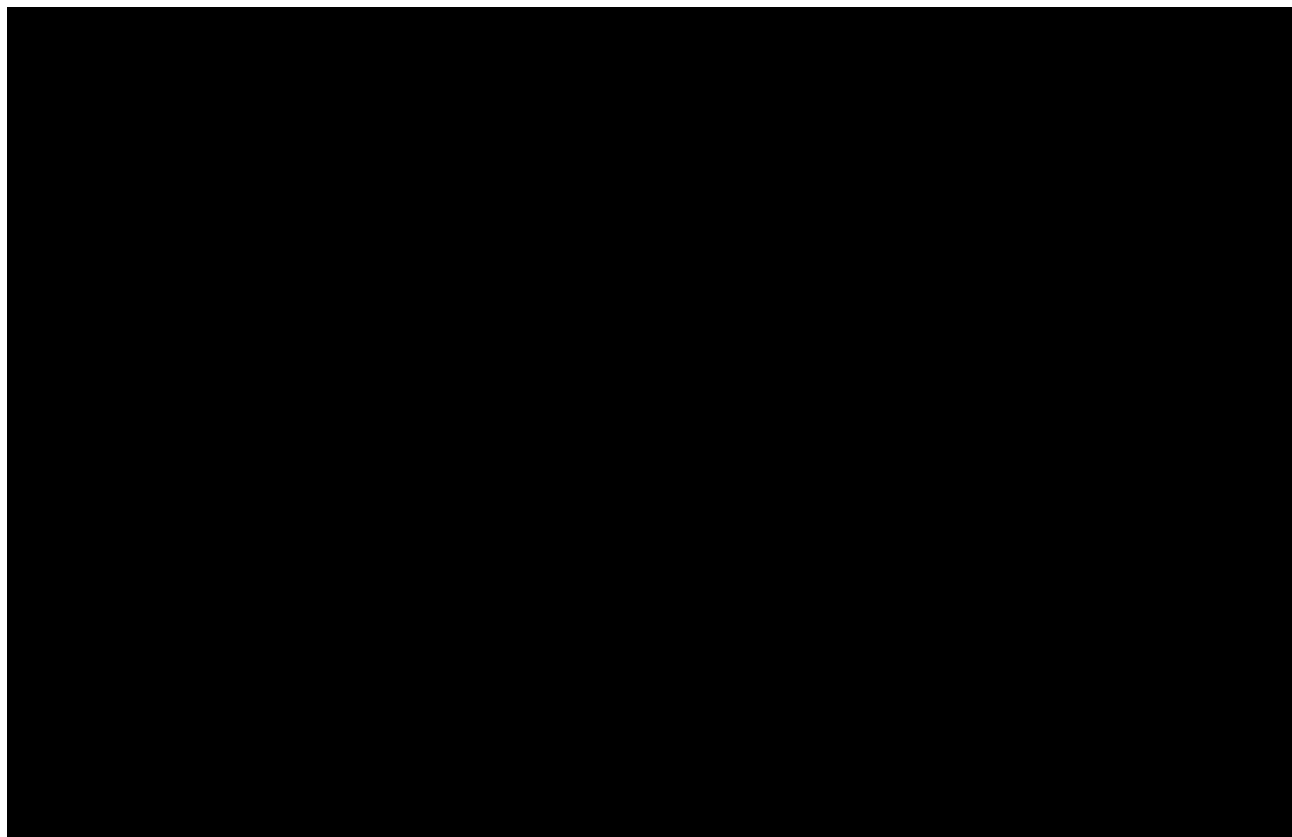
Exhibit 5: McKinsey's Ecosystem of Strategic Collaborations

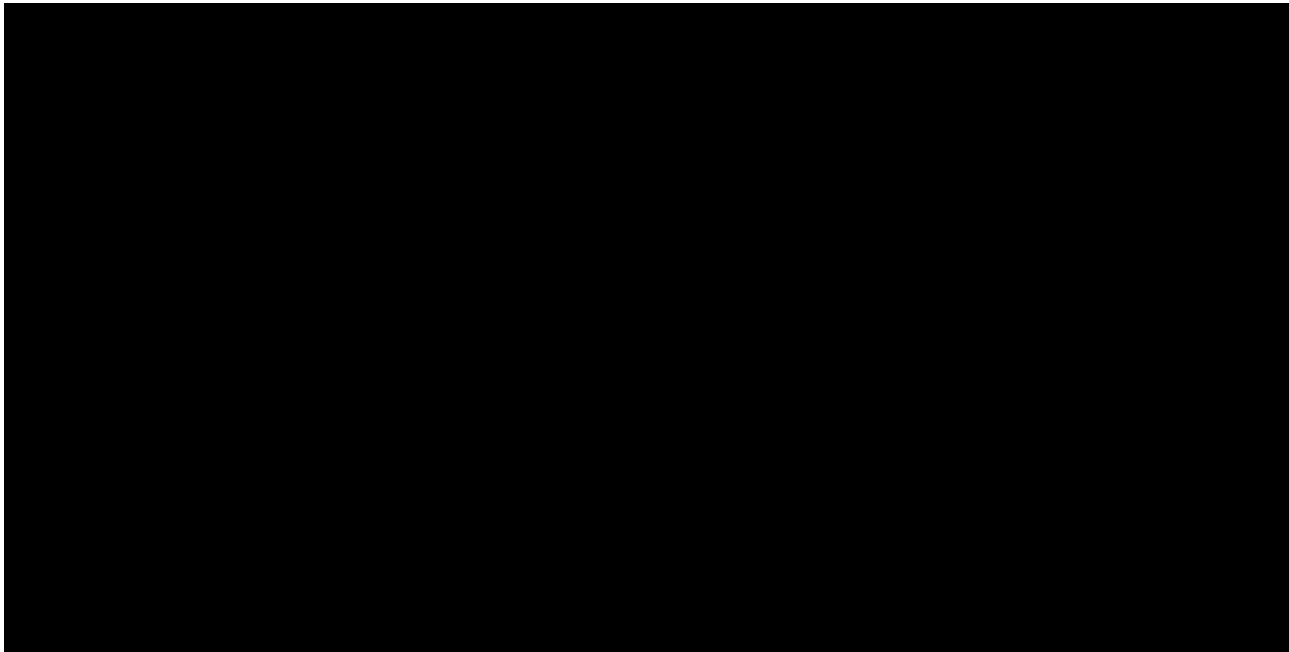


- We provide unbiased advice that you can trust. We are passionate about supporting public sector impact. We protect our client's confidentiality and have the highest ethical and security standards when it comes to our clients' data. We provide insights and advice our client's trust. Our objectivity, independence, and extensive experience will help our clients make the right decisions for the long term.



Select Examples of Impact Achieved





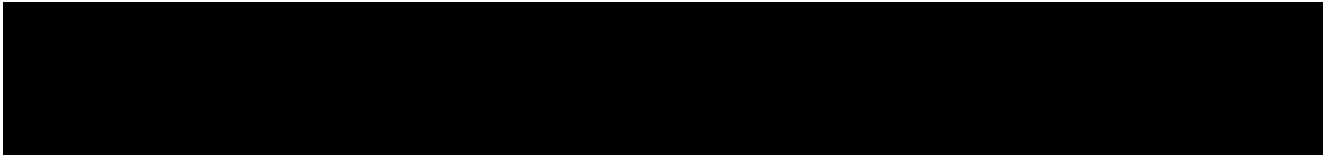
5.15 Transforming Organizations, Workforce and Culture

McKinsey brings to public-sector clients a well-tested approach to change management ensuring successful, healthy, and mission-driven transformations across public-sector organizations.



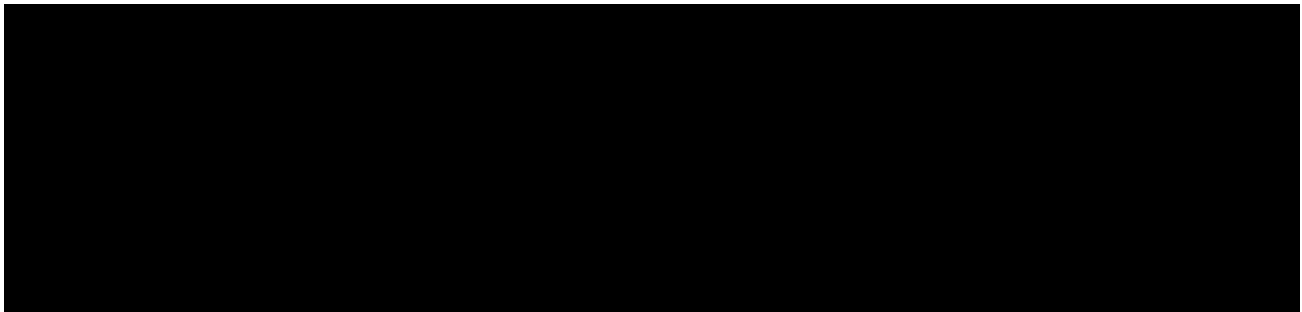
McKinsey's Client Experience

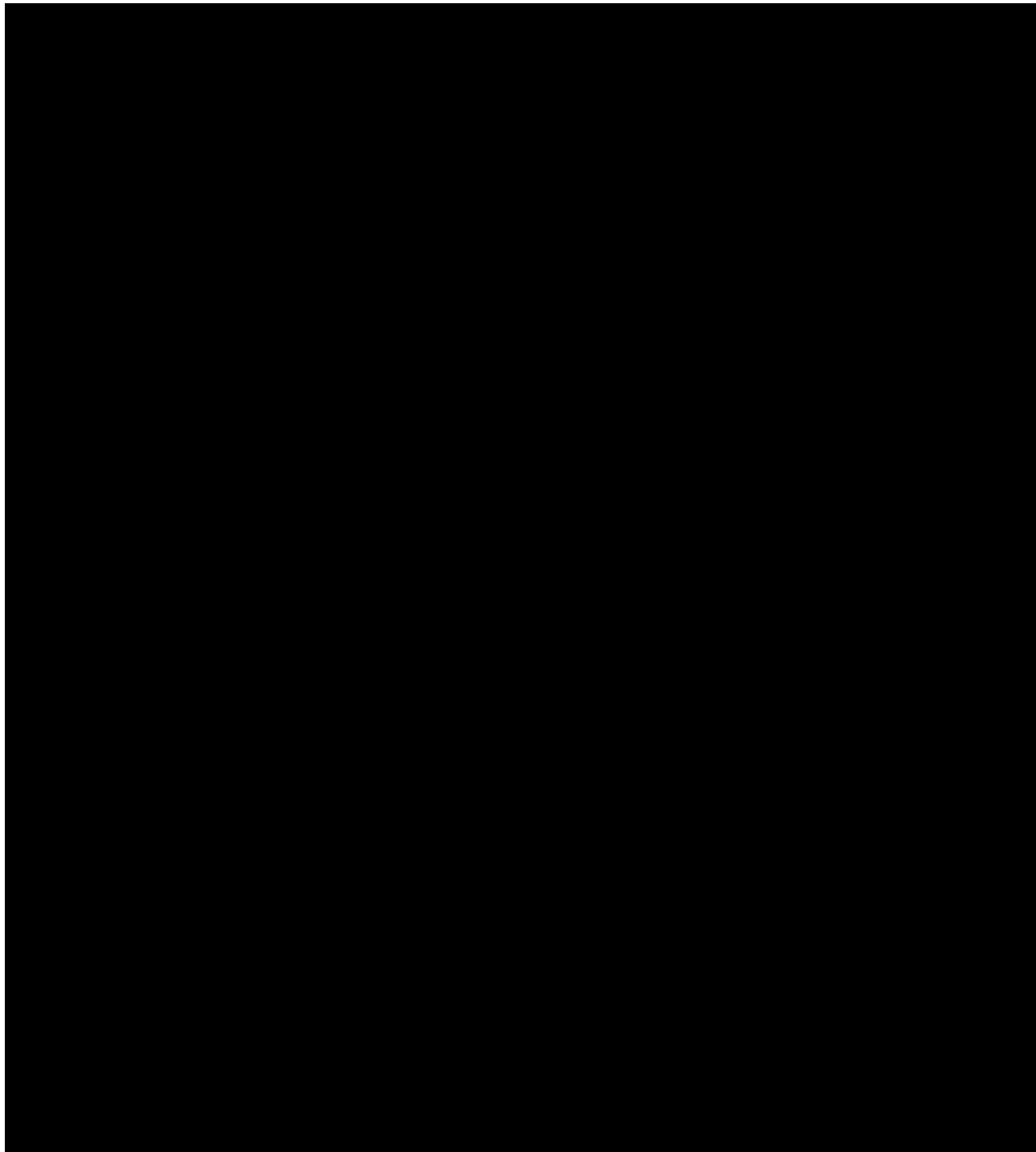
McKinsey's client experience in transforming organizations, workforce and culture includes:



McKinsey Tools and Knowledge

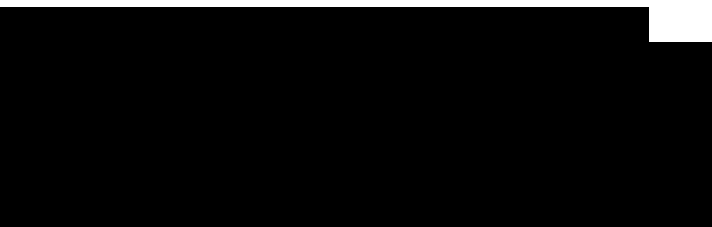
McKinsey brings distinct assets and capabilities that supports the implementation of organization, workforce, talent, culture strategies and transformations to improve satisfaction, quality, effectiveness and efficiency of human capital in participating agencies. Examples of such assets and capabilities include:





McKinsey's Distinctive Value to Public Agencies

McKinsey's Organization Practice completed



We support the transformation of organizations, workforce and culture through our research and data-driven focus on:



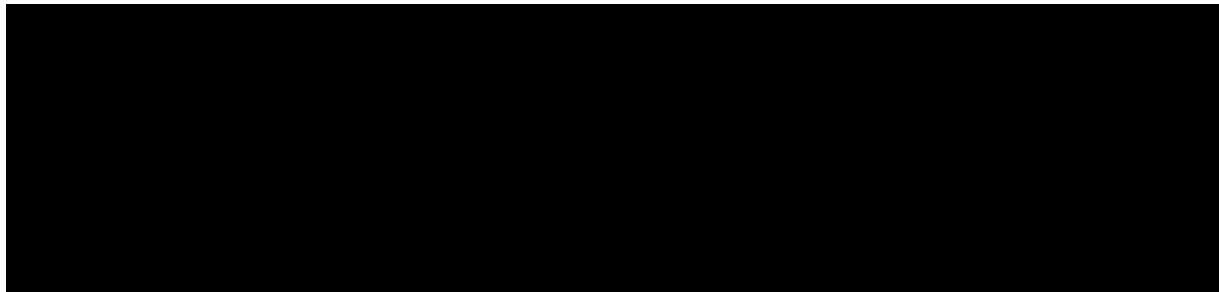
Organizational diagnosis and design

McKinsey has extensive research and proprietary tools (e.g., Organizational Health Index) that can support the assessment of an organization’s organizational health and cultural baseline and equips leaders with facts to set cultural aspirations and take actions to achieve change along the dimensions of alignment, execution and renewal to sustain exceptional performance over time. We can also support the development of organizational health specific action plans at the agency, department or program level to address any health gaps and to support enhanced organizational performance, health, agility and resilience.

McKinsey works with leaders to define the future of the organization using a sequenced approach - grounded in their strategy and aspirations. We support the development of a step-by-step journey to build an operating model that enables strategy and delivers impact and value in the public sector context.

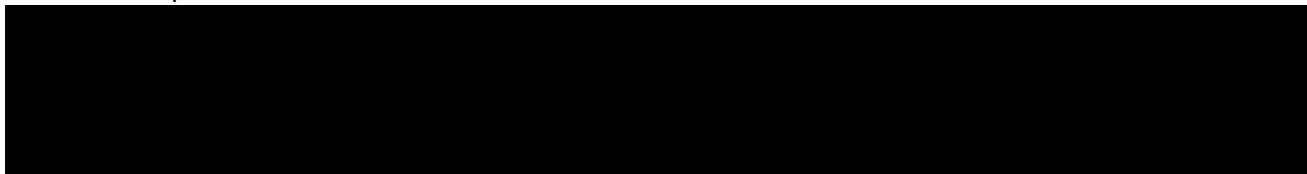
Designing an effective, high-performing organization (agency and or department) is hard. It requires an integrated and accurate view of the organization, the ability to visualize massive amounts of data, and a way to collaborate across silos all the way down to the individual job description.

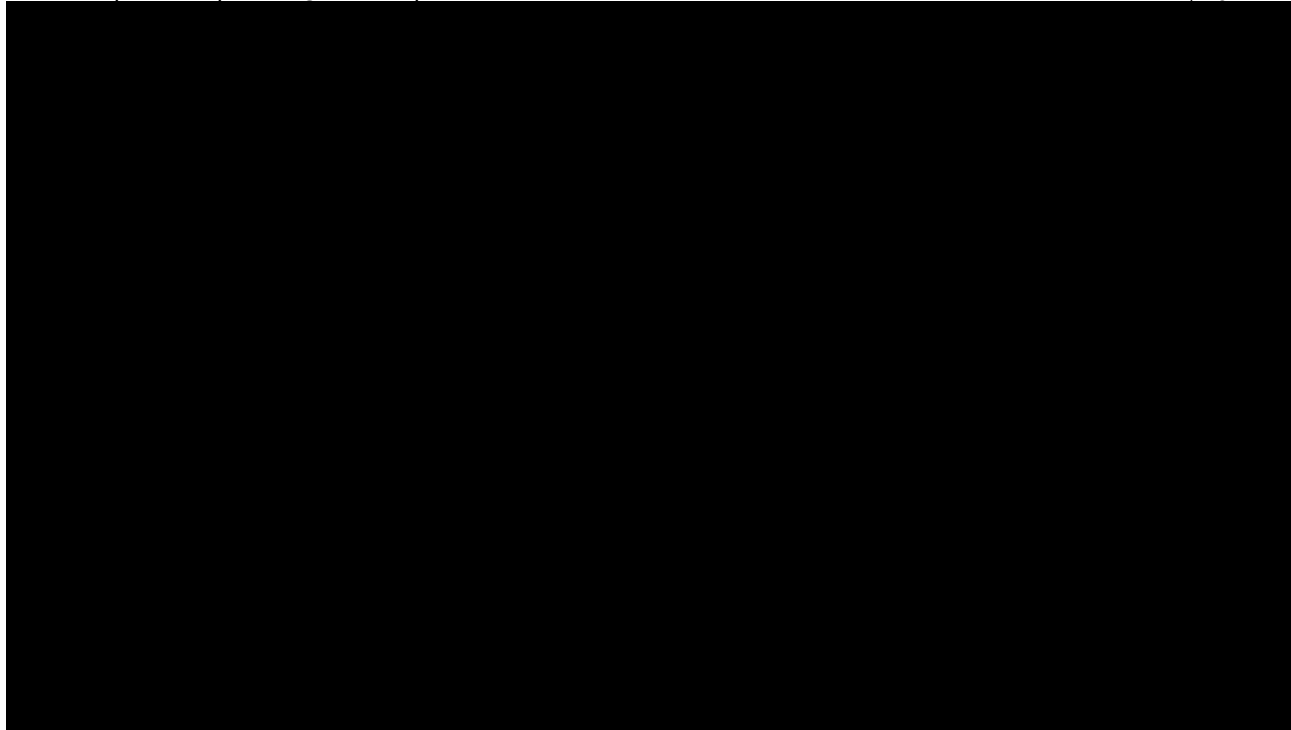
Our proprietary tool OrgLab solves this problem with a cutting-edge blend of data management, visualization technology, and design expertise. It enables public sector organizations to:



Talent and workforce

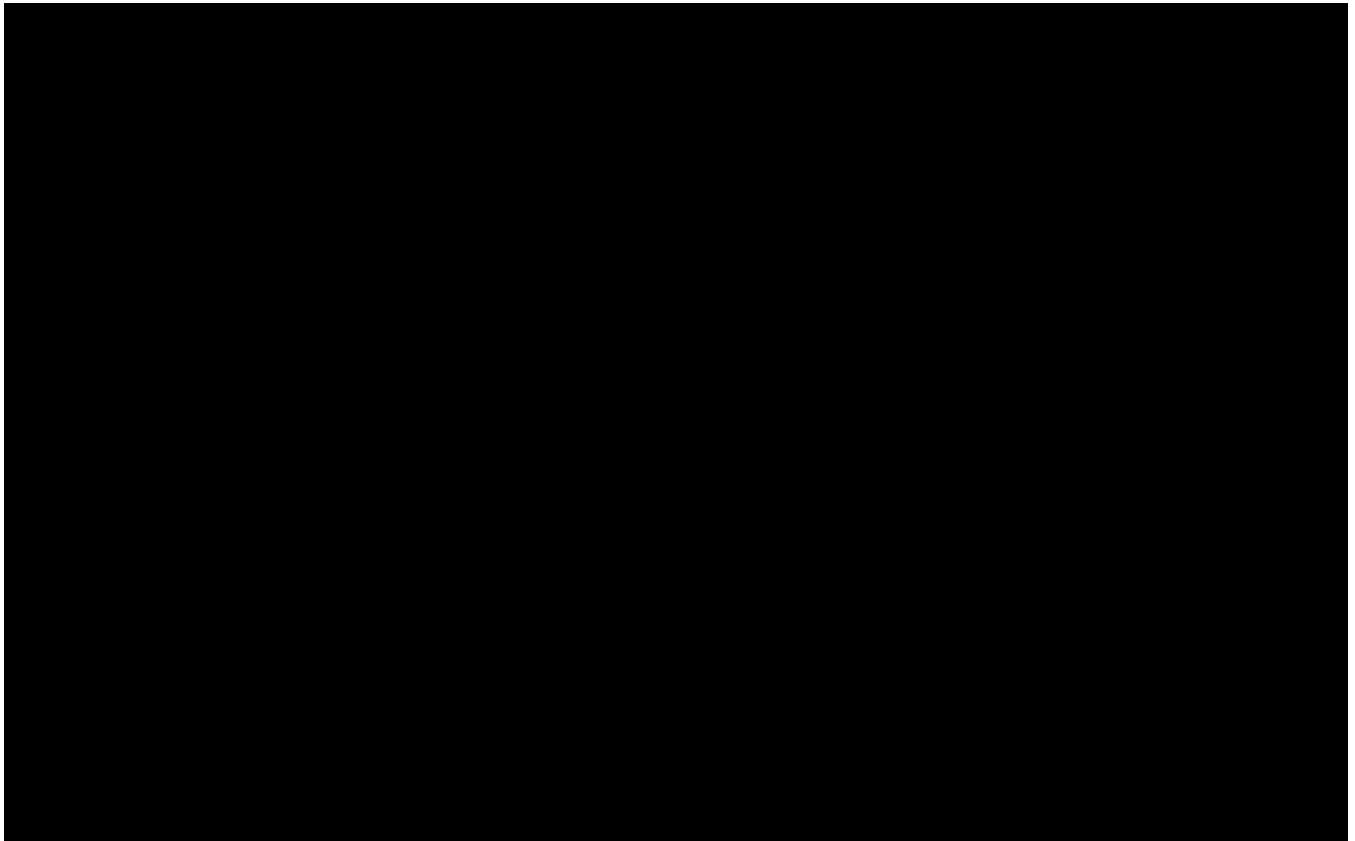
Our goal is to support public sector organizations to develop a diverse, equitable and inclusive workforce that thrives through disruption. Talent is more scarce than capital as a driver of strategy, and therefore is an even greater concern for agency and departmental leaders across the US. McKinsey focuses on getting talent right and by doing so unlocking massive rewards for an organization. Our research on talent and workforce trends lay bare the talent challenges facing organizations and we partner with public sector organizations and their HR functions to directly address the three major ones around talent management, workforce strategy, planning and development.

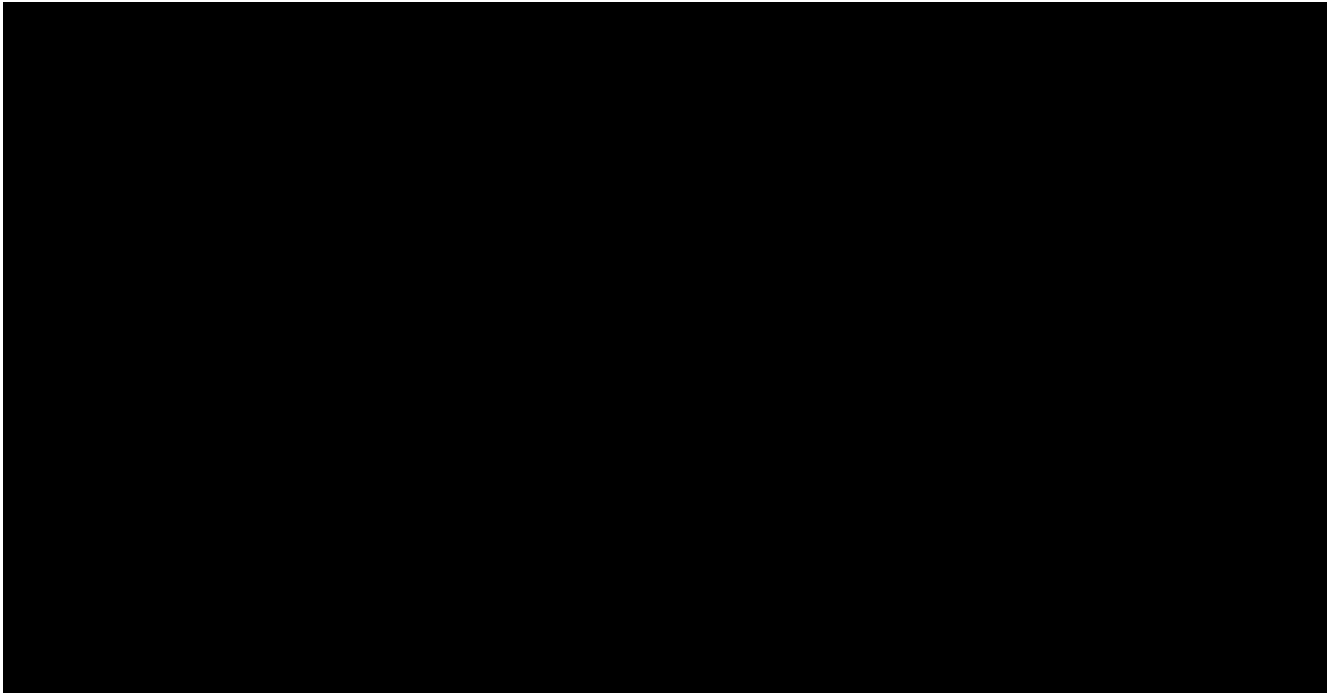




Implementation of organizational transformations

Our purpose is to help create positive, enduring change in the world through our clients. The “people part of change” is hard to get right: 70% of transformations fail to realize performance objectives, primarily because of management and employee resistance to change.





McKinsey helps public sector organizations assess their readiness to execute and drive change across transformation contexts by leveraging our proprietary benchmarking tool, based on this Impact Essentials framework

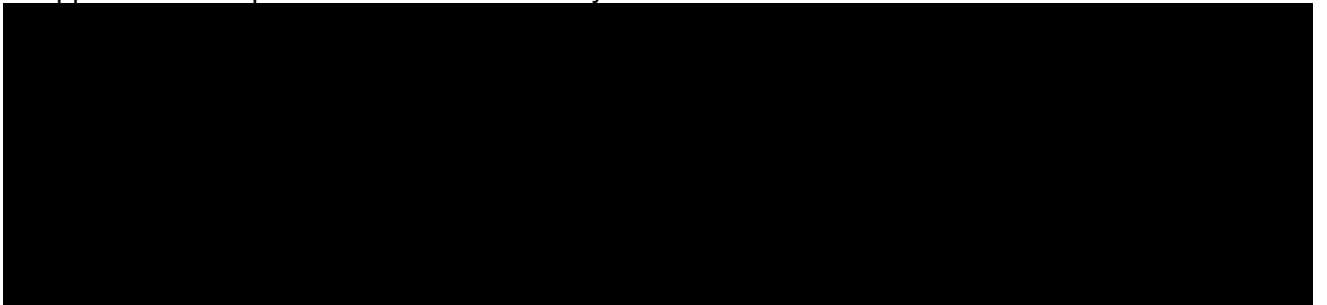
Leadership development:

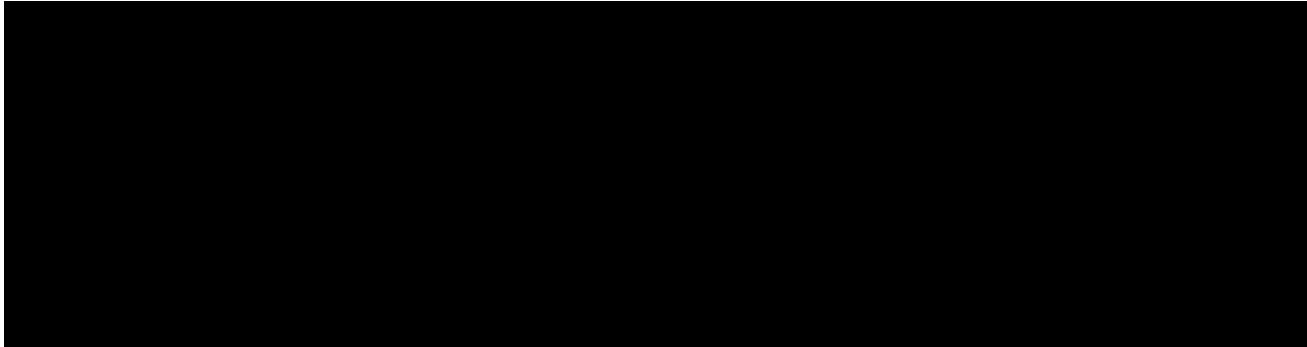
We help shape the Jurisdiction/Agency/Department agenda on leadership, to build more and better leaders able to deliver breakthrough performance, increase organizational health, accelerate transformation and drive holistic impact. We help leaders develop new mindsets, capabilities and practices at scale, through experiential leadership development journeys. We drive behavioral change and coach leaders and leadership teams across the enterprise to shift their mindsets and ways of working, to transform themselves and their organizations. Depending on client context we will bring one of our research- and experience-based approaches to define leadership model and programs or develop custom ones as needed.



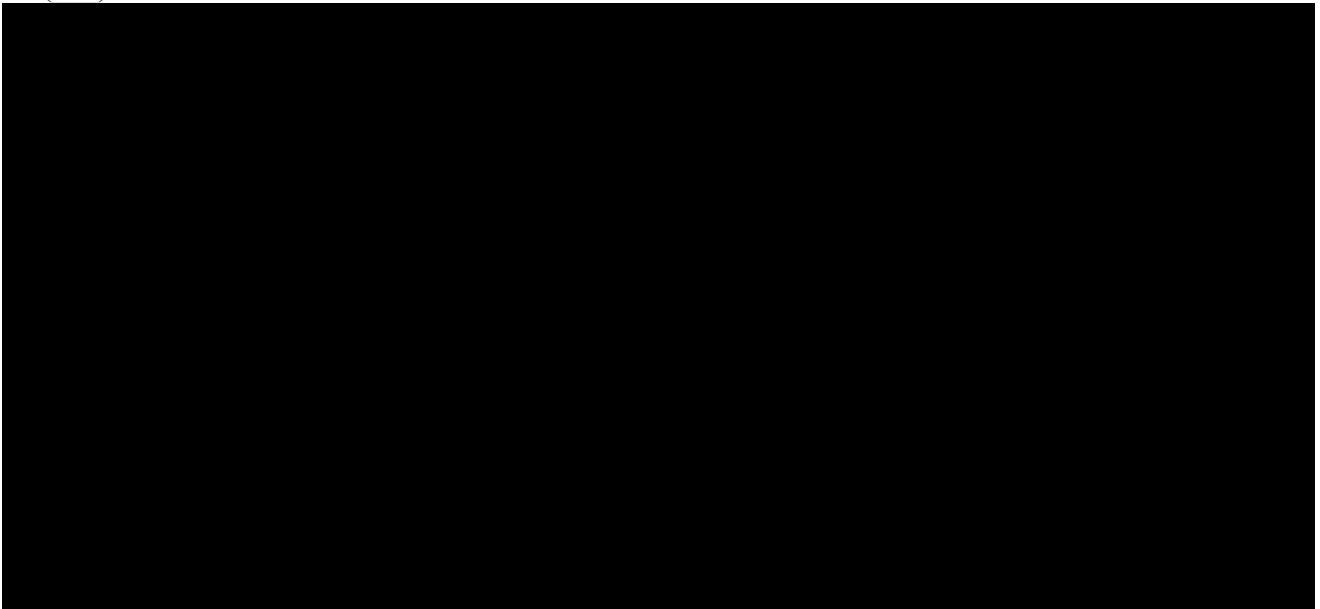
McKinsey's Distinctive Approach to Transforming organizations, workforce and culture

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





Select Examples of Impact Achieved



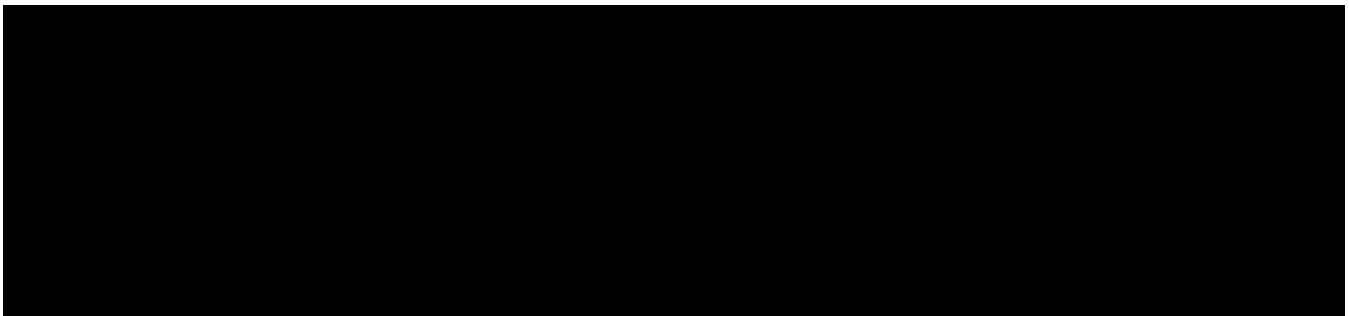
5.16 Managing Risk

McKinsey has 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.



McKinsey's Client Experience

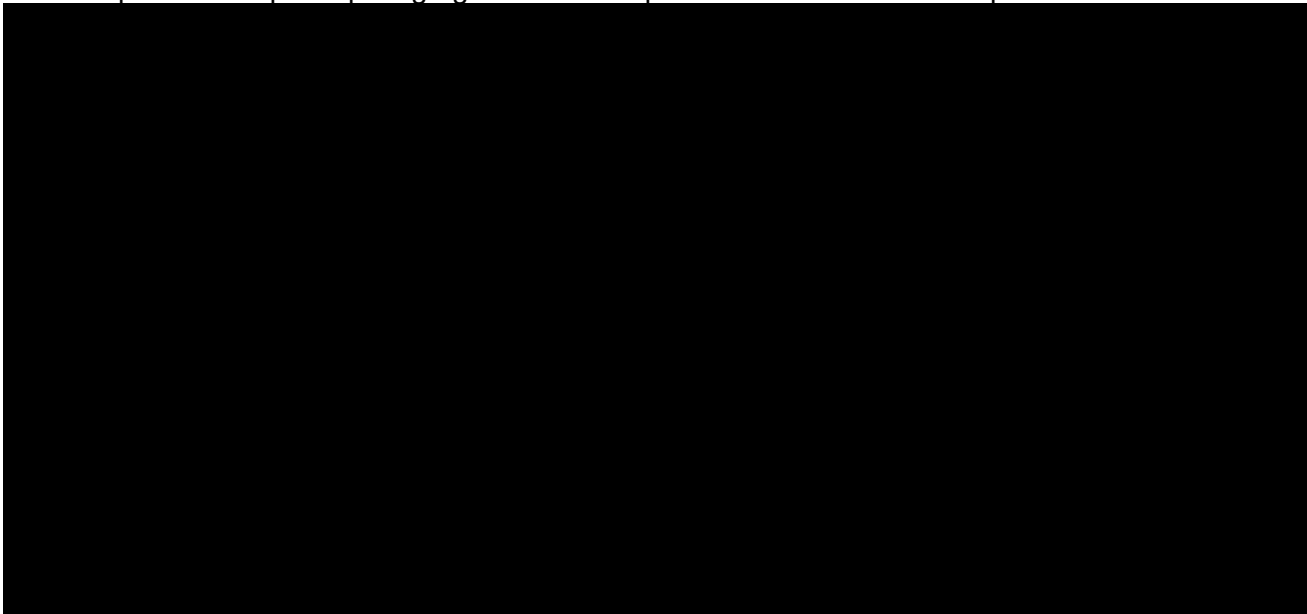
McKinsey's client experience in managing risk includes:





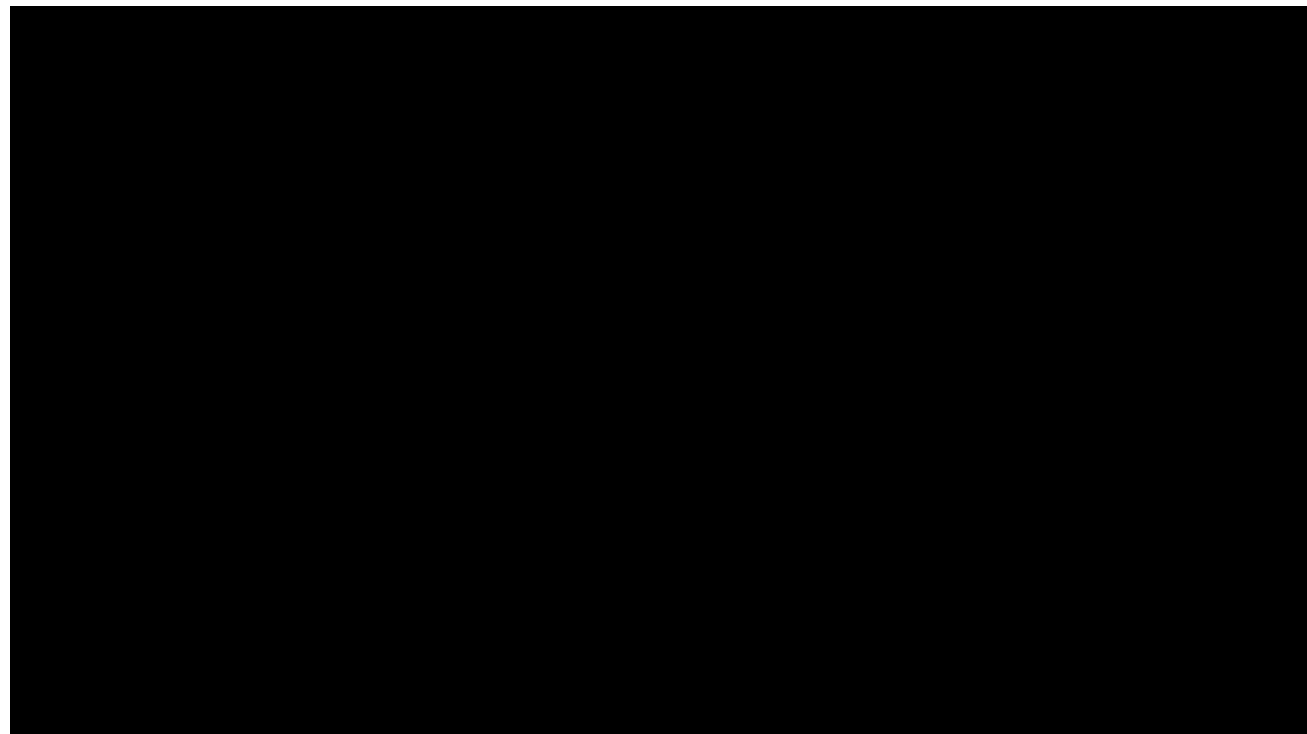
McKinsey Tools and Knowledge

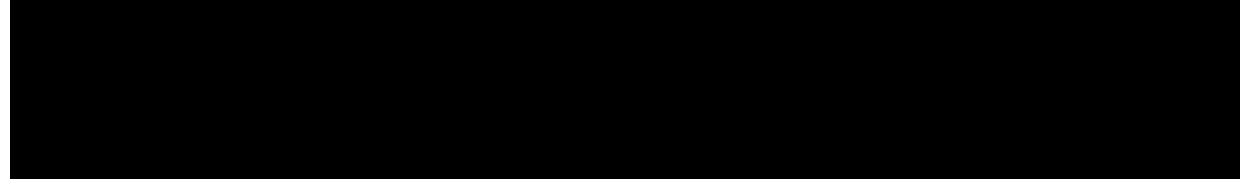
McKinsey brings distinct assets and capabilities that supports the risk management strategies and aspirations of participating agencies. Examples of such assets and capabilities include:



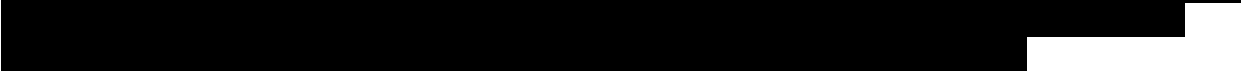
McKinsey's Distinctive Value to Public Agencies

McKinsey has completed [REDACTED]. We enable public sector organizations to respond to risks resulting from regulatory/compliance changes, integrate risk management into managerial processes, redesign organizational structures and systems around risk, and build cultures that reinforce risk management.



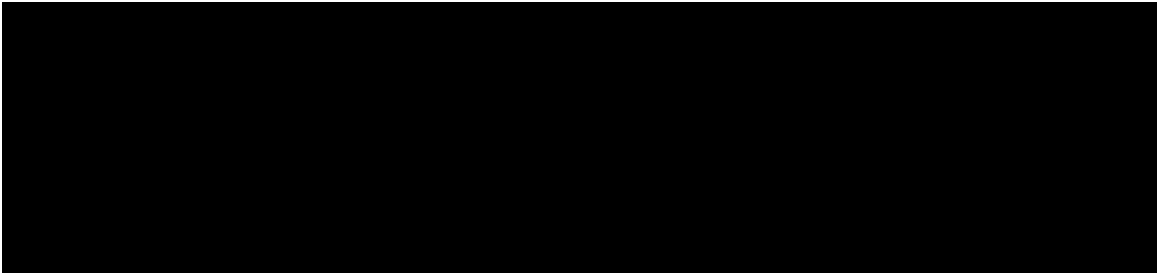


Furthermore, McKinsey has built strategic partnerships with several industry associations, regulatory bodies and academic institutions and has regularly published on important topics facing risk management practitioners

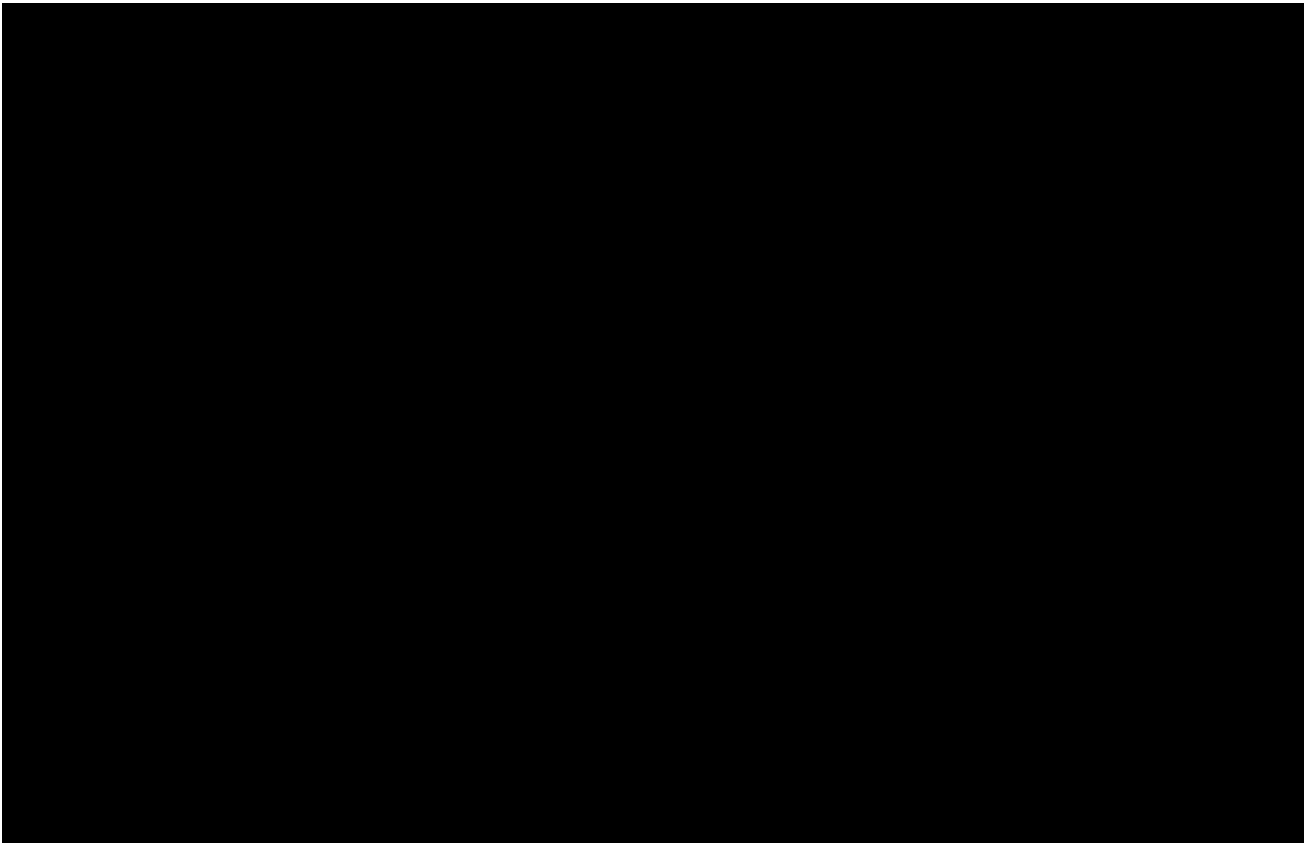


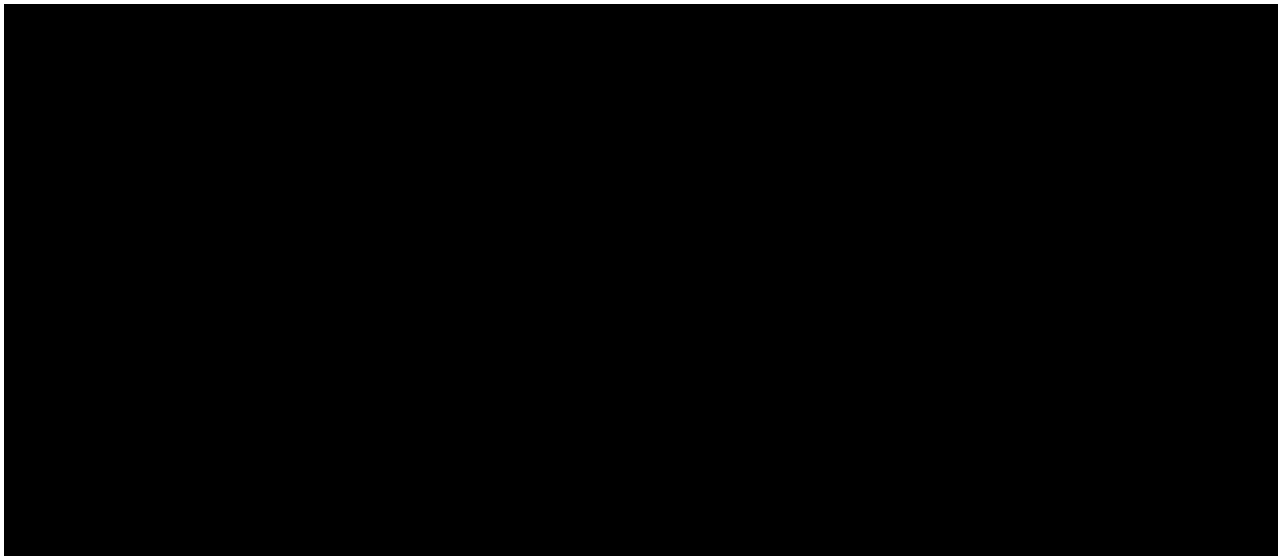
McKinsey's Distinctive Approach to Managing Risk

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:

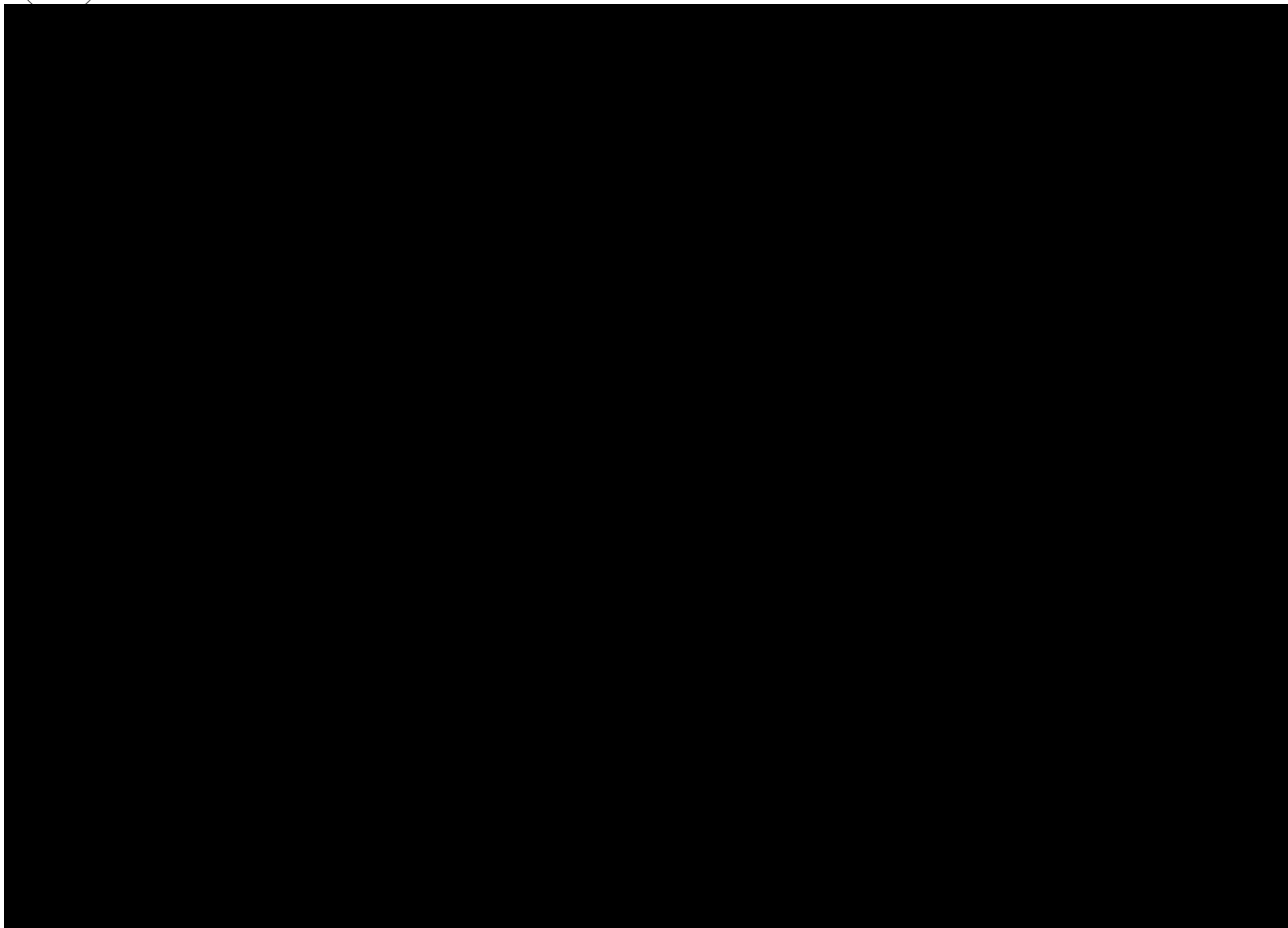


To tackle these challenges, we have developed five recommendations that provide an integrated approach to risk management:





Select Examples of Impact Achieved



A decorative graphic consisting of numerous thin, light 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

McKinsey has performed over [REDACTED]
[REDACTED] Many of these engagements helped clients deliver broad-based Strategic Management Consulting services. We have served [REDACTED]
[REDACTED] Over the past 10 years, we have worked with [REDACTED]
[REDACTED]

For this Strategic Management Consulting Services opportunity, we have selected a range of client references. **Exhibit 7.** 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 across public sector agencies who will use this contract vehicle and benefit from NCPA’s support in making needed expertise available to them.

To highlight our understanding of and past experience with cooperative purchasing, we have also included a select group of references that were procured through our existing NCPA contracts.

Exhibit 7: Examples of McKinsey’s Experience by NCPA’s Strategic Management Consulting Services Categories.

Client Names/Engagement Titles	Client Type	NCPA Strategic Management Consulting Services Categories															
		1. Achieving a better state of health	2. Modernizing public safety	3. Building infrastructure for the 21st century	4. Creating jobs and driving economic growth	5. Educating citizens for the future	6. Reimagining tax and finance	7. Effectively establishing and managing pensions and benefits programs	8. Building resilience and crisis	9. Transforming back-office functions	10. Driving operational transformations	11. Creating a better citizen experience including digitization	12. Addressing capital productivity and capital management	13. Developing effective strategies and	14. Applying advanced analytics	15. Transforming organizations, workforce and culture	16. Managing risk
*New Jersey, OEM- COVID-19 Response, Strategic & Ops Support																	
Washington State Healthcare Authority – Strategic Planning Services																	
Transportation Security Administration – Ops Efficiency																	
Los Angeles World Airports – Capital planning																	
Commonwealth of Massachusetts – Future of Work																	
New Mexico, HSD – Transformation Support																	
New Jersey - Medicaid Management Information System (MMIS) Modernization																	
California DMV - Customer Experience Transformation																	

Client Names/Engagement Titles	Client Type	NCPA Strategic Management Consulting Services Categories															
		1. Achieving a better state of health	2. Modernizing public safety	3. Building infrastructure for the 21st century	4. Creating jobs and driving economic growth	5. Educating citizens for the future	6. Reimagining tax and finance	7. Effectively establishing and managing pensions and benefits programs	8. Building resilience and crisis	9. Transforming back-office functions	10. Driving operational transformations	11. Creating a better citizen experience including digitization	12. Addressing capital productivity and capital management	13. Developing effective strategies and	14. Applying advanced analytics	15. Transforming organizations, workforce and culture	16. Managing risk
Michigan UIA - Unemployment insurance function, operational excellence and customer experience																	
Gates Foundation - K12 school reopening																	
*State of Ohio – H2Ohio Plan																	
State of Nebraska – Immunization Hub Web Application																	
*Indiana Family and Social Services Administration - Long Term Social Services Reform Data Strategy																	
State of Colorado – Digital Government Strategic Planning Services																	
*District of Columbia – Closing the Digital Divide																	
Georgia DOT– Transportation plan																	

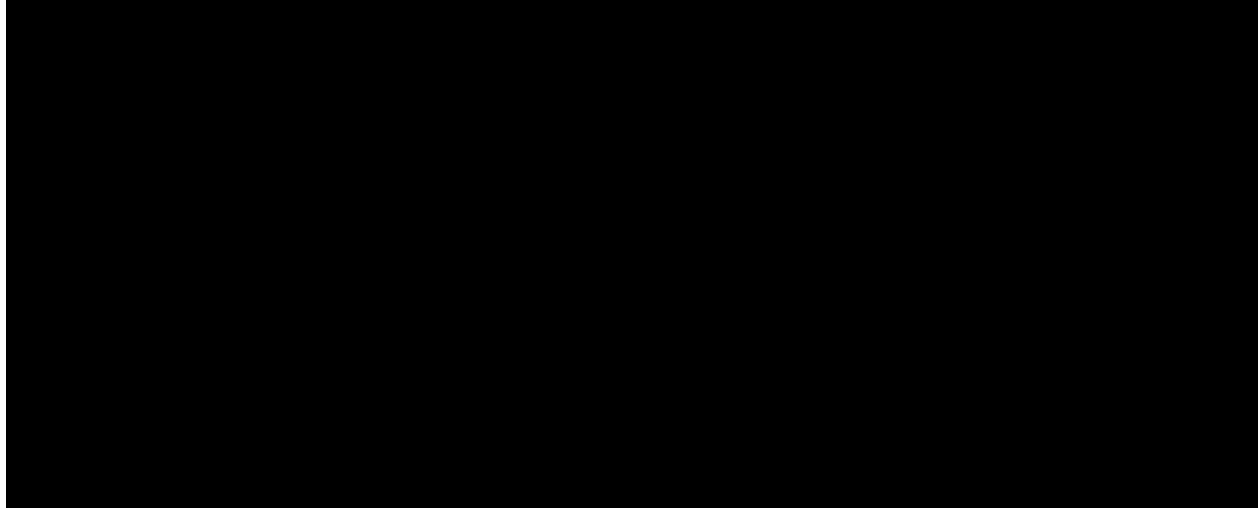
Client Names/Engagement Titles	Client Type	NCPA Strategic Management Consulting Services Categories															
		1. Achieving a better state of health	2. Modernizing public safety	3. Building infrastructure for the 21st century	4. Creating jobs and driving economic growth	5. Educating citizens for the future	6. Reimagining tax and finance	7. Effectively establishing and managing pensions and benefits programs	8. Building resilience and crisis	9. Transforming back-office functions	10. Driving operational transformations	11. Creating a better citizen experience including digitization	12. Addressing capital productivity and capital management	13. Developing effective strategies and	14. Applying advanced analytics	15. Transforming organizations, workforce and culture	16. Managing risk
JobsOhio - Economic Strategy and Assessment																	
University of Colorado Boulder - Operations & Financial Transformation																	
State of Kansas - Framework for Growth, Economic Strategy																	
Technical College System of Georgia – eCampus Initiative																	
Georgia Technology Authority – Cloud by McKinsey																	
*Ohio Departments of Aging and Health - Quality of Care Assessment																	

*Indicates procured through NCPA

6.1 Reference 1: New Jersey Office of Emergency Management

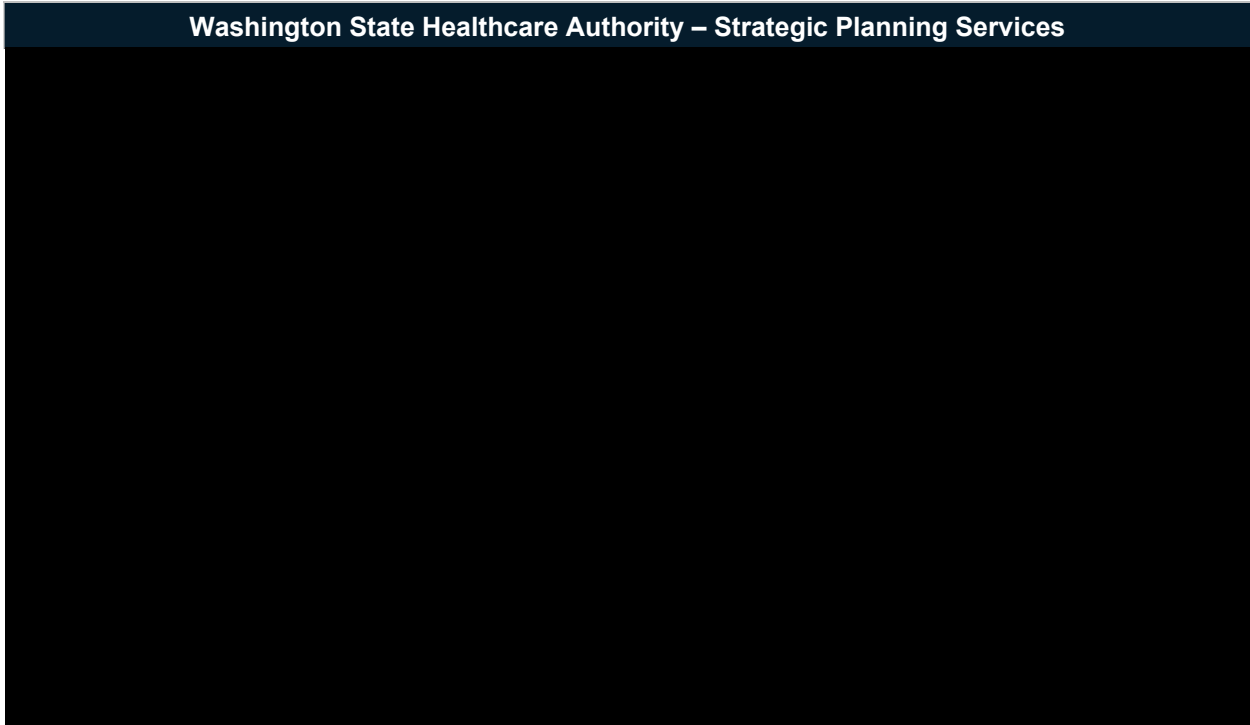
New Jersey, Office of Emergency Management (NJOEM) – COVID-19 Response, Strategic and Operational Support (Phases 1-3) (Procured through NCPA)	
Contact Name, Title, Email and Phone	[REDACTED]
City and State	Trenton, NJ
Years Serviced (Period of Performance)	April 2020 to September 2022
Annual Volume (Contract Value)	[REDACTED]
Service categories addressed	<p>1. Achieving a better state of health; 4. Creating jobs and driving economic growth; 8. Building resilience and crisis response; 9. Transforming back-office functions; 10. Driving operational transformations; 11. Creating a better citizen experience including digitization; 13. Developing effective strategies and plans; 14. Applying advanced analytics</p>
Description of Services	
[REDACTED]	

New Jersey, Office of Emergency Management (NJOEM) – COVID-19 Response, Strategic and Operational Support (Phases 1-3) (Procured through NCPA)



6.2 Reference 2: Washington State Healthcare Authority

Washington State Healthcare Authority – Strategic Planning Services	
Contact Name, Title, Email and Phone	[Redacted]
City and State	Olympia, WA
Years Serviced (Period of Performance)	May 2020 – July 2020
Annual Volume (Contract Value)	[Redacted]
Service categories addressed	1. Achieving a better state of health; 10. Driving operational transformations; 11. Creating a better citizen experience including digitization; 13. Developing effective strategies and plans
Description of Services	
[Redacted]	



Washington State Healthcare Authority – Strategic Planning Services

6.3 Reference 3: Transportation Security Administration

Transportation Security Administration—Operational efficiency	
Contact Name, Title, Email and Phone	[Redacted]
City and State	Springfield, VA
Years Serviced (Period of Performance)	June 2016 to June 2021
Annual Volume (Contract Value)	[Redacted]
Service categories addressed	2. Modernizing public safety; 10. Driving operational transformations; 11. Creating a better citizen experience including digitization; 13. Developing effective strategies and plans
Description of Services	
[Redacted]	

Transportation Security Administration—Operational efficiency	

6.4 Reference 4: Los Angeles World Airports

Los Angeles World Airports – Capital planning	
Contact Name, Title, Email and Phone	
City and State	Los Angeles, CA
Years Serviced (Period of Performance)	December 2016 to December 2019
Annual Volume (Contract Value)	
Service categories addressed	3. Building infrastructure for the 21st century; 10. Driving operational transformations; 12. Addressing capital productivity and capital management; 15. Transforming organizations, workforce and culture
Description of Services	

Los Angeles World Airports – Capital planning	

6.5 Reference 5: Commonwealth of Massachusetts

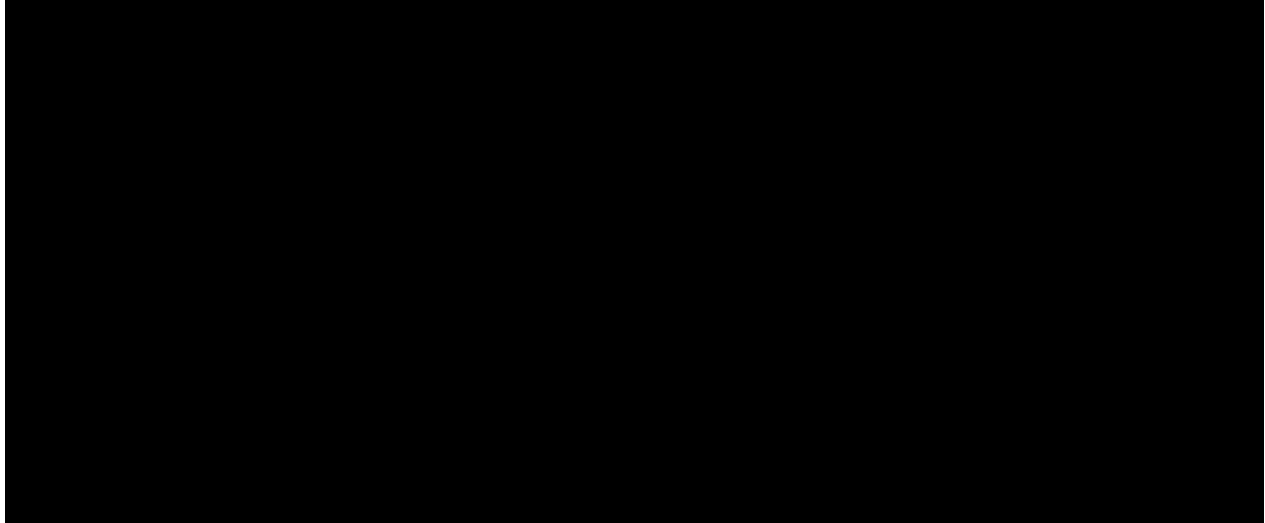
Commonwealth of Massachusetts – Future of Work	
Contact Name, Title, Email and Phone	
City and State	Boston, MA
Years Serviced (Period of Performance)	March 2021 to May 2021
Annual Volume (Contract Value)	
Service categories addressed	4. Creating jobs and driving economic growth; 6. Reimagining tax and finance; 11. Creating a better citizen experience including digitization
Description of Services	

Commonwealth of Massachusetts – Future of Work	

6.6 Reference 6: New Mexico Human Services Department

New Mexico Human Services Department – Transformation Support	
Contact Name, Title, Email and Phone	
City and State	Santa Fe, NM
Years Serviced (Period of Performance)	June 2018 – May 2022
Annual Volume (Contract Value)	
Service categories addressed	<p>1. Achieving a better state of health; 7. Effectively establishing and managing pensions and benefits programs; 9. Transforming back-office functions; 11. Creating a better citizen experience including digitization; 15. Transforming organizations, workforce and culture</p>
Description of Services	

New Mexico Human Services Department – Transformation Support



6.7 Reference 7: State of New Jersey

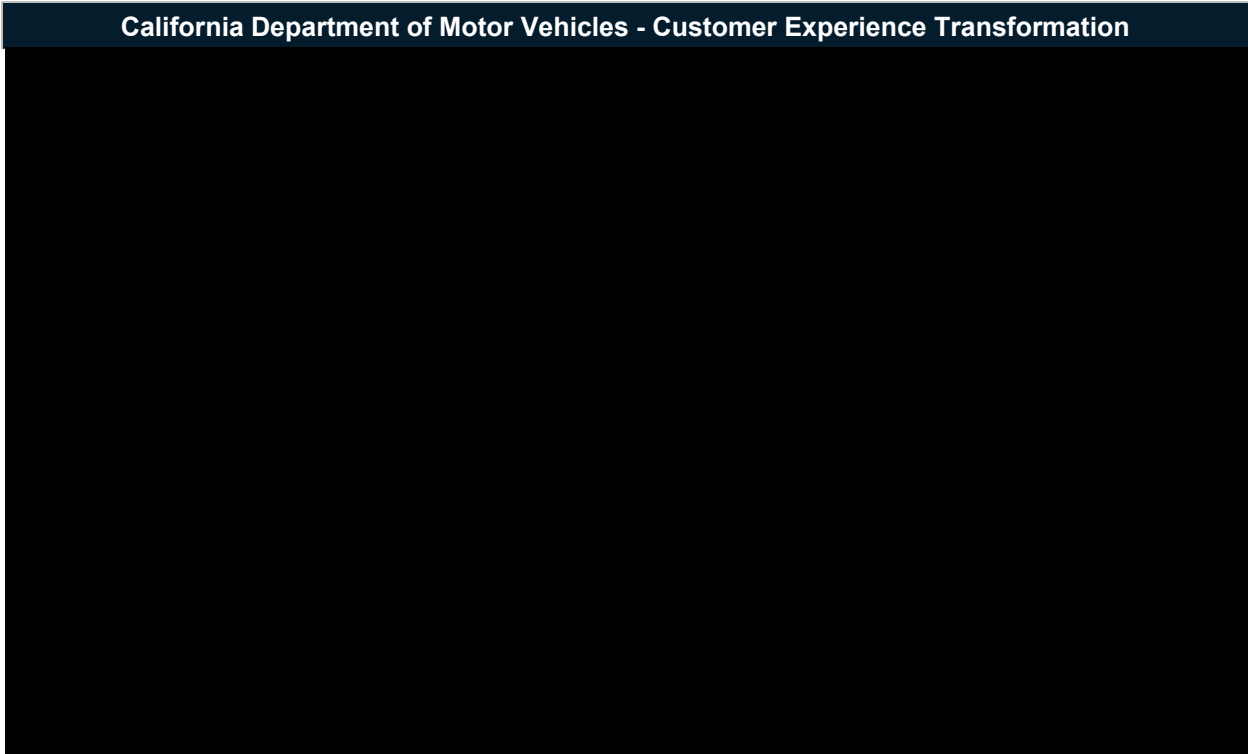
New Jersey – MMIS Modernization	
Contact Name, Title, Email and Phone	[REDACTED]
City and State	Trenton, NJ
Years Serviced (Period of Performance)	December 2019 - August 2020
Annual Volume (Contract Value)	[REDACTED]
Service categories addressed	<ol style="list-style-type: none"> 1. Achieving a better state of health; 9. Transforming back-office functions; 11. Creating a better citizen experience including digitization; 13. Developing effective strategies and plans
Description of Services	
[REDACTED]	

New Jersey – MMIS Modernization

6.8 Reference 8: California Department of Motor Vehicles

California Department of Motor Vehicles - Customer Experience Transformation	
Contact Name, Title, Email and Phone	
City and State	Sacramento, CA
Years Serviced (Period of Performance)	March 2019 to November 24, 2019
Annual Volume (Contract Value)	
Service categories addressed	9. Transforming back-office functions; 10. Driving operational transformations; 11. Creating a better citizen experience including digitization; 15. Transforming organizations, workforce and culture

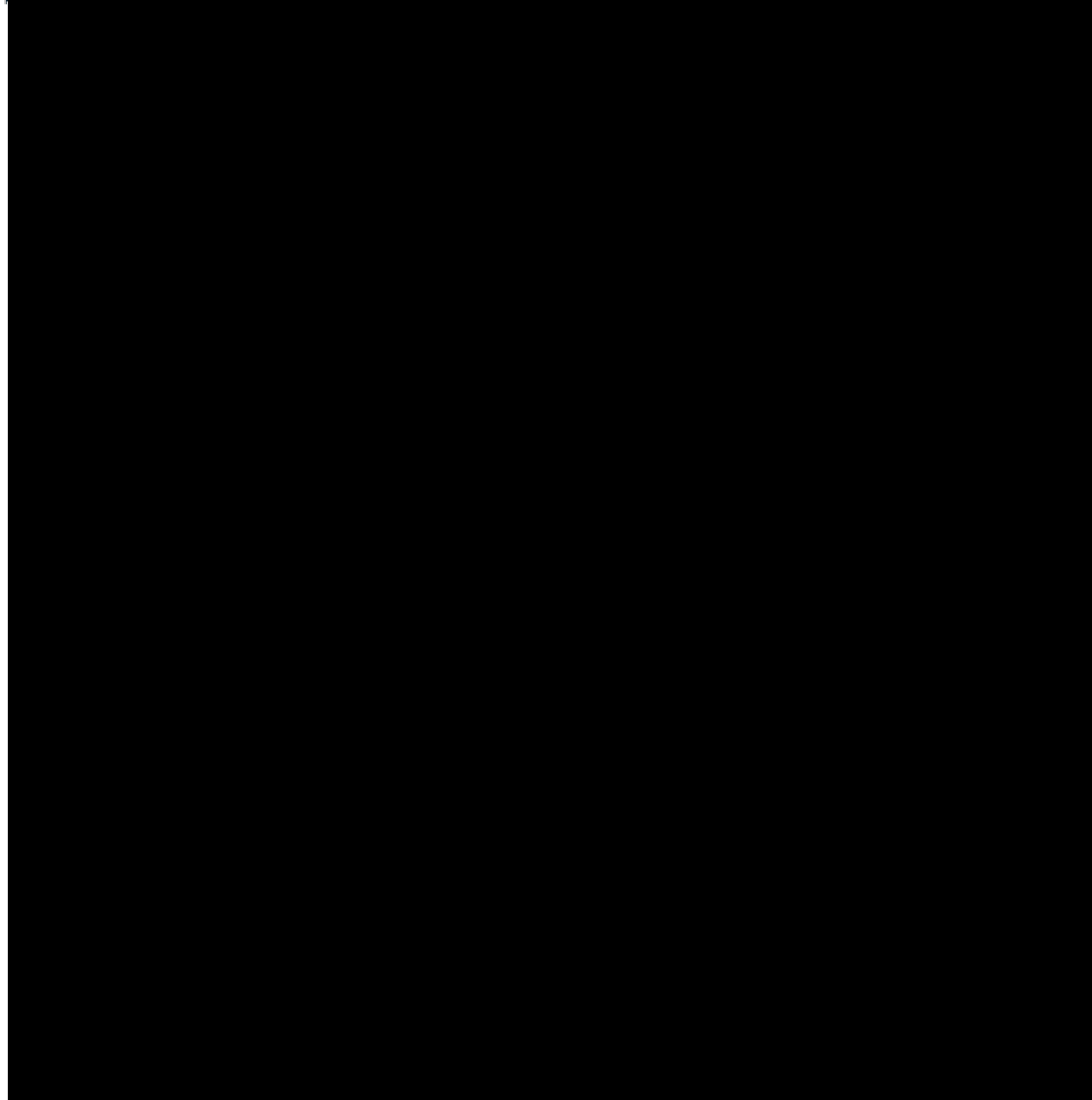
Description of Services



6.9 Reference 9: State of Michigan, Unemployment Insurance Agency

State of Michigan UIA - Unemployment insurance function, operational excellence and customer experience	
Contact Name, Title, Email and Phone	[Redacted]
City and State	Lansing, MI
Years Serviced (Period of Performance)	January 2021 to November 2021
Annual Volume (Contract Value)	[Redacted]
Service categories addressed	6. Reimagining tax and finance; 9. Transforming back-office functions; 10. Driving operational transformations; 11. Creating a better citizen experience including digitization; 14. Applying advanced analytics; 13. Developing effective strategies and plans; 15. Transforming organizations, workforce and culture
Description of Services	
[Redacted]	

State of Michigan UIA - Unemployment insurance function, operational excellence and customer experience



6.10 Reference 10: Gates Foundation

Gates Foundation - K12 School Reopening	
Contact Name, Title, Email and Phone	[Redacted]
City and State	Various

Gates Foundation - K12 School Reopening	
Years Serviced (Period of Performance)	May 2020 to September 2020
Annual Volume (Contract Value)	[REDACTED]
Service categories addressed	5. Educating citizens for the future; 8. Building resilience and crisis response; 10. Driving operational transformations; 15. Transforming organizations, workforce and culture
Description of Services	
[REDACTED]	

6.11 Reference 11: State of Ohio

State of Ohio – H2Ohio Plan (Procured through NCPA)	
Contact Name, Title, Email and Phone	[REDACTED]
City and State	Columbus, OH

State of Ohio – H2Ohio Plan (Procured through NCPA)	
Years Serviced (Period of Performance)	September 2019 to June 2020
Annual Volume (Contract Value)	[REDACTED]
Service categories addressed	3. Building infrastructure for the 21st century; 8. Building resilience and crisis response; 12. Addressing capital productivity and capital management; 13. Developing effective strategies and plans; 16. Managing risk
Description of Services	
[REDACTED]	

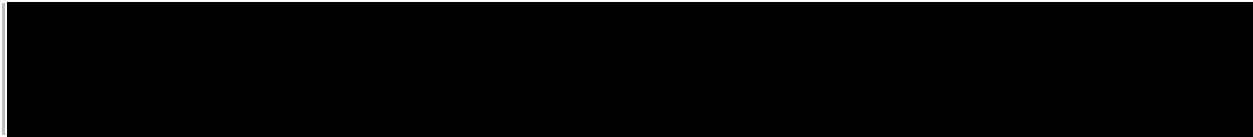
6.12 Reference 12: State of Nebraska

State of Nebraska – Immunization Hub Web Application	
Contact Name, Title, Email and Phone	[REDACTED]
City and State	Omaha, NE
Years Serviced (Period of Performance)	July 2021 – April 2021
Annual Volume (Contract Value)	[REDACTED]
Service categories addressed	<p>1. Achieving a better state of health; 9. Transforming back-office functions; 10. Driving operational transformations; 11. Creating a better citizen experience including digitization; 14. Applying advanced analytics; 15. Transforming organizations, workforce and culture</p>
Description of Services	
[REDACTED]	

State of Nebraska – Immunization Hub Web Application

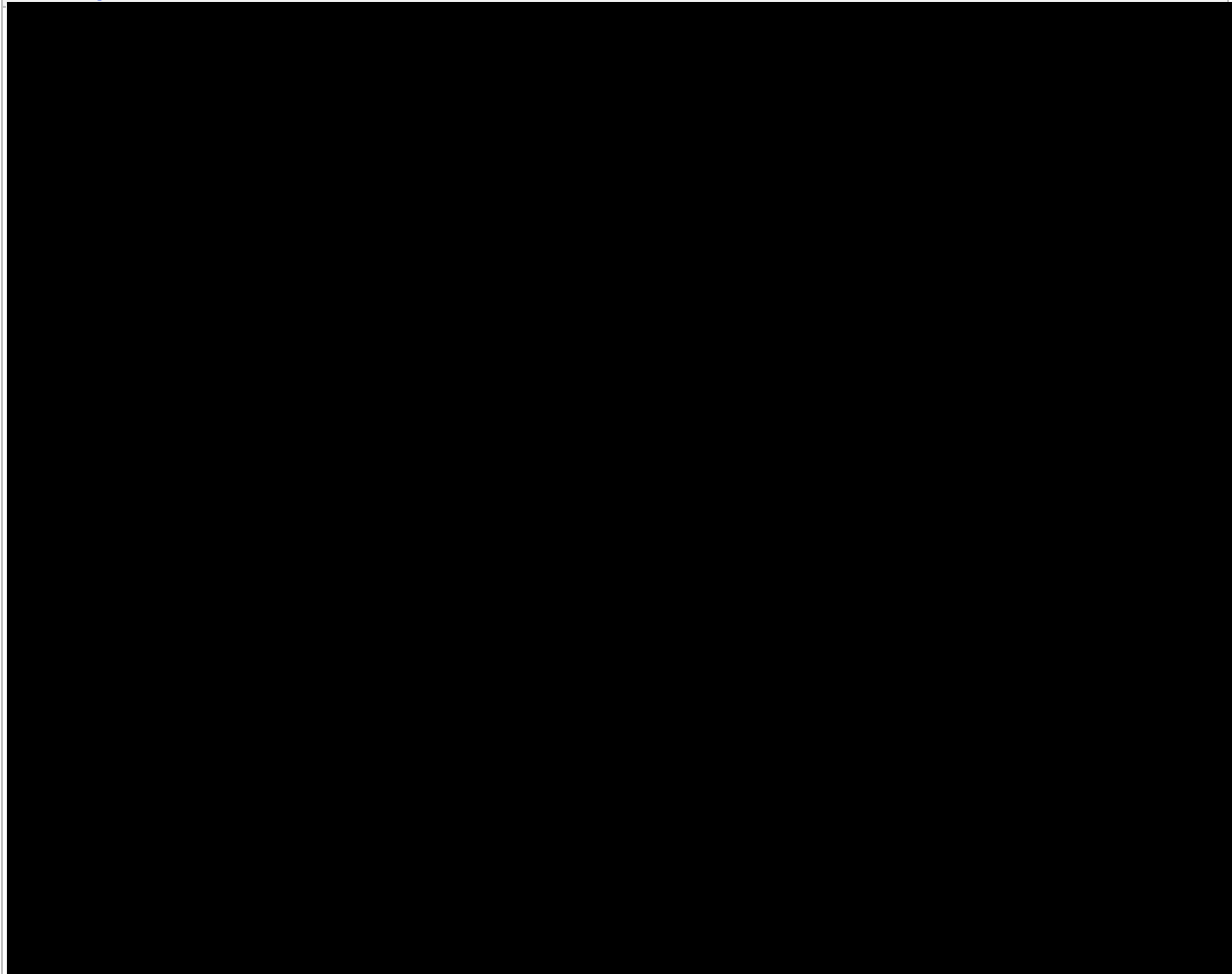
6.13 Reference 13: State of Indiana, Family and Social Services Administration

State of Indiana, Family and Social Services Administration - Long Term Social Services Reform Data Strategy (Procured through NCPA)	
Contact Name, Title, Email and Phone	[REDACTED]
City and State	Indianapolis, IN
Years Serviced (Period of Performance)	January 2022 – July 2022
Annual Volume (Contract Value)	[REDACTED]
Service categories addressed	1. Achieving a better state of health; 10. Driving operational transformations; 13. Developing effective strategies and plans; 15. Transforming organizations, workforce and culture
Description of Services	
[REDACTED]	



6.14 Reference 14: State of Colorado

State of Colorado – Digital Government Strategic Planning Services	
Contact Name, Title, Email and Phone	[Redacted]
City and State	Denver, CO
Years Serviced (Period of Performance)	June 2022 – June 2023
Annual Volume (Contract Value)	[Redacted]
Service categories addressed	3. Building infrastructure for the 21st century; 4. Creating jobs and driving economic growth; 11. Creating a better citizen experience including digitization; 13. Developing effective strategies and plans
Description of Services	



State of Colorado – Digital Government Strategic Planning Services	

6.15 Reference 15: Government of the District of Columbia

Government of the District of Columbia – Closing the Digital Divide <i>(Procured through NCPA)</i>	
Contact Name, Title, Email and Phone	
City and State	Washington, DC
Years Serviced (Period of Performance)	June 2021 to September 2021
Annual Volume (Contract Value)	
Service categories addressed	3. Building infrastructure for the 21st century; 11. Creating a better citizen experience including digitization; 13. Developing effective strategies and plans
Description of Services	

Government of the District of Columbia – Closing the Digital Divide
(Procured through NCPA)

6.16 Reference 16: Georgia Department of Transportation

Georgia Department of Transportation – Transportation Plan	
Contact Name, Title, Email and Phone	[REDACTED]
City and State	Atlanta, GA
Years Serviced (Period of Performance)	March 2022 – April 2023
Annual Volume (Contract Value)	[REDACTED]
Service categories addressed	3. Building infrastructure for the 21st century; 4. Creating jobs and driving economic growth; 11. Creating a better citizen experience including digitization; 12. Addressing capital productivity and capital management; 13. Developing effective strategies and plans
Description of Services	
[REDACTED]	

Georgia Department of Transportation – Transportation Plan	

6.17 Reference 17: JobsOhio

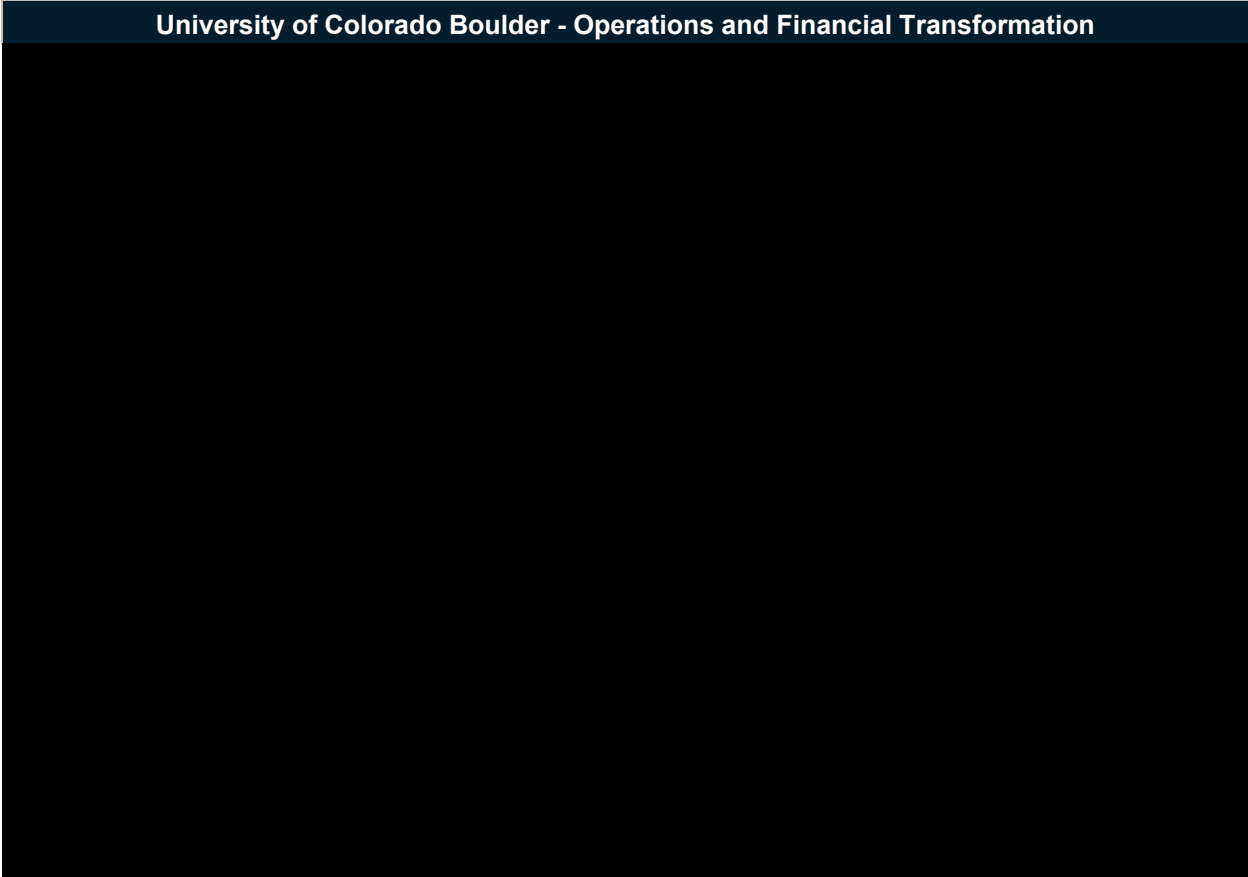
JobsOhio - Economic Strategy and Assessment	
Contact Name, Title, Email and Phone	
City and State	Columbus, OH
Years Serviced (Period of Performance)	April 2020 – July 2020
Annual Volume (Contract Value)	
Service categories addressed	4. Creating jobs and driving economic growth; 8. Building resilience and crisis response; 13. Developing effective strategies and plans

Description of Services	

JobsOhio - Economic Strategy and Assessment	

6.18 Reference 18: University of Colorado at Boulder

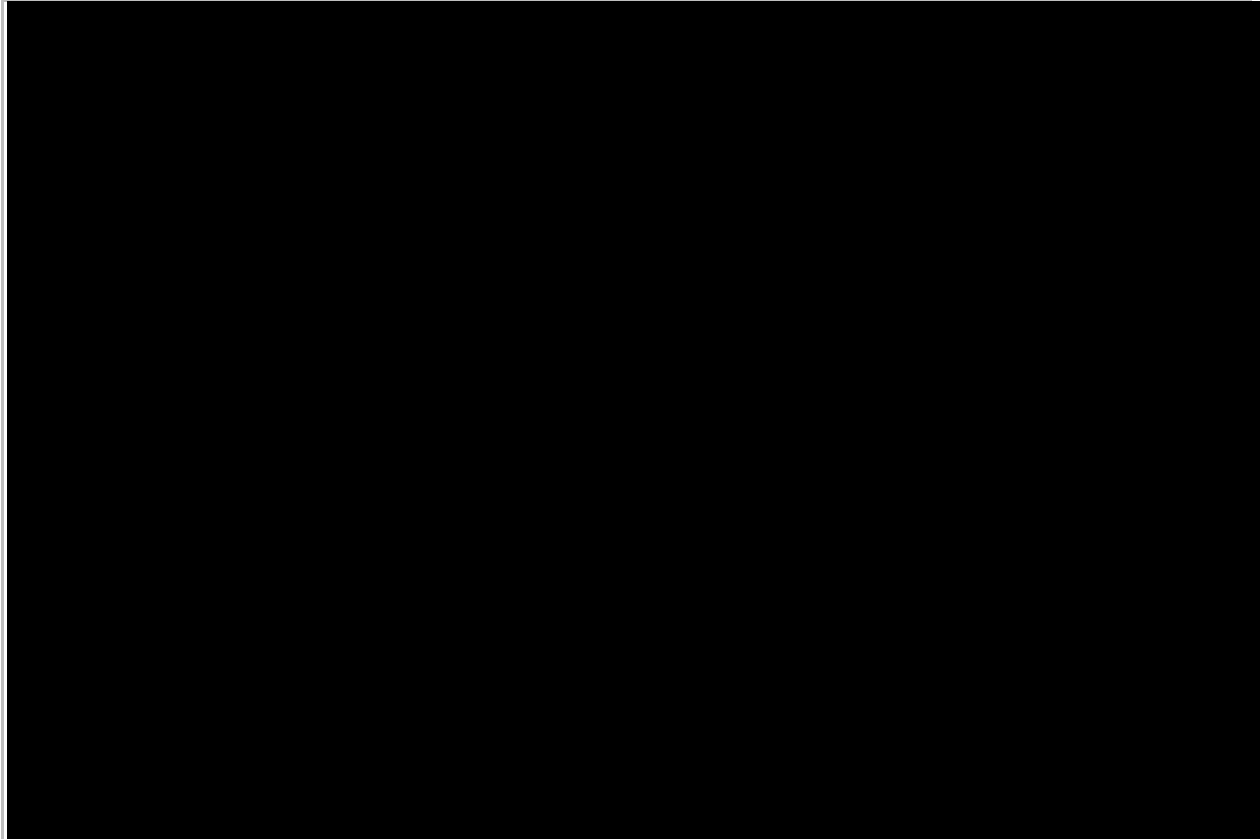
University of Colorado Boulder - Operations and Financial Transformation	
Contact Name, Title, Email and Phone	
City and State	Boulder, CO
Years Serviced (Period of Performance)	July 2018 – September 2023
Annual Volume (Contract Value)	
Service categories addressed	5. Educating citizens for the future; 9. Transforming back-office functions; 10. Driving operational transformations; 13. Developing effective strategies and plans; 15. Transforming organizations, workforce and culture
Description of Services	



University of Colorado Boulder - Operations and Financial Transformation

6.19 Reference 19: State of Kansas

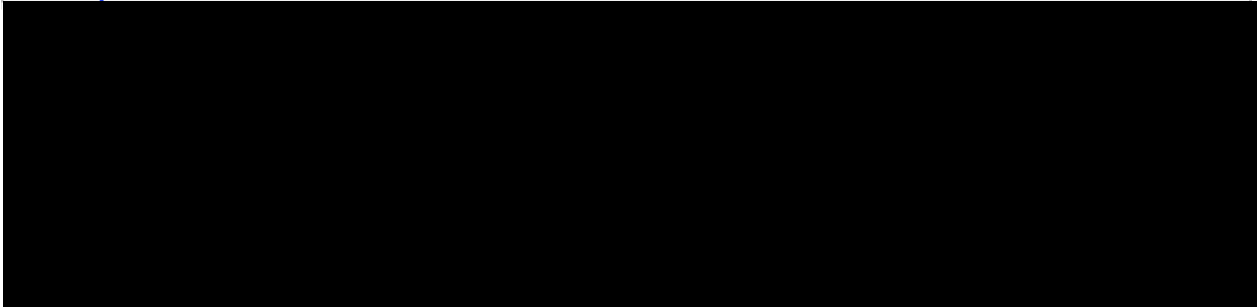
Kansas - Framework for Growth, Economic Strategy	
Contact Name, Title, Email and Phone	
City and State	Topeka, KS
Years Serviced (Period of Performance)	August 2019 – December 2021
Annual Volume (Contract Value)	
Service categories addressed	4. Creating jobs and driving economic growth; 13. Developing effective strategies and plans; 15. Transforming organizations, workforce and culture
Description of Services	

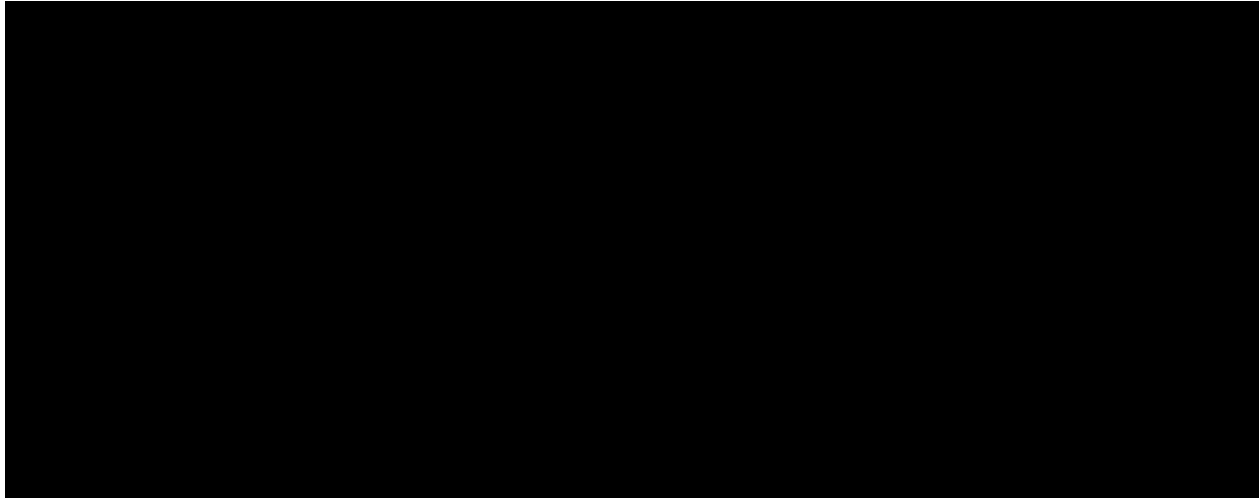


6.20 Reference 20: Technical College System of Georgia

Technical College System of Georgia – eCampus Initiative	
Contact Name, Title, Email and Phone	[Redacted]
City and State	Atlanta, GA
Years Serviced (Period of Performance)	June 2022 – October 2022
Annual Volume (Contract Value)	[Redacted]
Service categories addressed	5. Educating citizens for the future; 9. Transforming back-office functions; 10. Driving operational transformations; 14. Applying advanced analytics

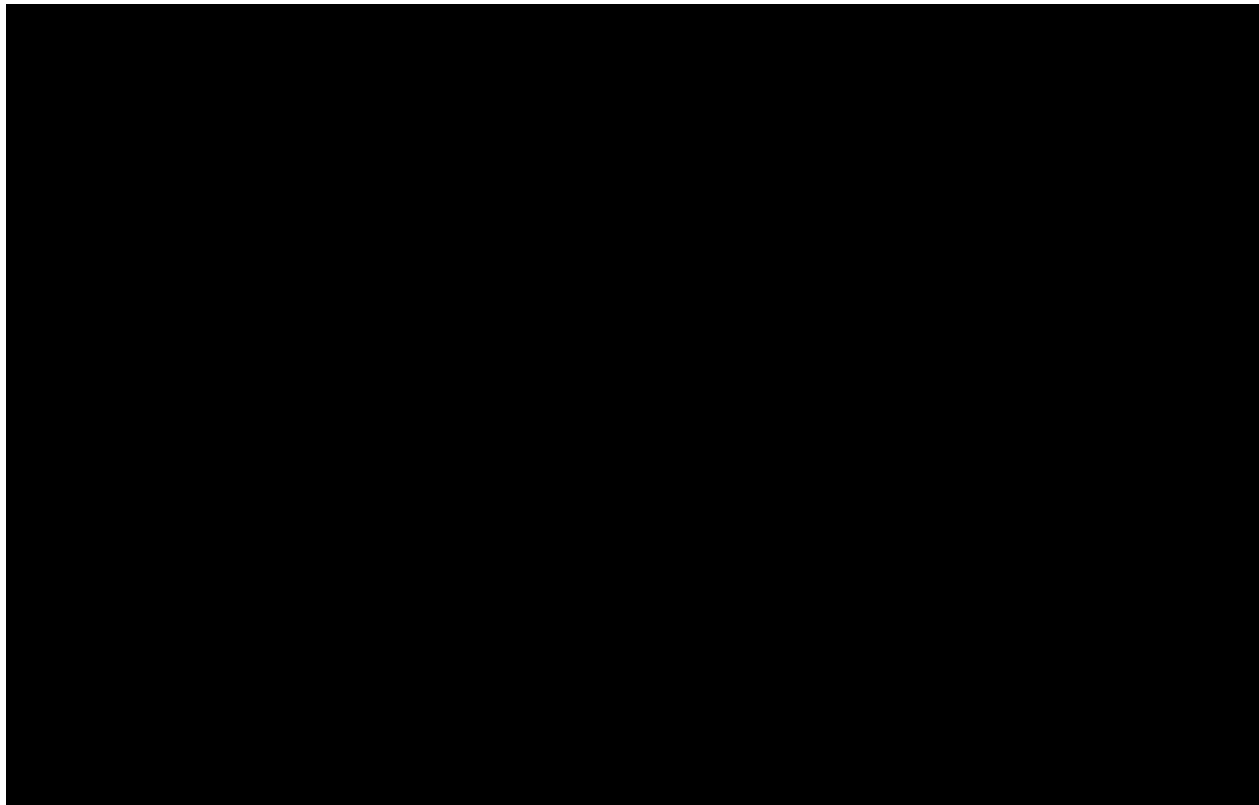
Description of Services





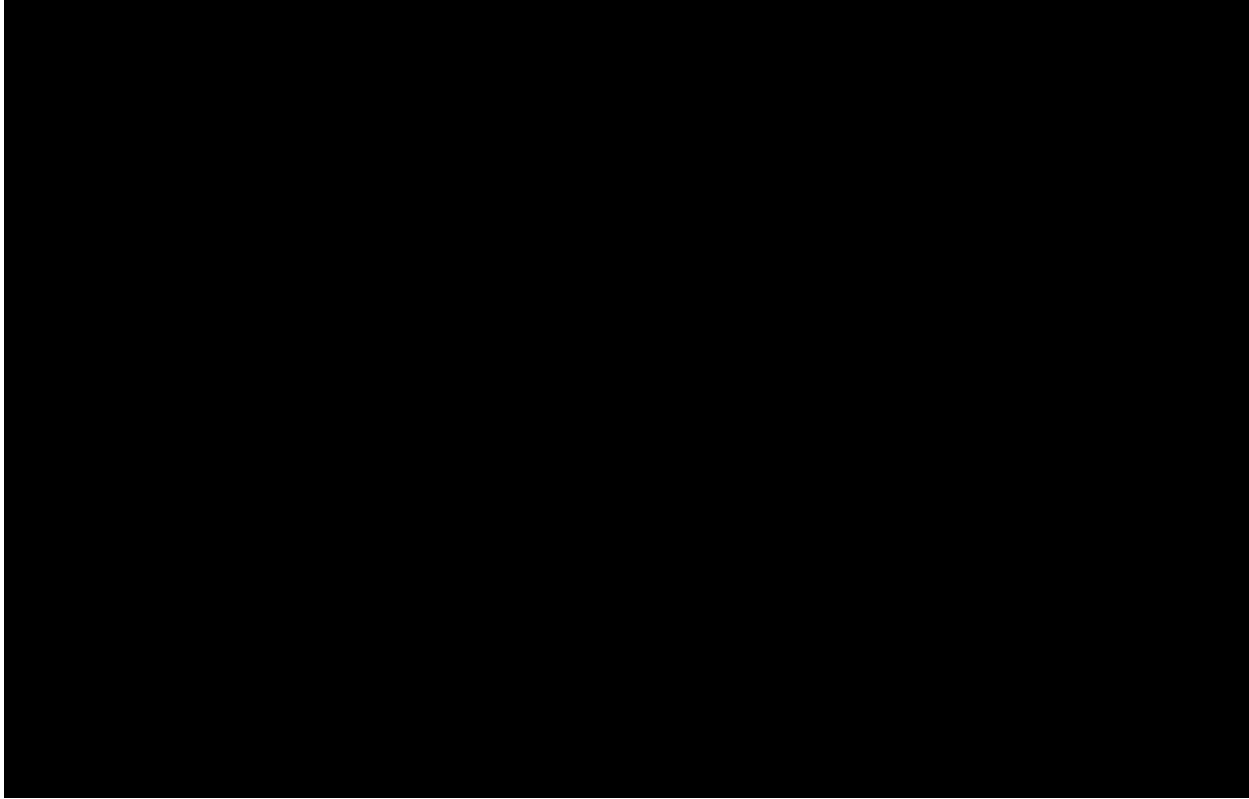
6.21 Reference 21: Georgia Technology Authority

Georgia Technology Authority – Cloud by McKinsey	
Contact Name, Title, Email and Phone	[Redacted]
City and State	Atlanta, GA
Years Serviced (Period of Performance)	January 2022 to June 2022
Annual Volume (Contract Value)	[Redacted]
Service categories addressed	9. Transforming back-office functions; 10. Driving operational transformations; 14. Applying advanced analytics; 15. Transforming organizations, workforce and culture
Description of Services	
[Redacted]	



6.22 Reference 22: State of Ohio, Departments of Aging and Health

State of Ohio Departments of Aging and Health - Quality of Care Assessment (Procured through NCPA)	
Contact Name, Title, Email and Phone	[Redacted]
City and State	Columbus, OH
Years Serviced (Period of Performance)	May 2022 – September 2022
Annual Volume (Contract Value)	[Redacted]
Service categories addressed	1 Achieving a better state of health; 5.7 Effectively establishing and managing pensions and benefits programs; 13. Developing effective strategies and plans; 16 Managing risk
Description of Services	
[Redacted]	



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Tab 7
Pricing

7.0 Tab 7 – Pricing

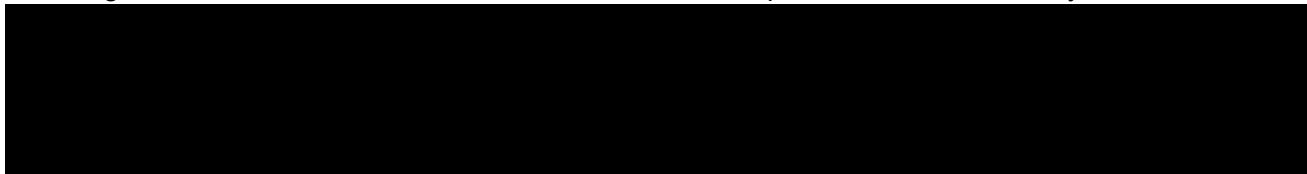
Please refer to McKinsey & Company, Inc. Washington D.C. (“McKinsey”)’s Price Proposal for the full price list.

Tab 8
Value Added
Products and
Services

8.0 Tab 8 – Value Added Products and Services

8.1 Additional Products/Services related to the scope of RFP

Today, public sector organizations are expected to perform under increasingly difficult conditions and higher expectations. To meet this challenge, these entities must identify how to build the internal capabilities needed to improve their performance and health. Towards this end, 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 additional value added products and services 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 NCPA to bring the best of McKinsey services and offerings to their members to maximize and accelerate impact. Over the last five years,



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 (MCG). A dedicated center of excellence within McKinsey's Public & Social Sector Practice, MCG is a global hub for world-class research, analysis, and collaboration in government productivity and performance. Drawing on the deep expertise and experience of our practitioners, MCG provides governments and leaders with insights, tools, and capabilities to help them address their most critical and common challenges, and ultimately improve the lives of the citizens they serve.

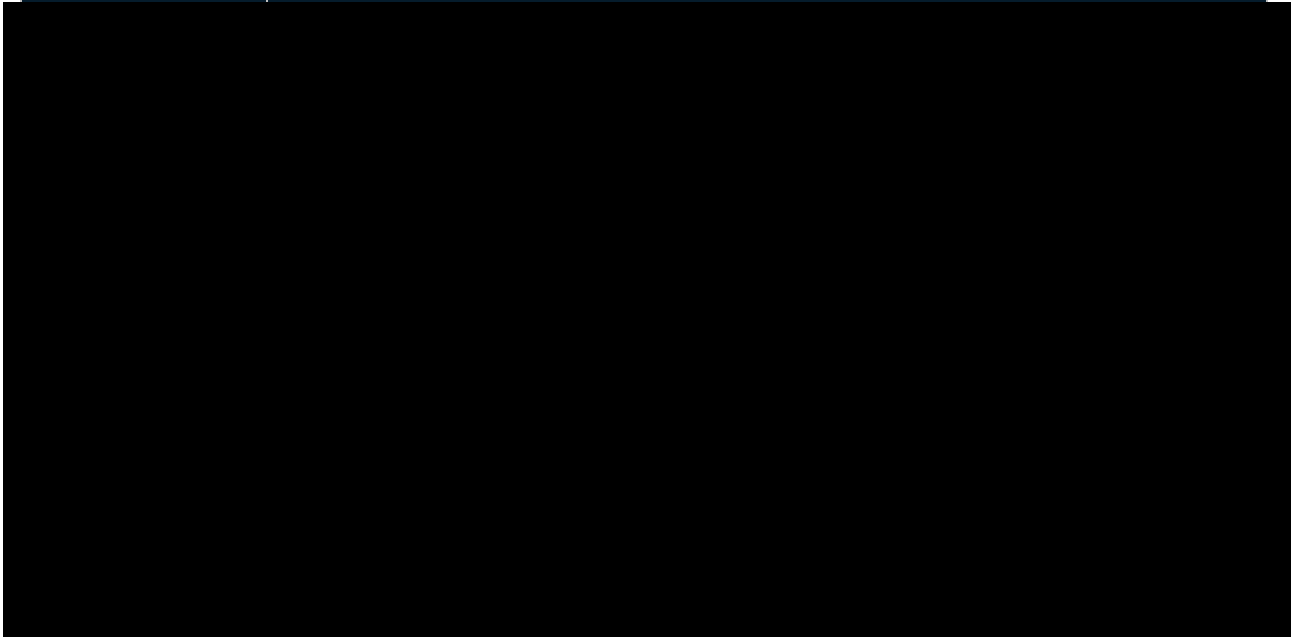
Additionally, McKinsey Global Institute (MGI) is McKinsey's institute for business and economics research, whose published, fact-based insights help inform management and policy decisions. MGI's mission is to help leaders in the commercial, public, and social sectors develop a deeper understanding of the evolution of the global economy and to provide a fact-base that contributes to decision making on critical management and policy issues. MGI has been named the number one private-sector think tank in the world four years running in the University of Pennsylvania Lauder Institute's annual Think Tank Index. In their latest report, MGI was designated as the leading global center of excellence for private sector think tanks.

Our most powerful value-adds, discussed in greater detail below in **Section 8.2, 8.3 and 8.4**, 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.

Exhibit 8: McKinsey's Proposed Asset Solutions

Asset	Description
[Redacted content]	

Asset	Description

Asset	Description
	

8.2 Marketing and Training

We built our distinctive training approaches from extensive research, including 3,200 capability building engagements, a survey of 4,000+ executives, 20+ tours of advanced learning companies, 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 three core beliefs that shape all of our capability building engagements: 1) capability building must be focused on the right set of skills; 2) the approach must be grounded in the science of adult learning; 3) from the start, capability building must be scaled and institutionalized for sustainability.

Through our extensive proprietary research and experience, including investing more than \$100 million 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.

Exhibit 9: McKinsey Academy Client Training Page

McKinsey Academy



Exhibit 9 shows what a tailored public agency training portal could look like to support public agency led transformations.

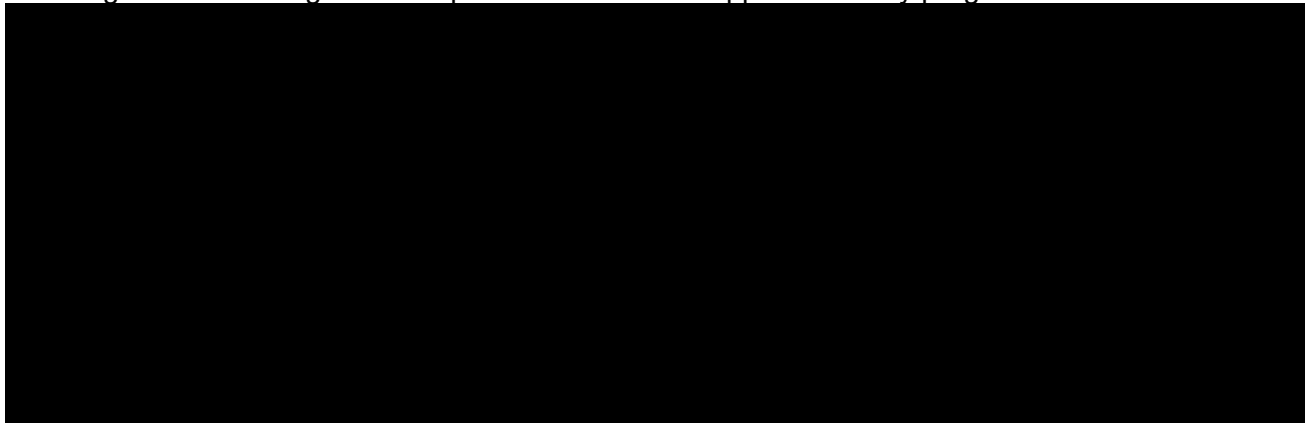
An example of McKinsey Academy's



Marketing: McKinsey's marketing approach is built upon a foundation of internal education and training of McKinsey colleagues and partners about NCPA to ensure uniform knowledge and ability to individually drive external amplification as well as world-class contract management to support customers and drive repeat usage. 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 National Governors Association, the National Association of State Chief Administrators and the National Association of State Budget Officers, 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.

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

McKinsey understands the importance of supplier diversity and is committed to meeting the minority and woman-owned business enterprises (M/WBEs) and (HUB) Participation goals established at the task order level. For McKinsey, supplier diversity is 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. It is the firm's practice to be inclusive in our selection of diverse suppliers in our strategic sourcing and procurement process wherever we can. To maintain this policy, McKinsey's procurement team manages the following core components of its own supplier diversity program:



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. 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.

Our wide network of external partners, including certified minority and woman-owned business enterprises (M/WBEs), HUB and small disabled veteran owned businesses (SDVOBs). As needed, we draw upon our network of M/WBEs, HUB, 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.

McKinsey has a range of local and global programs that support the upskilling and growth of minority- and woman-owned businesses as well as HUB businesses. Our commitment to supporting these business enterprises includes:

- **Collaborating with organizations that align with diverse supplier development/ mentoring via sponsorship of their existing programming.** For example, McKinsey is a corporate member and sponsor of the Women’s Business Enterprise Council (WBENC) “Women of Color Program” which is designed to build and strengthen a dynamic ecosystem for women of color entrepreneurs. Additionally, we provided a donation to the National Minority Supplier Development Council (NMSDC) “Rebuilding Fund” to invest in minority businesses struggling to recover from the economic downturn resulting from the COVID-19 pandemic as well as those sustaining damage and vandalism during protests
- **Supporting inclusive economic empowerment initiatives.** [McKinsey Inclusive Business Initiative’s](#) (MIBA) mission is to advance racial equity and inclusive economic empowerment. We currently focus on supporting Black business leaders and medium-sized Black-owned businesses. Since starting in Jun 2020, MIBA has supported >750 individual Black business leaders through conference and networking, offered >350 hours of capability building on Operations topics, and served 8 companies through dedicated invested consulting teams to kickstart Operations transformations.
- **Small Business Accelerator programs.** McKinsey Public Sector Small Business Accelerator’s mission is to create positive, enduring change in the public sector by supporting the minority-owned small business leaders of today and the future. The program is focused on supporting businesses in building a stronger foundation for growth and scale through leadership support, market access and growth coaching. Participants get access to McKinsey’s proprietary growth accelerators and insights to help them prioritize growth levers

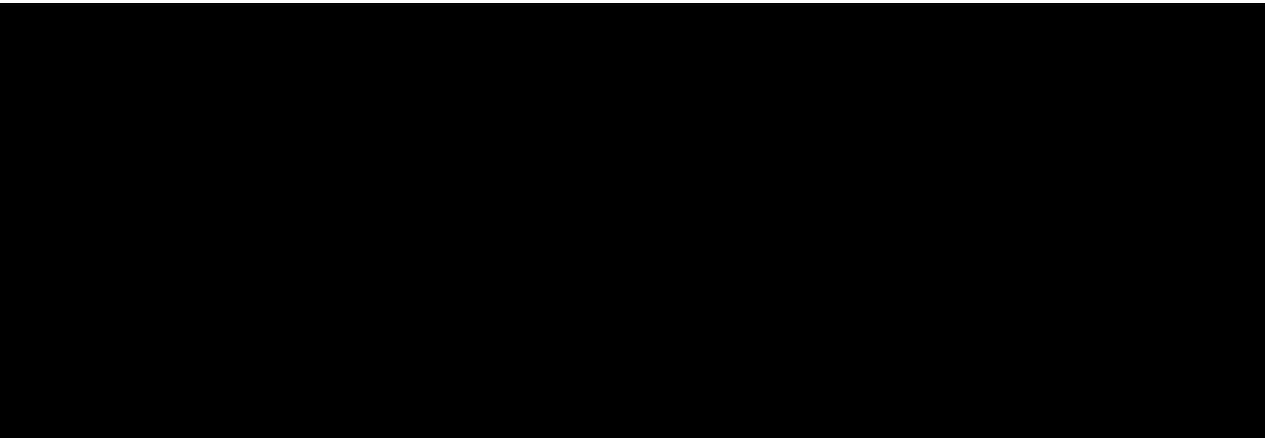
and plan for the future. Launched as a pilot in early 2022, the first cohort of the accelerator includes seven high-growth public sector services companies that serve Federal, State and Local government clients. The cohort includes woman-, minority- and veteran-owned small businesses. The focus of the pilot is to design a program that can expand to make a significant impact in building up the industrial based of diverse suppliers that serve the public sector.

8.4 Customer Service

McKinsey operates as one integrated firm. We are a single partnership united by a strong set of values, focused on client impact. In this “One Firm” model, we can seamlessly provide resources from across our organization’s 22 industries and 10 business functions. McKinsey’s organizational governance as a private worldwide partnership better enables customer service and ensures its independence and objectivity, allowing the firm to remain answerable only to its clients – not to outside shareholders. McKinsey collaborates with our clients to generate adaptable, impactful, and executable solutions, while creating a great, customer service oriented experience.

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:



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 250+ analytics and knowledge professionals and is home to 30+ 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.

Administratively, McKinsey has assembled the team that will be dedicated to ensuring seamless support and customer service is provided to NCPA and its partnering public agencies. Our team consists of:

Name/Title: Ellen Feehan, Partner

• **Responsible for:**

- Acting as the primary point of contact with NCPA/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.

Name/Title: Tim Ward, Senior Partner

• **Responsible for:**

- Ensuring quality of end-product, and alignment with broader NCPA ecosystem strategic goals.

Name/Title: Nina Maddux, Director of Client Development & Associate Partner

• **Responsible for:**

- Leading McKinsey's engagement with public leaders across the state and help them understand the value that NCPA and McKinsey can provide through this contract.

Name/Title: Geoff Bradford, Contracts Manager Supervisor

• **Responsible for:**

- Ensuring contracting process is defined and followed
- Reviewing contracts, refining SOWs, and negotiating specific terms.

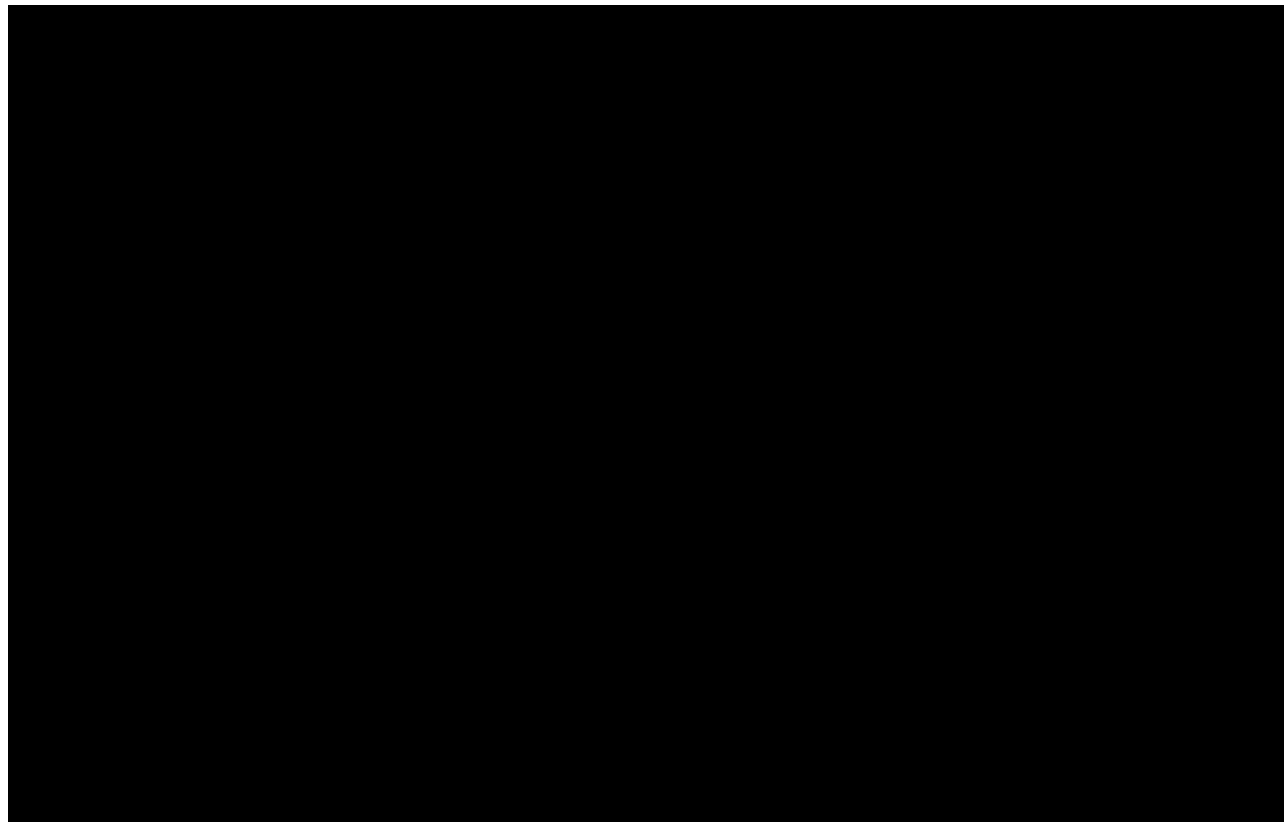
8.5 Technology for Supporting the Program

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.

McKinsey tools for supporting this program

McKinsey brings distinct technological assets and capabilities to illustrate our value and support NCPA participating agencies. Examples of such assets and capabilities can be found in **Section 8.1**; additional examples are listed below:



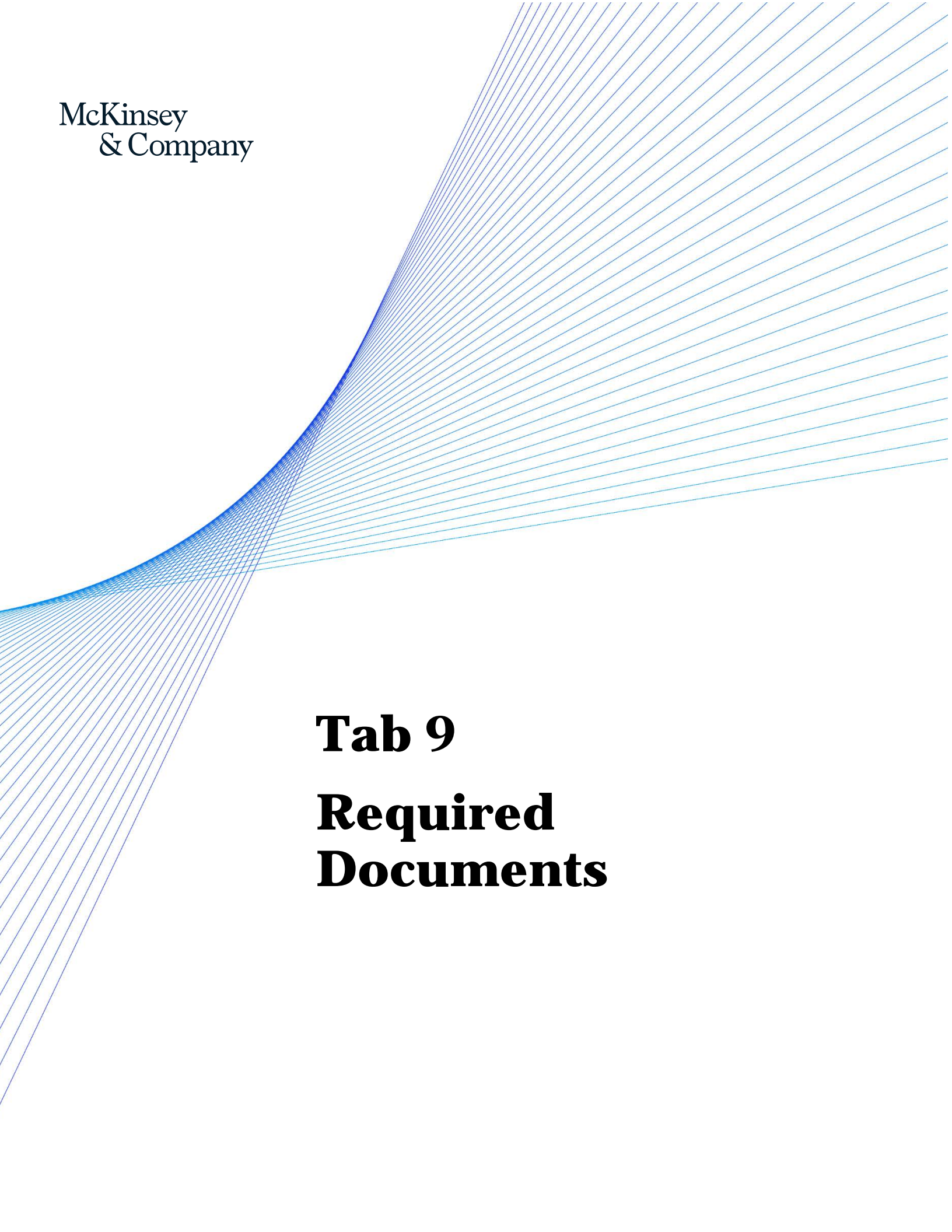
[REDACTED]

We have also integrated with market-leading pure play consultancies ([REDACTED])

[REDACTED]

We understand the need to have partners who can complement our capabilities. To complement our proprietary solutions and technology assets, we assembled an ecosystem of 900+ partners and alliances representing market-leading technologies to provide depth and breadth across industries and functions. These include AWS, Microsoft, Google Cloud Platform, Adobe, SAP, as well academics and niche players such as Praetorian.

Additional details about McKinsey's on-line resources for NCPA members as well as our products and services offerings including capabilities, global consultant pool, research, publications, and innovative tools can be found online on McKinsey's website, www.mckinsey.com and www.mckinsey.com/industries/public-and-social-sector/our-insights.

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

Tab 9
Required
Documents

9.0 Tab 9 – Required Documents

The required documents listed below can be found in the following pages.

- Federal Funds Certifications
- Clean Air and Water Act & Debarment Notice
- Contractors Requirements
- Required Clauses for Federal Assistance by FTA
- Federal Required Signatures
- Antitrust Certification Statements Texas Government Code § 2155.005
- State Notice Addendum

9.1 Federal Funds Certifications

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 \$250,000, 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.

- Pursuant to Federal Rule (A) above, when a Participating Agency expends federal funds, the Participating Agency and Offeror reserves all rights and privileges under the applicable laws and regulations with respect to this procurement in the event of breach of contract by either party.

(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)

- Pursuant to Federal Rule (B) above, when a Participating Agency expends federal funds, the Participating Agency reserves the right to terminate any agreement in excess of \$10,000 resulting from this procurement process in the event of a breach or default of the agreement by Offeror as detailed in the terms of the contract

(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.

- Pursuant to Federal Rule (D) above, when a Participating Agency expends federal funds during the term of an award for all contracts and subgrants for construction or repair, offeror will be in compliance with all applicable Davis-Bacon Act provisions
- Any Participating Agency will include any current and applicable prevailing wage determination in each issued solicitation and provide Offeror with any required documentation and/or forms that must be completed by Offeror to remain in compliance the applicable Davis-Bacon Act provisions.

(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.

- Pursuant to Federal Rule (E) above, when a Participating Agency expends federal funds, offeror certifies that offeror will be in compliance with all applicable provisions of the Contract Work Hours and Safety Standards Act during the term of an award for all contracts by Participating Agency resulting from this procurement process.

(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.

- Pursuant to Federal Rule (F) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency resulting from this procurement process, the offeror agrees to comply with all applicable requirements as referenced in Federal Rule (F) above

(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).

- Pursuant to Federal Rule (G) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency member resulting from this procurement process, the offeror agrees to comply with all applicable requirements as referenced in Federal Rule (G) above

(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.

- Pursuant to Federal Rule (H) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term of an award for all contracts by Participating Agency resulting from this procurement process, the offeror certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency. If at any time during the term of an award the offeror or its principals becomes debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation by any federal department or agency, the offeror will notify the Participating Agency

(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.

- Pursuant to Federal Rule (I) above, when federal funds are expended by Participating Agency, the offeror certifies that during the term and after the awarded term of an award for all contracts by Participating Agency resulting from this procurement process, the

offeror certifies that it is in compliance with all applicable provisions of the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352). The undersigned further certifies that:

- o No Federal appropriated funds have been paid or will be paid for on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of congress, or an employee of a Member of Congress in connection with the awarding of a Federal contract, the making of a Federal grant, the making of a Federal loan, the entering into a cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a Federal contract, grant, loan, or cooperative agreement.
- o If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of congress, or an employee of a Member of Congress in connection with this Federal grant or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions.
- o The undersigned shall require that the language of this certification be included in the award documents for all covered sub-awards exceeding \$100,000 in Federal funds at all appropriate tiers and all subrecipients shall certify and disclose accordingly.

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 § 200.334. The offeror further certifies that offeror will retain all records as required by 2 CFR § 200.334 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. Participating Agencies will clearly identify whether Buy America Provisions apply in any issued solicitation. Purchases made in accordance with the Buy America Act must still follow the applicable procurement rules calling for free and open competition.

CERTIFICATION OF ACCESS TO RECORDS

Offeror agrees that the Inspector General of the Agency or any of their duly authorized representatives shall have access to any non-financial documents, papers, or other records of offeror that are pertinent to offeror's discharge of its obligations under the Contract for the purpose of making audits, examinations, excerpts, and transcriptions. The right also includes timely and reasonable access to offeror's personnel for the purpose of interview and discussion relating to such documents. This right of access will last only as long as the records are retained.

CERTIFICATION OF APPLICABILITY TO SUBCONTRACTORS

Offeror agrees that all contracts it awards pursuant to the Contract shall be bound by the foregoing terms and conditions.

9.2 Clean Air and Water Act & Debarment Notice

CLEAN AIR AND WATER ACT AND DEBARMENT NOTICE

By the signature below (Under Federal Required Signatures), 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.

9.3 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 statutes 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.

9.4 Required Clauses for Federal Assistance by FTA

REQUIRED CLAUSES FOR FEDERAL ASSISTANCE PROVIDED BY FTA

ACCESS TO RECORDS AND REPORTS

Contractor agrees to:

- a) Maintain all non-financial books, records, accounts and reports required under this Contract for a period of not less than two (2) 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 the FTA Administrator, the U.S. DOT Office of the Inspector General, 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 non-financial work, materials, and other data and records that pertain to the Project, and to audit the non-financial books, records, and accounts that pertain 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. The right of access detailed in this section continues only as long as the records are retained.

FTA does not require the inclusion of these requirements of Article 1.01 in subcontracts.

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 applicable implementing requirements FTA may issue that are flowed to Contractor from Awarding Participating Agency.
- 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 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 that are flowed to Contractor from Awarding Participating Agency.

- 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 that are flowed to Contractor from Awarding Participating Agency.
 - 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, listed directly or by reference in the Contract between Public Agency and the FTA, and those applicable regulatory and procedural updates that are communicated to Contractor by Public Agency, 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 and applicable to the scope of a particular Contract awarded to Contractor by a Public Agency as a result of solicitation, as set forth in the most current FTA Circular 4220.1F, published February 8th, 2016, 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 knowingly perform any act, knowingly fail to perform any act, or refuse to comply with any reasonable public agency requests that would directly 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, to the best of its knowledge, the truthfulness and accuracy of any statement it has made, it makes, it may make, or causes to be made.

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.

9.5 Federal Required Signatures

FEDERAL REQUIRED SIGNATURES

Offeror certifies compliance with all provisions, laws, acts, regulations, etc. as specifically noted in the pages above. It is further acknowledged that offeror agrees to comply with all federal, state, and local laws, rules, regulations and ordinances as applicable.

Offeror . McKinsey & Company, Inc. Washington D.C
Address 01200 19th Street Suite 1000
Washington D.C
City/State/Zip 
Authorized Signature 
Date 17 November 2022

9.6 Antitrust Certification Statements Texas Government Code § 2155.005

ANTITRUST CERTIFICATION STATEMENTS TEXAS 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	<u>McKinsey & Company, Inc. Washington DC</u>
Address	<u>1200 19th St NW Suite 1000</u>
City/State/Zip	<u>Washington, DC 20036</u>
Telephone Number	<u>[REDACTED]</u>
Fax Number	<u>N/A</u>
Email Address	<u>[REDACTED]@mckinsey.com</u>
Printed Name	<u>Tony D'Emidio</u>
Title	<u>Partner</u>
Authorized Signature	<u>[REDACTED]</u>

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>

McKinsey
& Company



Appendix A - McKinsey Team Profiles

Appendix A: McKinsey Team Profiles

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 10: McKinsey Staff Qualification Matrix

Names/ McKinsey Title	Proposed Role	NCPA Strategic Management Consulting Services Categories															
		1. Achieving a better state of health	2. Modernizing public safety	3. Building infrastructure for the 21st century	4. Creating jobs and driving economic growth	5. Educating citizens for the future	6. Reimagining tax and finance	7. Effectively establishing and managing pensions and benefits programs	8. Building resilience and crisis response	9. Transforming back-office functions	10. Driving operational transformations	11. Creating a better citizen experience including digitization	12. Addressing capital productivity and capital management	13. Developing effective strategies and plans	14. Applying advanced analytics	15. Transforming organizations, workforce and culture	16. Managing risk
[Redacted Content]																	

Names/ McKinsey Title	Proposed Role	NCPA Strategic Management Consulting Services Categories														
		. Achieving a better state of health	. Modernizing public safety	. Building infrastructure for the 21st century	. Creating jobs and driving economic growth	. Educating citizens for the future	. Reimagining tax and finance	. Effectively establishing and managing pensions and benefits programs	. Building resilience and crisis response	. Transforming back-office functions	0. Driving operational transformations	1. Creating a better citizen experience including digitization	2. Addressing capital productivity and capital management	3. Developing effective strategies and plans	4. Applying advanced analytics	5. Transforming organizations, workforce and culture

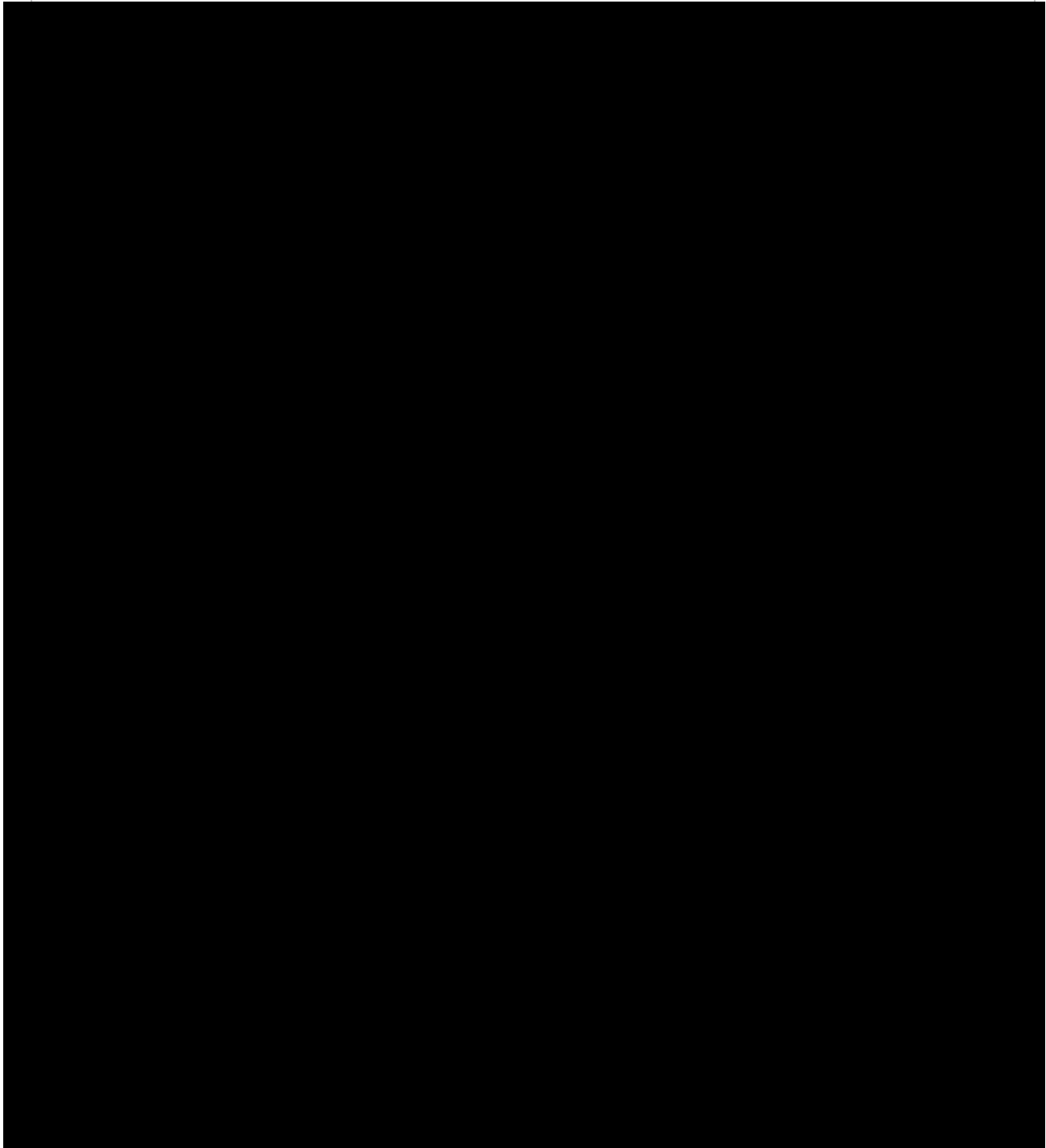
Names/ McKinsey Title	Proposed Role	NCPA Strategic Management Consulting Services Categories															
		1. Achieving a better state of health	2. Modernizing public safety	3. Building infrastructure for the 21st century	4. Creating jobs and driving economic growth	5. Educating citizens for the future	6. Reimagining tax and finance	7. Effectively establishing and managing pensions and benefits programs	8. Building resilience and crisis response	9. Transforming back-office functions	10. Driving operational transformations	11. Creating a better citizen experience including digitization	12. Addressing capital productivity and capital management	13. Developing effective strategies and plans	14. Applying advanced analytics	15. Transforming organizations, workforce and culture	16. Managing risk

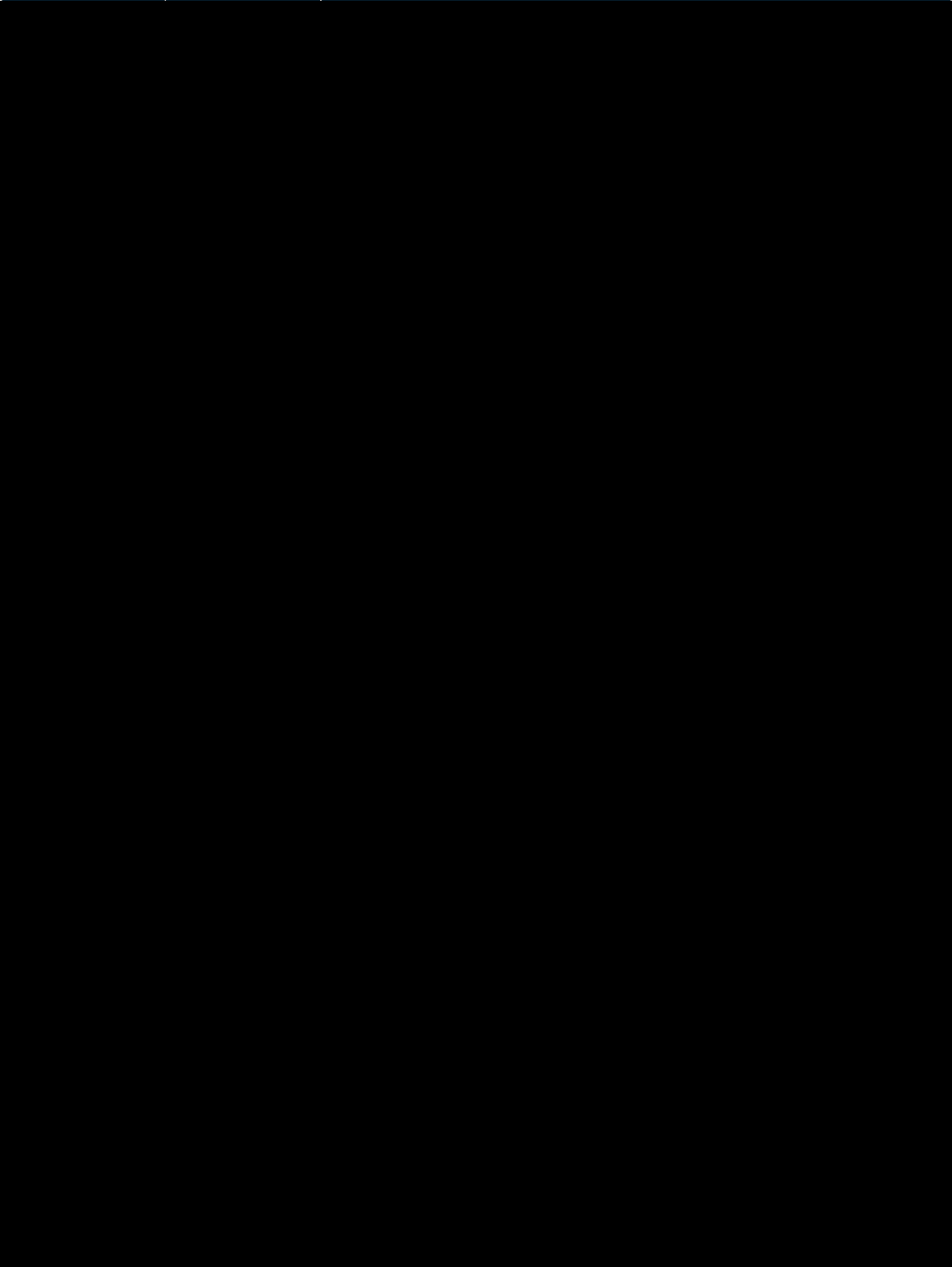
Names/ McKinsey Title	Proposed Role	NCPA Strategic Management Consulting Services Categories														
		. Achieving a better state of health	. Modernizing public safety	. Building infrastructure for the 21st century	. Creating jobs and driving economic growth	. Educating citizens for the future	. Reimagining tax and finance	. Effectively establishing and managing pensions and benefits programs	. Building resilience and crisis response	. Transforming back-office functions	0. Driving operational transformations	1. Creating a better citizen experience including digitization	2. Addressing capital productivity and capital management	3. Developing effective strategies and plans	4. Applying advanced analytics	5. Transforming organizations, workforce and culture

Names/ McKinsey	NCPA Strategic Management Consulting Services Categories															
	Achieving a better state of health	Modernizing public safety	Building infrastructure for the 21st century	Creating jobs and driving economic growth	Educating citizens for the future	Reimagining tax and finance	Effectively establishing and managing pensions and benefits programs	Building resilience and crisis response	Transforming back-office functions	Driving operational transformations	Creating a better citizen experience including digitization	Addressing capital productivity and capital management	Developing effective strategies and plans	Applying advanced analytics	Transforming organizations, workforce and culture	Managing risk

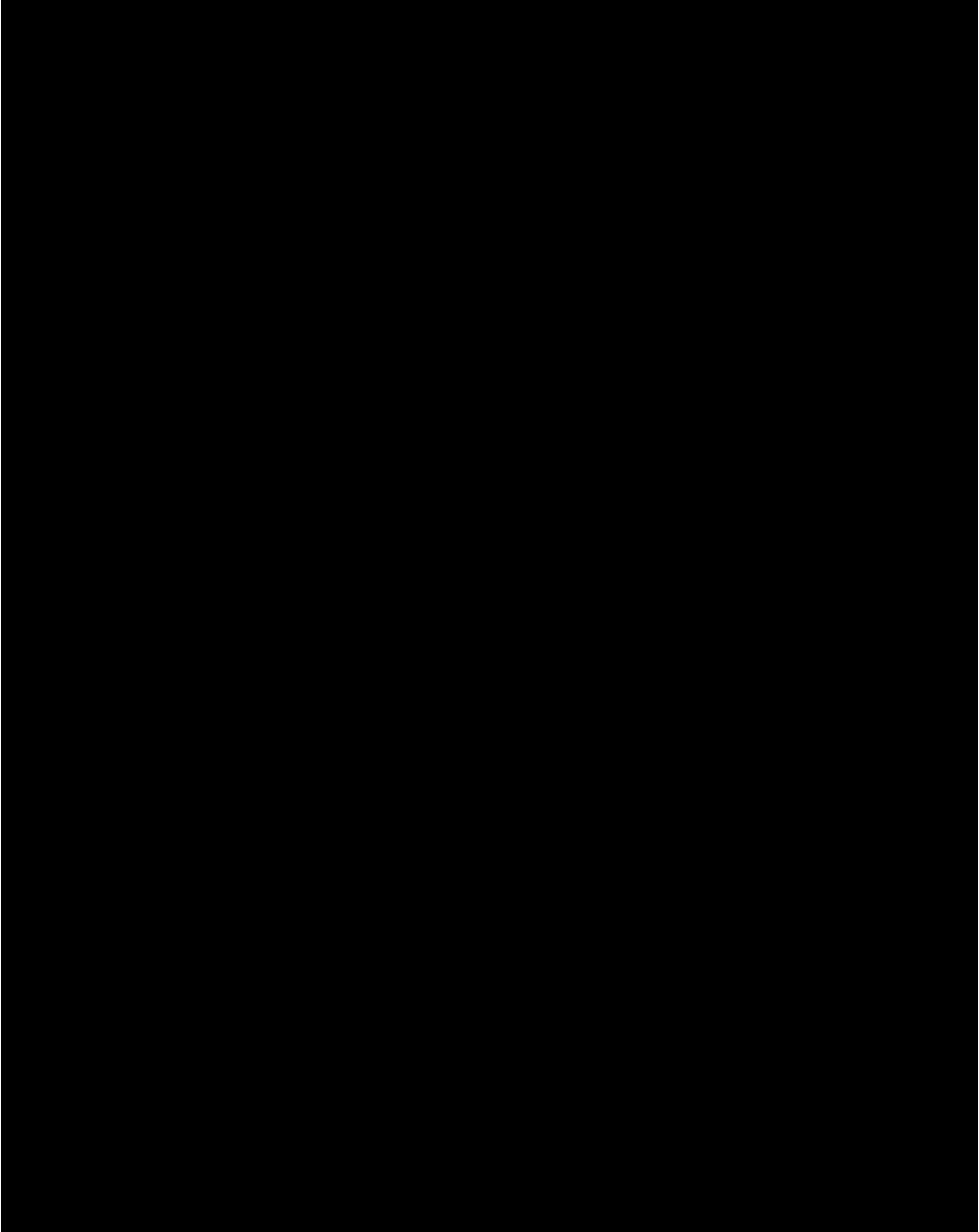
Team McKinsey

Name and McKinsey Title	Proposed Role	Expertise
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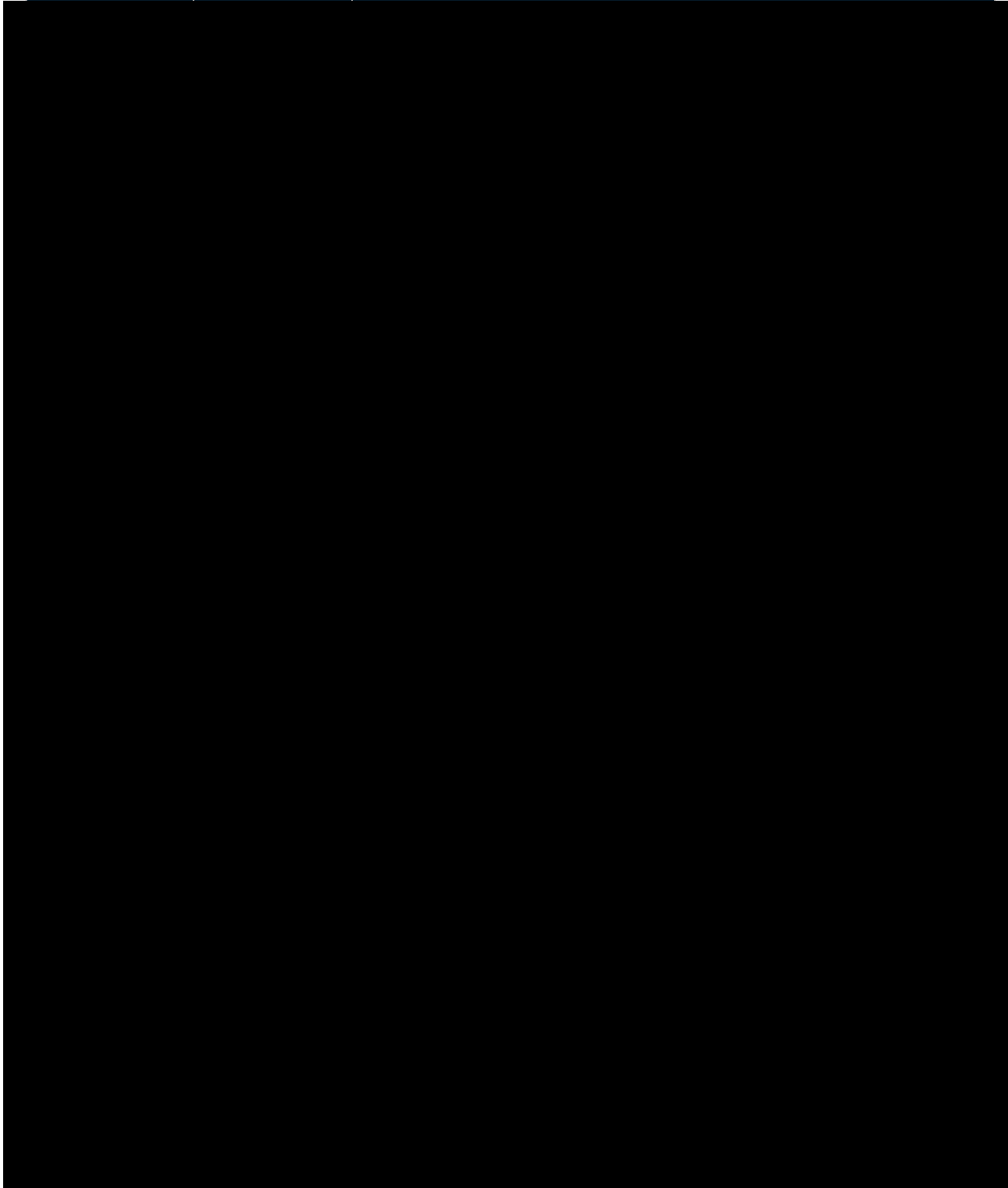


Name and McKinsey	Proposed	
		

Name and McKinsey Title	Proposed Role	Expertise
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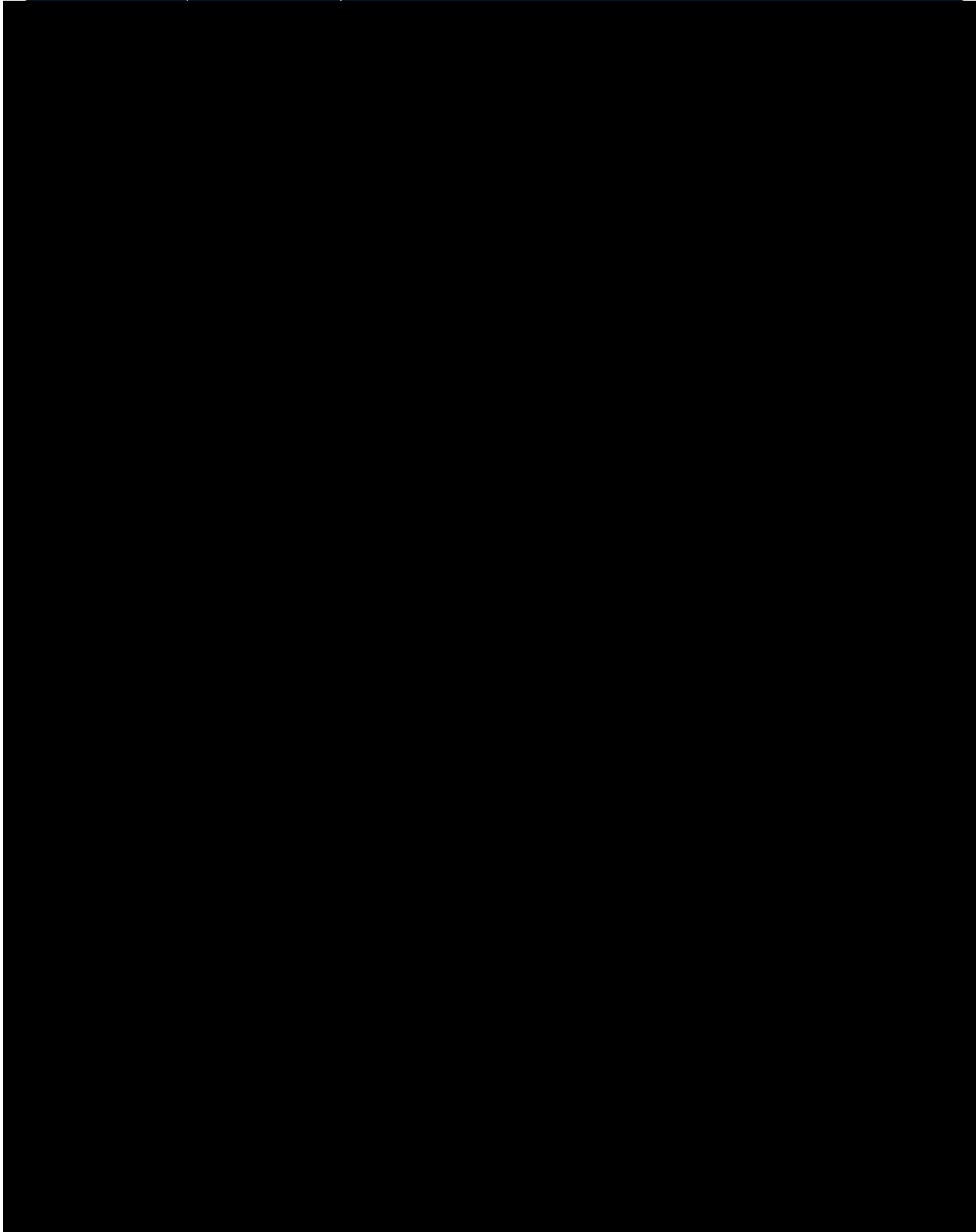


Name and McKinsey	Proposed	
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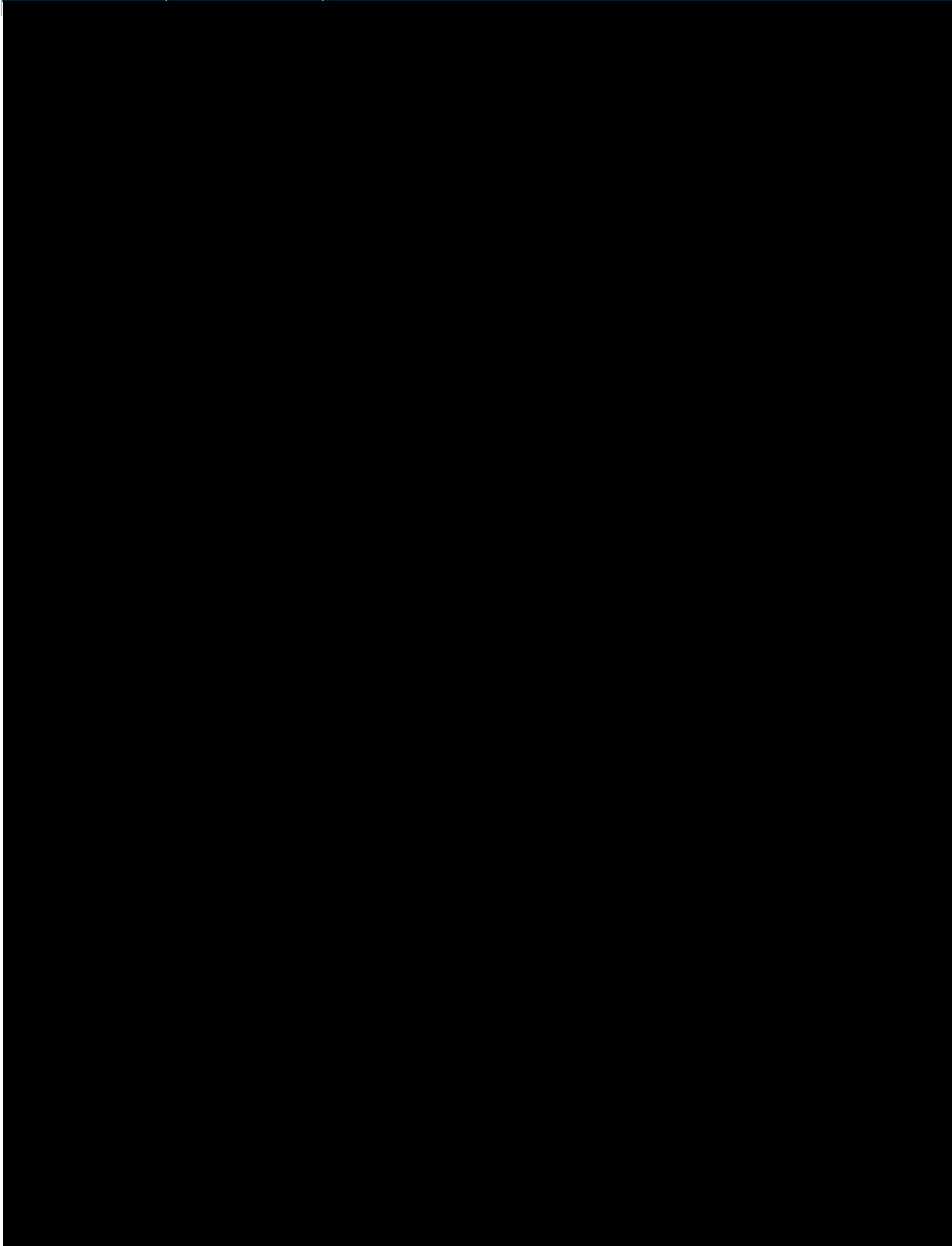


Name and McKinsey	Proposed	

Name and McKinsey	Proposed	
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Name and McKinsey Title	Proposed Role	Expertise
[Redacted content]		

Name and McKinsey	Proposed	
		

Name and McKinsey Title	Proposed Role	Expertise
[Redacted Content]		

Name and McKinsey Title	Proposed Role	Expertise
[Redacted Content]		