

National Cooperative Purchasing Alliance (NCPA)  
**Strategic Management Consulting**

**Contract # 11-30  
January 22, 2021**

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

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## 1.0 PRICING

### 1.1 Executive Summary

McKinsey & Company, Inc. Washington D.C. (McKinsey) maintains a client service approach that implies a true partnership and minimizes risk for our clients. As such, in both the public and private sectors, McKinsey works on a firm fixed-price basis, typically through its weekly team bundle rates. Weekly team bundle rates reflect the specific mix of skills, roles, and experience required for the project and are inclusive of full-time project staff; leadership and experts; research and administrative support, and travel expenses. We calculate the fixed price by aligning with clients on the team size(s) and duration needed to meet a specific scope of work, then use the weekly team bundle price, multiplied by the estimated number of weeks, to develop a firm fixed price. We also offer an array of specialized offerings, such as diagnostics, benchmarks, assessments and more, that we can pair with our weekly team bundle consulting services, where appropriate. Within that agreed total price, we commit to deliver the agreed services and deliverables – if necessary, adding resources or extending the duration of support at no additional cost to our clients – to ensure delivery of the work to which we have committed. Unlike many other consulting companies, our clients benefit from partnering with a firm willing to unilaterally assume all delivery risk associated with a firm fixed price contract.

Our approach to pricing reflects our commitment to putting clients' interests ahead of ours and bringing the best of our firm to support each engagement by providing a flexible, integrated approach to supporting clients on issues that are invariably both important and complex. It ensures that our clients receive the high-quality support they need, and that we bear the risk rather than the clients of delivering the promised results at the quoted price.

We understand that labor hour contracts can be difficult to manage and present the inherent risk of unforeseen cost overages, which is a risk the client rather than the vendor has to bear. To demonstrate our dedication to public agency success and to shift the majority of the risk away from public agencies, McKinsey proposes to perform all the work under this contract on a firm fixed price basis based on each specific scope of work. Regardless of the time, energy, or resources needed, McKinsey assures public agencies that we will do whatever it takes to make this effort a success. We will bring our global experts to bear for as much time as is necessary to overcome the challenges, at no additional cost to you. We will customize our solutions to ensure that we are providing public agencies the best of McKinsey on all tasks.

#### WHY MCKINSEY?

- Firm Fixed Pricing means McKinsey assumes risk.
- McKinsey's 'all in' bundled pricing includes:
  - High partner to consultant ratio providing each client with senior leaders who spend real time on each project to help clients avoid common pitfalls
  - "Team behind our team"-- thousands of sectoral and functional experts, support staff, and researchers on demand
  - Built-in capacity building from Day 1 to ensure public agency ownership & sustainability
  - Access to proprietary tools, data, research, and advanced analytics—without any downstream interests
  - Travel and other costs

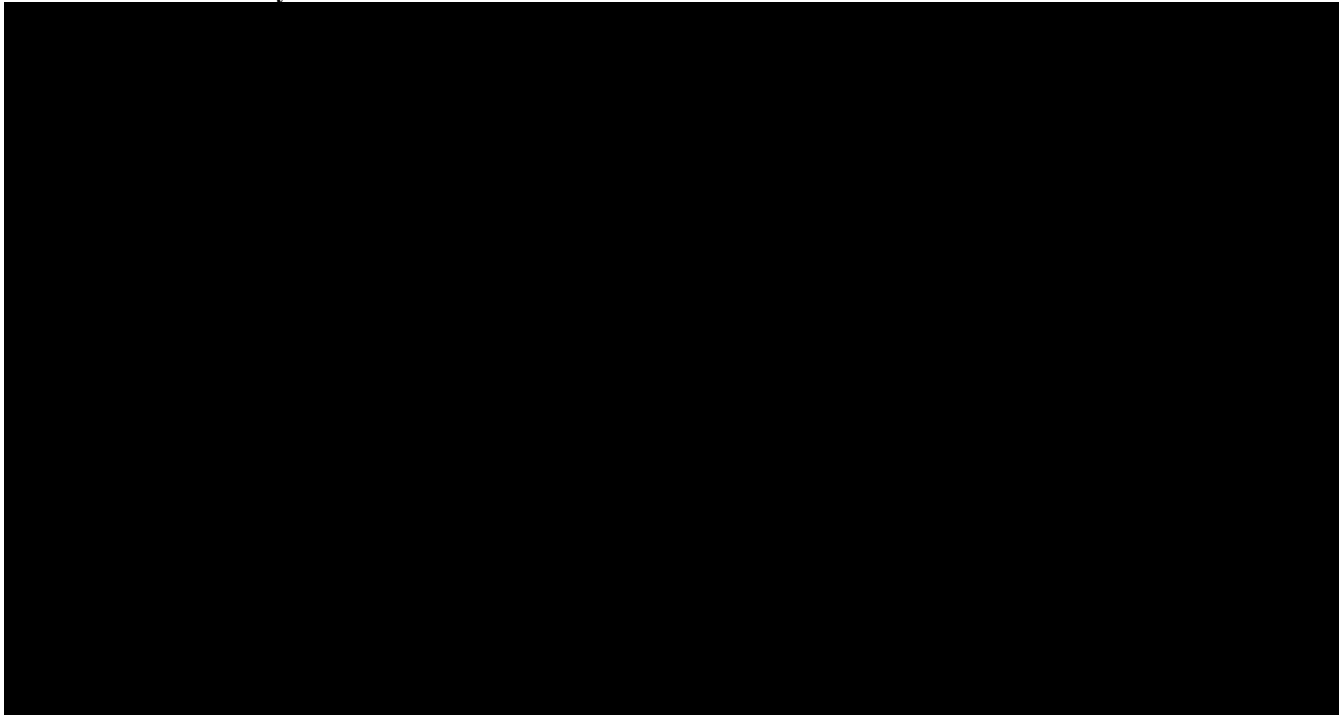
## 2.0 MCKINSEY'S TEAM-BASED CLIENT SERVICE MODEL

McKinsey prices based on team weekly prices to ensure we bring the full set capabilities of our firm to our engagements. As described in this section, each weekly team rate covers an integrated set of resources, inclusive of travel, designed to provide public agencies with executive-level advice, in-depth expertise, unparalleled quantitative and qualitative analysis, training and capability building for their own personnel, and a wide range of support services.

Every engagement is led by a partner, who provides meaningful, ongoing counseling to clients, based on their experience in having served CEOs, Departmental Secretaries and/or Deputy Secretaries, and other senior government leaders. Engagement Managers manage the rest of the team, serve as the on-site point of contact for the client, and ensure execution of the work plan. consultants perform analyses, lead client working teams, build client capabilities, and fulfill other tasks on the work plan. It is commonplace for our full-time team members to work in excess of full-time per week on their client engagement; they will spend as much time as necessary to ensure high impact and quality results for the effort.

Our integrated teams also include expert guidance and staff capacity building for public agencies. Within our 21 industry areas and 14 functional practices, we have 180 areas of specific expertise upon which our partner leads, engagement managers, or consultants draw. We also work with McKinsey's extensive network of knowledge professionals globally, who provide relevant research, analytics and expertise to support our consultants around-the-clock. Finally, our teams include support from McKinsey's communications, graphics, IT, and administrative specialists to support their work. The number of experts, knowledge professionals, data analytics specialists, and support personnel we use on any given engagement depends upon the complexity of issues involved in the work and the needs of the project. Regardless of the number of professionals whose support we draw in, we impose no additional charges to the client; full use of these resources is included in our firm fixed price.

**Exhibit 1: McKinsey team structure**



The basic building block for our pricing is this full-time team bundle. We determine the size of the team and calculate the number of weeks appropriate based on the scope of work and our best estimate of the resources needed to fulfill the objectives. Each team size has a fixed weekly price. We use the inputs of the team size, the associated weekly price, and the number of weeks to develop a firm fixed price for each engagement overall.

We work in teams to provide the most effective and efficient services possible to our clients and ensure that we bring the full set of capabilities of our firm—not just the capabilities of select individuals—to our engagements. When engaging our services, our client not only receives the dedicated support of a full-time team, but also accesses, inclusive in our total price:

- Ongoing and intensive leadership and direction from our partners, who are our senior-most leaders and regular advisors to government executives and CEOs. This core set of leaders on an engagement is responsible for the successful delivery of services. Our partners work directly with the full-time team through problem solving sessions, document reviews, and impromptu check-ins
- Expert advice on any industry, functional topic, or sector (public, private, social) from additional partners and several thousand knowledge professionals within the firm
- Proprietary McKinsey knowledge from a repository of thousands of documents based on years of our firm's investment in new knowledge and solutions
- A highly trained research team with hubs around the globe, enabling us to perform research around-the-clock.
- A team of communications, graphics, IT, and administrative specialists who support engagements across industries, functions, and sectors.

We provide these resources at whatever level is necessary to fulfill the demands of the project. These services often account for several additional full-time equivalents (FTEs) per week of support, depending on the needs of the project. It is through this combination of team expertise and access to McKinsey's worldwide network of professionals that we deliver the maximum value to all our clients.

## 2.1 McKinsey's Team Structure

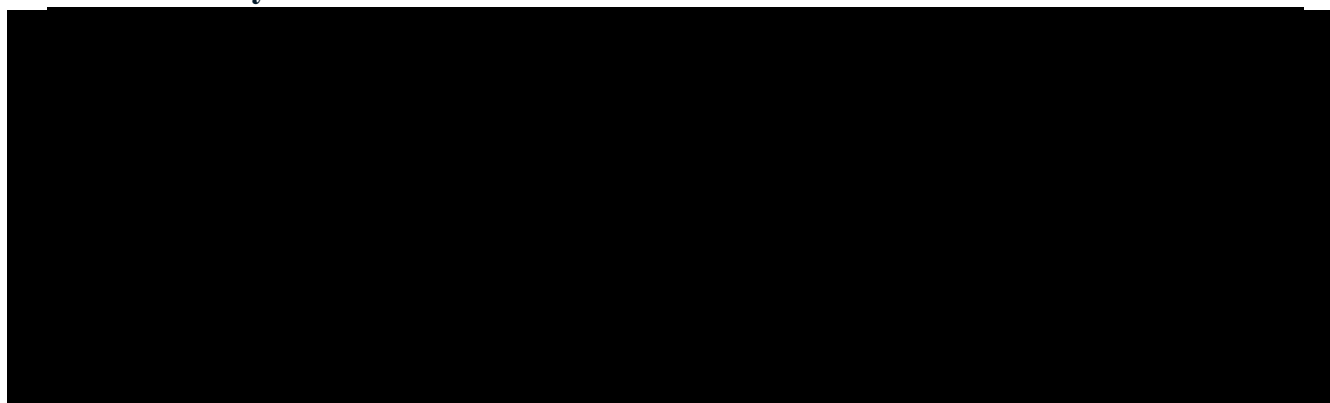


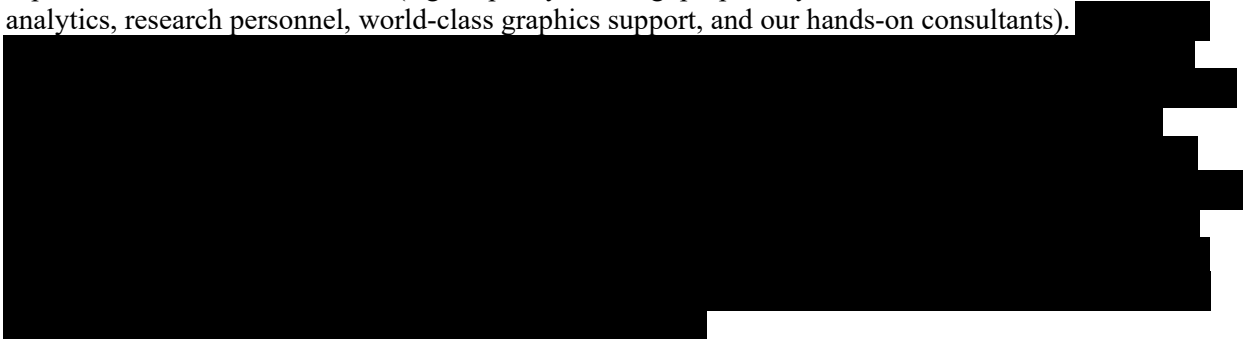
Exhibit 2: McKinsey's client service model

| McKinsey Team | Full-time Dedicated Consultant Team                      | Part-time Leadership Team and Additional Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Team A        | Engagement Manager (Working Team Lead) and 1 Consultant  | <ul style="list-style-type: none"> <li>• <b>Committed leadership</b> by 2-3 McKinsey Associate Partners/Partners/Senior Partners who are accountable for delivery, actively manage the engagement, and lead problem solving with the team</li> <li>• <b>Content experts</b> who bring expertise and experience on industry and functional topics</li> <li>• <b>Proprietary knowledge and tools</b> that help our clients solve problems more efficiently and effectively</li> <li>• Support for new solutions and advanced analytic techniques</li> <li>• <b>Research team</b> that is available around-the-clock to answer clients' questions about issues such as best practices or important trends</li> <li>• Graphic design team</li> </ul> |
| Team B        | Engagement Manager (Working Team Lead) and 2 Consultants |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Team C        | Engagement Manager (Working Team Lead) and 3 Consultants |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Team D        | Engagement Manager (Working Team Lead) and 4 Consultants |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| McKinsey Team         | Full-time Dedicated Consultant Team                                                                                                                                         | Part-time Leadership Team and Additional Resources                                                                                                                                                                                                                                                                                                     |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Team E                | 1 Consultant                                                                                                                                                                | <ul style="list-style-type: none"><li>• <b>Committed leadership</b> by one McKinsey Associate Partner/Partner/Senior Partner</li><li>• Content Experts</li><li>• Proprietary knowledge and tools</li><li>• Support for new solutions and advanced analytic techniques</li><li>• Around-the-clock research team</li><li>• Graphic design team</li></ul> |
| Leadership Counseling | Committed leadership by one McKinsey Associate Partner/Partner/Senior Partner (part-time)                                                                                   | <ul style="list-style-type: none"><li>• McKinsey Content Experts</li><li>• Proprietary knowledge and tools</li><li>• Support for new solutions and advanced analytic techniques</li><li>• Around-the-clock research team</li></ul>                                                                                                                     |
| Management Workshop   | One-day event led by two Consultants who meet with a group of clients (4-40) to help them address a top management issue, understand industry trends, or build their skills | <ul style="list-style-type: none"><li>• <b>Material preparation</b>, such as data analysis, interview summaries, market intelligence, best practices, and management options, to help ensure that the workshop is content-rich and fact-based</li></ul>                                                                                                |

### 3.0 MCKINSEY'S BEST VALUE PRICING APPROACH

We recognize and respect the fact that public agencies will assess the price realism and reasonableness of our proposal. In the spirit of collaboration and partnership, we respectfully submit here our rationale for each factor. Additionally, given the high level of expertise and skills needed for this effort, our pricing offer may represent a price premium. Our consulting model brings together a number of different capabilities into a seamless offer (e.g., capacity building, proprietary research and tools, advanced analytics, research personnel, world-class graphics support, and our hands-on consultants).



### 3.1 Price Realism and Reasonableness

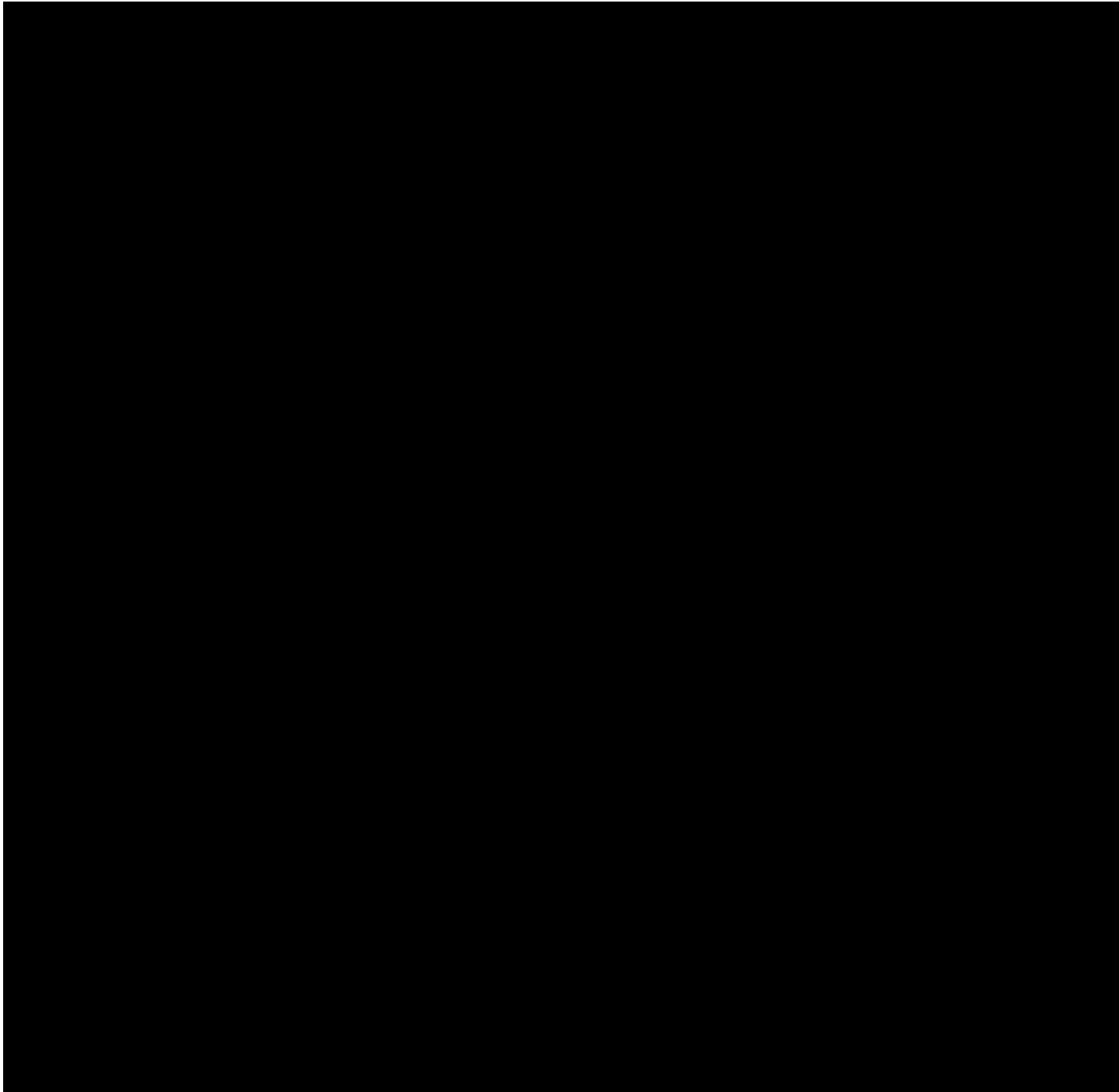




### 3.2 Best Value Proposition

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We strongly believe our offer presents Best Value to public agencies, and we outline our rationale in this section. Given the high level of expertise and skills needed for a particular effort, our pricing offer may represent a price premium. However, a price premium may be warranted for specific scopes of work for the following reasons:



## 4.0 DISCOUNTING & ALTERNATE PRICING MODELS

McKinsey would be excited to work with public agencies to evaluate best possible pricing scenarios at the task order level, based on the specific scope of work. We are confident in our ability to ensure public agencies achieve distinctive, lasting, and substantial improvements in their performance and to help public agencies succeed in delivering on their mission objectives. We have deployed innovative pricing models such as outcomes-based pricing, to significantly improve outcomes in a number of public sector institutions. Most of these examples involve public sector entities looking to reduce spend – while also delivering improved service outcomes – and managing concerns about investing in consulting support. Some of these examples include:

If public agencies are interested in this approach, we are willing to develop a pricing model with fees tied to success defined as sustainable impact delivered. Some of these examples include (not exhaustive but illustrative):

## 5.0 MASTER AGREEMENT PRICE QUOTATIONS

In this section, we outline McKinsey's Master Agreement Price Quotations for our weekly team bundle rates, as well as specialized offerings. This array of specialized offerings, such as diagnostics, benchmarks, assessments and more, can be paired with our weekly team bundle consulting services, where appropriate.

Price quotations for specialized offerings do not include consulting services except as otherwise identified. Consulting services for the offering will be priced in accordance with the weekly team bundle rates as may be required for the specific agreed upon scope with the client.

### 5.1 Master Agreement Price Quotation for Weekly Team Bundle Rates

One important consideration in viewing McKinsey's commercial weekly team bundle rates is our operational tempo and ability to achieve results. Our clients find that our high level of partner and expert-level participation and client services structure enable us to achieve results faster than other advisory

firms in the market (less time for required deliverables) and it allows us to get it right the first-time. This is a critical point; when we are hired to perform requirements and achieve deliverables, we do not require more funds to be contracted months after award in order to achieve the results we committed to generating for our clients.

McKinsey's proposed commercial weekly team bundles rates for the master agreement are provided in **Exhibit 4** for all purchase orders under the master agreement.

**Exhibit 4: McKinsey team bundle rates**

| Service Name                  | Service Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Year 1 NCPA Pricelist (inclusive of NCPA admin fee)* |
|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
| <b>Leadership/ Counseling</b> | <b>Leadership counseling integrates five distinctive capabilities into a seamless offering:</b> <ul style="list-style-type: none"> <li>Committed leadership by one McKinsey Associate Partner/Partner/Senior Partner (part-time), who is accountable for delivery and actively manages the engagement</li> <li>Subject matter experts (SMEs) and extended leadership (part-time), who bring world-class expertise and experience on relevant industry and functional topics</li> <li>Proprietary knowledge and tools that help our clients solve problems more efficiently and effectively</li> <li>Support for new solutions and advanced analytic techniques</li> <li>A research team that is available around-the-clock to answer clients' questions about issues such as best practices or important trends</li> </ul> | \$45,900/week                                        |
| <b>Management Workshop</b>    | <b>Management workshop includes:</b> <ul style="list-style-type: none"> <li>A Management Workshop is a one-day event led by two consultants, who meet with a group of clients to help them address a top management issue, understand industry trends, or build their skills. The consultants prepare materials, such as data analysis, interview summaries, market intelligence, best practices, and management options, to help ensure that the workshop is content-rich and fact-based. A Management Workshop includes a minimum of 4 and a maximum of 40 clients</li> </ul>                                                                                                                                                                                                                                            | \$56,100/workshop                                    |
| <b>Team A</b>                 | <b>Team A integrates seven distinctive capabilities into a seamless offering:</b> <ul style="list-style-type: none"> <li>Committed leadership by 2-3 McKinsey Associate Partners/Partners/Senior Partners (part-time), who are accountable for delivery, actively manage the engagement, and lead problem solving with the team</li> <li>A full-time team of one Engagement Manager and one Consultant, who lead the day-to-day work (e.g., interviews and data collection, analysis, problem solving, communications). The full-time team draws upon the following resources, capabilities, and expertise as much as needed to deliver superior results to the client</li> </ul>                                                                                                                                          | \$168,300/week                                       |

| Service Name  | Service Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Year 1 NCPA Pricelist (inclusive of NCPA admin fee)* |
|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
|               | <ul style="list-style-type: none"> <li>• Subject matter experts (SMEs) and extended leadership (part-time), who bring world-class expertise and experience on relevant industry and functional topics</li> <li>• Proprietary knowledge and tools that help our clients solve problems more efficiently and effectively</li> <li>• Support for new solutions and advanced analytic techniques</li> <li>• A research team that is available around-the-clock to answer clients' questions about issues such as best practices or important trends</li> <li>• World-class graphics support</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                      |
| <b>Team B</b> | <p><b>Team B integrates seven distinctive capabilities into a seamless offering:</b></p> <ul style="list-style-type: none"> <li>• Committed leadership by 2-3 McKinsey Associate Partners/Partners/Senior Partners (part-time), who are accountable for delivery, actively manage the engagement, and lead problem solving with the team</li> <li>• A full-time team of one Engagement Manager and two Consultants, who lead the day- to-day work (e.g., interviews and data collection, analysis, problem solving, communications). The full-time team draws upon the following resources, capabilities, and expertise as much as needed to deliver superior results to the client</li> <li>• Subject matter experts (SMEs) and extended leadership (part-time), who bring world-class expertise and experience on relevant industry and functional topics</li> <li>• Proprietary knowledge and tools that help our clients solve problems more efficiently and effectively</li> <li>• Support for new solutions and advanced analytic techniques</li> <li>• A research team that is available around-the-clock to answer clients' questions about issues such as best practices or important trends</li> <li>• World-class graphics support</li> </ul> | \$204,000/week                                       |
| <b>Team C</b> | <p><b>Team C integrates seven distinctive capabilities into a seamless offering:</b></p> <ul style="list-style-type: none"> <li>• Committed leadership by 2-3 McKinsey Associate Partners/Partners/Senior Partners (part-time), who are accountable for delivery, actively manage the engagement, and lead problem solving with the team</li> <li>• A full-time team of one Engagement Manager and three Consultants, who lead the day-to-day work (e.g., interviews and data collection, analysis, problem solving, communications). The full-time team draws upon the</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | \$244,800/week                                       |

| Service Name  | Service Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Year 1 NCPA Pricelist (inclusive of NCPA admin fee)* |
|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
|               | <p>following resources, capabilities, and expertise as much as needed to deliver superior results to the client</p> <ul style="list-style-type: none"> <li>• Subject matter experts (SMEs) and extended leadership (part-time), who bring world-class expertise and experience on relevant industry and functional topics</li> <li>• Proprietary knowledge and tools that help our clients solve problems more efficiently and effectively</li> <li>• Support for new solutions and advanced analytic techniques</li> <li>• A research team that is available around-the-clock to answer clients' questions about issues such as best practices or important trends</li> <li>• World-class graphics support</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                      |
| <b>Team D</b> | <p><b>Team D integrates seven distinctive capabilities into a seamless offering:</b></p> <ul style="list-style-type: none"> <li>• Committed leadership by 2-3 McKinsey Associate Partners/Partners/Senior Partners (part-time), who are accountable for delivery, actively manage the engagement, and lead problem solving with the team.</li> <li>• A full-time team of one Engagement Manager and four Consultants, who lead the day-to-day work (e.g., interviews and data collection, analysis, problem solving, communications). The full-time team draws upon the following resources, capabilities, and expertise as much as needed to deliver superior results to the client</li> <li>• Content experts (part-time), who bring world-class expertise and experience on relevant industry and functional topics</li> <li>• Proprietary knowledge and tools that help our clients solve problems more efficiently and effectively</li> <li>• Support for new solutions and advanced analytic techniques</li> <li>• A research team that is available around-the-clock to answer clients' questions about issues such as best practices or important trends</li> <li>• World-class graphics support</li> </ul> | \$265,200/week                                       |
| <b>Team E</b> | <p><b>Team E integrates seven distinctive capabilities into a seamless offering:</b></p> <ul style="list-style-type: none"> <li>• Committed leadership by one McKinsey Associate Partner/Partner/Senior Partner (part-time), who is accountable for delivery, actively manages the engagement, and leads problem solving with the team</li> <li>• A full-time Consultant, who leads the day-to-day work (e.g., interviews and data collection, analysis, problem solving, communications). The full-time Consultant draws upon the following resources, capabilities, and expertise as much as needed to deliver superior results to the client.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | \$71,400/week                                        |

| Service Name | Service Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Year 1 NCPA Pricelist (inclusive of NCPA admin fee)* |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|
|              | <ul style="list-style-type: none"><li>• Subject matter experts (SMEs) and extended leadership (part-time), who bring world-class expertise and experience on relevant industry and functional topics</li><li>• Proprietary knowledge and tools that help our clients solve problems more efficiently and effectively</li><li>• Support for new solutions and advanced analytic techniques</li><li>• A research team that is available around-the-clock to answer clients' questions about issues such as best practices or important trends</li><li>• World-class graphics support</li></ul> |                                                      |

*\*Weekly rate includes the specific mix of skills, roles, and experience required for the project and is inclusive of full-time project staff; leadership and experts; analytics, tools & research; administrative and graphics support, travel expenses, other costs, and NCPA administration fee.*

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## 5.19 Validity

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Pricing provided will remain valid for 120 days following proposal submission.

## 5.20 Assumptions

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McKinsey's approach and corresponding price proposal are based on the following assumptions.

- Price Quotations for Specialized Offerings do not include consulting services except as otherwise identified. Consulting services for the offering will be priced in accordance with the weekly team bundle rates as may be required for the specific agreed upon scope with the client.
- If McKinsey's Specialized Offerings are to be provided to public agencies, McKinsey assumes that the public agency will enter into reasonable negotiations for a commercial license ("Solutions Agreement") permitting the public agency to use the services and tools that constitute McKinsey's background intellectual property in the Specialized Offerings.
- McKinsey's commercial rates escalate in January of each calendar year. McKinsey anticipates a 3.75% escalation to each bundle in each year. In the event that McKinsey's commercial rates escalate at a different rate, McKinsey's commercial weekly team bundle rates for the master agreement will escalate commensurately.
- McKinsey's work for Region 14 ESC's participants is confidential and intended for participant's internal use only. In order to promote true neutrality on issues, provide an environment for uncensored guidance for our clients, ensure compliance with our contract confidentiality requirements, and better empower our clients, McKinsey does not advocate, present findings, or consent to public references in any public meeting, writing, or other public forum. Consistent with this, McKinsey does not make public client names, client materials, or reports prepared for clients without their prior written permission. In consideration for its services, Region 14 ESC and its participants agree not to use McKinsey's name or refer to McKinsey's work outside its organization without McKinsey's prior written permission. Region 14 ESC and its participants also understand that McKinsey will not advocate, present findings, or speak on Region 14 ESC or its participant's behalf in any public forum without specific written authorization and agreement.