



New Jersey Economic Development Authority

Economic Development Strategic Planning Consulting Services for the State of New Jersey

Price Proposal

RFQ # 2018-GSA-RFQ 080

Due: July 9, 2018, 2:00 p.m. EDT

Submitted to:
**New Jersey Economic Development
Authority**
Internal Process Management-Procurement
36 West State Street
P.O. Box 990
Trenton, NJ 08625-0990

Submitted by:
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1.0 BEST VALUE APPROACH TO PRICING

McKinsey maintains a client service approach that requires a true partnership and minimizes risk for our clients. As such, in both the public and private sectors, McKinsey works exclusively on a firm fixed-price basis, utilizing its Weekly Team Bundle rates.

McKinsey provides services only on a firm fixed price basis, and charges fixed prices in exchange for the completion of tasks or Deliverables. McKinsey assumes that if selected for this contract, McKinsey will perform services for any EDA project on a firm fixed price basis, and all associated payments by EDA would be on a firm fixed price basis. We believe that our approach of agreeing on a firm fixed price for a set of Services and Deliverables successfully supports greater impact while significantly lessening the risk to EDA. In our view, it is a 'value based' rather than 'fee for service' approach.

McKinsey's 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. Within that agreed total price, we commit to provide the agreed 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 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 EDA success and to shift the majority of the risk away from EDA, McKinsey proposes to perform all the work under

WHY MCKINSEY?

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

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 EDA that we will do whatever it takes to make this effort a success. We will bring all of 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 EDA the best of McKinsey on all tasks.

1.1 McKinsey's Best Value Proposition

We recognize and respect the fact that EDA will assess the price realism and reasonableness of our proposal. In the spirit of collaboration and partnership, we respectfully submit 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. As a reminder, as presented in **Section 2**, 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 all of our hands-on consultants). This means that dividing the total cost by the approximate number of consultant hours results in a high *apparent* cost per hour. However, we believe the reality is that each McKinsey "hour worked" is far more efficient and effective than other vendors. For example, in 60 minutes one of our consultants could benchmark budget processes and performance against the performance of other academic institutions. Other firms would likely require *weeks* of effort to interview these, assemble the right data, and create the benchmarks. Thus, while rates may appear higher, our pricing is typically very competitive with other firms. We strongly believe our offer presents Best Value to EDA, and we outline our rationale in this section.

We strongly believe our offer presents Best Value to EDA, and we outline our rationale in this section. Given the high level of expertise and skills needed for this effort, our pricing offer may represent a price premium. However, a price premium is warranted on this program for the following reasons:

1. **The nature of this program presents a large 'value at stake', along with a high degree of complexity, and the combination of these factors justifies the use of high value consulting.** Below we discuss the components of both factors, and offer an assessment of where the Economic Development Strategic Planning Consulting Services effort rates on each dimension.

Value at stake is defined along three dimensions:

- a) **Scale of opportunity.** Getting this economic development strategic planning effort right could generate more than \$100 billion in incremental annual GDP and more than 200,000 jobs for the State of New Jersey over the next decade. **Assessment: High**
- b) **Impact on the successful delivery of an organization's priority objectives.** This strategic planning effort is landing at a unique point at time with a new administration and a critical window to point the economy in the right direction by the end of 2018 and early 2019. **Assessment: High**

- c) **Risks to successful implementation.** The complexities of implementation are so high that it is critical to have a partner that understands the key sectors and enablers in the state's economy and the key stakeholders in Trenton and beyond. Failure to get up to speed quickly and understand the stakeholder environment could put implementation of the plan at grave risk. Is this a low/medium high risk opportunity? **Assessment: High**

Complexity addresses the following dimensions:

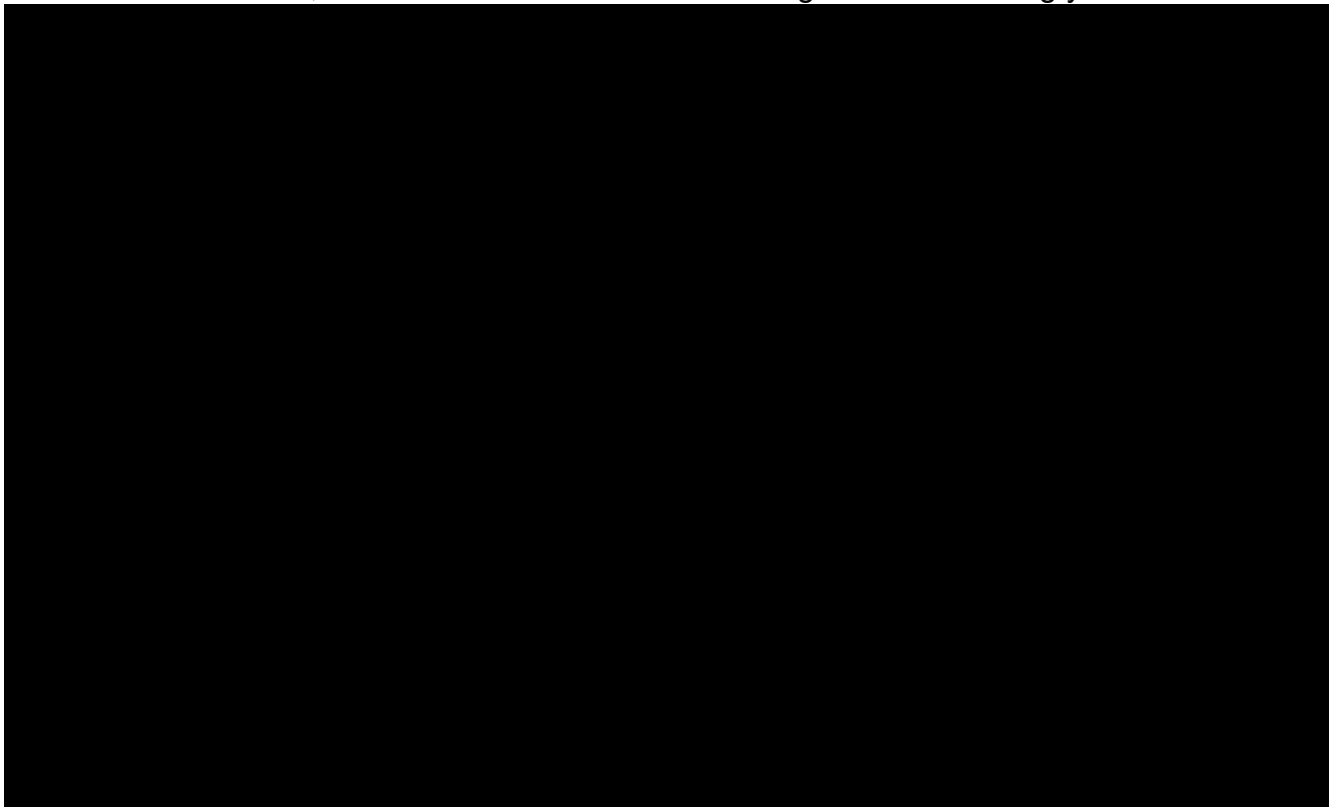
- a) **Technical complexity.** The technical complexity of this effort is significant—cutting across more than a dozen industry sectors, the entire education and workforce system, the entire infrastructure system, and hundreds of stakeholders. **Assessment: High**
- b) **Issues, and requisite expertise, that are not present as a part of day-to-day business or recurrent needs.** Given the volume of business-as-usual priorities faced by NJEDA staff, it is critical to have an outside partner that can bring complementary expertise and offer leverage to NJEDA staff, while also working closely with NJEDA staff to formulate solutions and develop a plan and a process to advance the plan that will live on long after the external partner leaves. **Assessment: Medium**
- c) **Issues that span multiple disciplines.** The functional range of this effort is one of the broadest attempted by a state. It is therefore critical to enlist a partner that is not just deep on one of the four major areas (economic development strategy, incentives strategy, clean energy finance, and foreign direct investment/international trade), but rather brings deep and broad expertise across all four. **Assessment: High**
- d) **Multiple stakeholders, often at senior levels.** It is critical to get stakeholder interaction right in order to build the best input and buy-in from the wide and varied range of actors across government, non-profits, and the private sector. This requires a partner with credibility and direct and recent experience with the range of key stakeholders in the State's economy. **Assessment: High**

As discussed above, the Economic Development Strategic Planning Consulting Services effort with EDA is assessed "High" for both the value at stake and complexity ratings. As depicted in framework in **Exhibit 1**, this combination requires high-value consulting services.

2. **EDA receives the benefit of consultants that have both private and public sector shared services experience.** McKinsey operates as "One Firm", allowing us to seamlessly provide resources from across our organization. In addition, many of our resources, including our leadership team, have both public and private sector expertise as individuals who have worked seamlessly across these sectors. In contrast, many consulting firms who serve the Government create special Federal units, which prevent cross-pollination of expertise (e.g., federal consultants gaining private sector expertise and vice-versa). When private sector expertise is needed on a federal engagement, the different cost (and compensation) structures

of these units present an internal structural barrier, preventing these firms from effectively deploying private sector expertise.

3. **Our partners spend real time on engagements, and are active problem-solvers, not administrators.** Some other firms that serve the Government have partner: associate ratios that range from 1:50-1:200+. Other firms may bring in senior resources (e.g., partners or retired senior government executives) only after something has gone wrong, or the engagement is deemed off-track. Our modus operandi is different. At McKinsey, the partner: associate ratio is [REDACTED]. Simply stated, this different level of senior management consulting yields different results.



1.2 Price Realism

Based on thousands of client engagements, McKinsey has developed rigorous methodologies, tools and frameworks, along with the expertise to calibrate the level of effort (and corresponding price) for this effort. We have analyzed the contract requirements, and have thoughtfully applied our unique methods of performance and tools to this effort. We are confident we can successfully perform the work needed to address the objectives of EDA at our proposed price. Based on our Firm Fixed-Price approach, the risk of performance is entirely transferred to McKinsey.

1.3 Price Reasonableness

McKinsey has served 89 of the Fortune 100, ~80% of US Cabinet agencies, and over 25 States and State agencies, across the country using these same pricing methods. Our client service model enables us to provide the best value to our clients, including to EDA. Regardless of the time, energy, or resources required, we commit that we will do whatever it takes to make this effort a success at the price we propose in this quote.

2.0 MCKINSEY'S CLIENT SERVICE MODEL

McKinsey works and prices on the basis of weekly team models to ensure we bring the full set capabilities of the Firm—and not just the capabilities of select individuals—to our engagements. As described above and below, each weekly team rate covers an integrated set of resources, inclusive of travel, designed to provide EDA 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. Associates 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 EDA. Within our industry areas and functional practices, we have areas of specific expertise upon which our partner leads, engagement managers, or associates draw. We also work with McKinsey's 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 2 illustrates our 'all in' weekly team bundle that underpins our client service model, which includes leadership, the full-time task team, senior experts, capacity building, research, support, knowledge, tools, and advanced analytics that we make available to our clients and is inclusive of travel and other costs.

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 the team will work 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.

2.1 McKinsey's Team Structure

Although our full-time team is only one component of our client service, it is often the most visible to our client since our full-time team members typically work on site with clients. Our full-time team members are also usually responsible for drawing in the expert support, proprietary knowledge, and other resources described above, which increase the number of FTEs depicted in the team description supporting the engagement. We vary the size of these full-time teams based on our clients' needs during an engagement. We staff engagement managers and associates to our full-time teams. As stated earlier, the Engagement Manager leads the full-time team day-to-day and serves as on-site point of contact for the client while our Associates typically perform analysis, lead client teams, and work with the Engagement Manager to carry out the work plan. Error! Reference source not found. illustrates our weekly team bundles that underpin our client service model, which includes both the full-time team options and the additional resources that we make available to our clients.

3.0 MCKINSEY'S FEE SCHEDULE

4.0 PRICE ESCALATIONS FOR MCKINSEY FOR POTENTIAL GSA-RFQ 080 CONTRACT EXTENSION

The proposed rates are applicable for 2018-19. McKinsey anticipates that its 2020 rates will escalate [REDACTED] and each [REDACTED] thereafter (**Exhibit 4**). McKinsey will notify EDA of any escalations and updated rates.

Exhibit 4: McKinsey's Escalation Costs. *McKinsey's weekly Team Bundles are escalated by 3.75% in accordance with our established GSA escalation rate.*

McKinsey Team	Base Period Rates	Option Year 1 Rates	Option Year 2 Rates	Option Year 3 Rates
Team A	\$81,375.00	\$84,426.56	\$87,592.56	\$90,877.28
Team B	\$99,750.00	\$103,490.63	\$107,371.52	\$111,397.96
Team E	\$34,125.00	\$35,404.69	\$36,732.36	\$38,109.83

5.0 MCKINSEY'S PROPOSED TEAM

In accordance with the requirements of RFQ Section 6.7.2, Proposer's Fee Schedule and the instructions contained within Fee Schedule A, **Exhibit 5** outlines the estimated hours that individuals may work in any given week. The hours provided herein are estimates only and provided for solely evaluation purposes and in strict compliance with the solicitation.

As discussed in the preceding sections, McKinsey does not conduct any of its business on an hourly basis and McKinsey's team bundles are based on the size of team provided, rather than the hours an individual may work. Typically, McKinsey's full-time dedicated team work more than 60 hours a week and their time is supplemented with significant support from leadership, subject matter experts, research and other specialized support teams. We provide these resources at whatever level is necessary to fulfill the demands of the project. In all, these services typically 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.

[REDACTED]

Role	Name	Estimated Hours
Phase I – Section 2 (Team B)		
	Steve Van Kuiken	
	Mike Kerlin	
	Tyler Duvall	
	Sarah Tucker-Ray	
	Sree Ramaswamy	
	JP Julien	
	Christian Gonzales	
	Marcel Bock	
	Additional incentive program experts and economists	
Phase II – Section 3 (Team A)		
	Steve Van Kuiken	
	Mike Kerlin	
	Tyler Duvall	
	Sarah Tucker-Ray	
	Aaron Bielenberg	
	JP Julien	
	TBD upon award	
	Additional clean energy finance experts	
Phase II – Section 3 (Team E)		
	Steve Van Kuiken	
	Mike Kerlin	
	Tyler Duvall	
	Sarah Tucker-Ray	
	Aaron Bielenberg	
	JP Julien	
	Additional clean energy finance experts	
Phase II – Section 4 (Team A)		
	Steve Van Kuiken	
	Mike Kerlin	
	Tyler Duvall	
	Sarah Tucker-Ray	
	Sree Ramaswamy	
	JP Julien	
	Christian Gonzales	
	Designated country experts either on-site in potential priority countries or bringing deep expertise in those countries	

Role	Name	Estimated Hours
Phase II – Section 4 (Team E)		
	Steve Van Kuiken	
	Mike Kerlin	
	Tyler Duvall	
	Sarah Tucker-Ray	
	Sree Ramaswamy	
	JP Julien	
	Designated country experts either on-site in potential priority countries or bringing deep expertise in those countries	

*** Others:** In addition to the full-time resources and leadership, team bundles include significant time from support members, subject matter experts, senior advisors, and research teams. The time dedicated by these resources on any given engagement depends upon the complexity of issues involved in the work and the needs of the project and typically equates to several additional FTEs per week of support.



NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY

2018 - GSA-RFQ 080

REVISED: 6/22/18 -Per Memorandum #2 (FINAL)

ECONOMIC DEVELOPMENT STRATEGIC PLANNING CONSULTING SERVICES FOR THE STATE OF NEW JERSEY

FEE SCHEDULE A

TEAM/WEEKLY PRICING PER GSA SCHEDULE - SIN 874-1

INSTRUCTIONS TO PROPOSERS:

The Proposer shall provide pricing and information, requested below for PHASE I, SECTIONS 1 & 2 and PHASE II, SECTIONS 3 & 4

Proposers cannot modify or change the Fee Schedule in any way.

Failure to complete the Fee Schedule, as required could result in the rejection of the proposal.

PROPOSERS PRICING MUST BE IN ACCORDANCE WITH THEIR GSA SCHEDULE - SIN 874-1, "CEILING" PRICING. SEE RFQ SECTIONS 4.4.1.4 FEE SCHEDULE/PRICING; 4.4.5 FEE SCHEDULE AND 6.7.2 PROPOSER'S FEE SCHEDULE.

A	B	C	D	E	F	G	H
PHASE & SECTION Per RFQ-SECTION 3.0 Scope of Work	INDICATE TEAM BEING UTILIZED, PER GSA SIN 874-1	INDICATE ONE (1) WEEKLY "CEILING" COST FOR INDICATED TEAM, per GSA- SIN 874-1	INDICATE "LOWER" WEEKLY COST FOR INDICATED TEAM	INDICATE TOTAL NUMBER OF HOURS/WEEK FOR TEAM COST PROVIDED	INDICATE TOTAL NUMBER OF BUSINESS WEEKS REQUIRED FOR EACH TEAM FOR EACH PHASE/SECTION	TOTAL TEAM COST FOR EACH PHASE/SECTION (NOTE: If offering a "LOWER" Weekly Rate, Column D, use this cost for the TOTAL COST CALCULATION)	REQUIRED ATTACHMENTS TO FEE SCHEDULE A-TEAM/WEEKLY
PHASE I - SECTION 1 (Completion 1-3 months)	Team B	\$172,608	\$99,750	300-410	7	\$698,250.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK, "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
PHASE I - SECTION 2 (Completion 1-3 months)	Team B	\$172,608	\$99,750	315-430	7	\$698,250.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK, "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
PHASE II - SECTION 3 (Completion 4-6 months)	Team A	\$137,192	\$81,375	255-350	2	\$162,750.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK, "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
PHASE II - SECTION 3 (Completion 4-6 months)	Team E	\$58,408	\$34,125	195-270	4	\$136,500.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK, "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
PHASE II - SECTION 4 (Completion 4-6 months)	Team A	\$137,192	\$81,375	255-350	2	\$162,750.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK, "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)

PHASE II - SECTION 4 (Completion 4-6 months)	Team E	\$58,408	\$34,125	195-270	4	\$136,500.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK, "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
GRAND TEAM/WEEKLY TOTAL FOR ALL PHASES/SECTIONS						\$1,995,000.00	
POTENTIAL CONTRACT EXTENSION - ESCALATION COSTS, PER SECTION 4.4.5 FEE SCHEDULE & 5.2 CONTRACT TERM & EXTENSION							
<p>THE RFQ ALLOWS FOR POTENTIAL PRICE ESCALATIONS IN THE THREE (3), ONE (1) YEAR CONTRACT EXTENSION OPTIONS, IF EXERCISED BY THE AUTHORITY. PROPOSER'S ARE TO INDICATE IN THE BOX BELOW, IF THEY ARE PROVIDING A PRICE ESCALATION AND ATTACH A SEPARATE PRICE ESCALATION SHEET TITLED: PRICE ESCALATIONS FOR (COMPANY NAME) FOR POTENTIAL GSA-RFQ 080 CONTRACT EXTENSION, INDICATING THEIR "CEILING" ESCALATION COSTS, IN A FORMAT CONSISTANT WITH THEIR GSA, SIN SCHEDULE. IF PROPOSER'S DO NOT WISH TO PROVIDE FOR AN ANNUAL ESCALATION RATE, THEY SHOULD INDICATE A "0" IN THE BOX BELOW.</p> <p>NOTE: THESE COSTS WILL NOT BE INCLUDED IN THE FEE SCHEDULE WEIGHTING FOR THIS CONTRACT AWARD, BUT NEED TO BE PROVIDED IN THE EVENT THE AUTHORITY EXERCISES ANY OF THE EXTENSION OPTIONS.</p>							
Proposer to indicate in the box to the right, if they are attaching a separate Price Escalation Sheet. If Proposer is NOT submitting a Price Escalation Sheet, indicate a "0".						3.75%	
IMPORTANT: Fee Schedule MUST be SIGNED IN INK by an Authorized Representative of the Proposing Entity							
Proposing Entity's Name:	McKinsey & Company, Inc. Washington D.C.						
Proposer's Address:	1200 19th Street NW, Suite 1100			Washington, DC 20036			
	Street Address			City / State / Zip Code			
Authorized Representative:	Tony D'Emidio			Partner			
	Authorized Representative's Name			Title			
	[Redacted Signature]			7/6/2018			
	e's Signature			Date			



New Jersey Economic Development Authority (NJEDA)

Economic Development Strategic Planning Consulting Services for the State of New Jersey

Technical Proposal

RFQ # 2018-GSA-RFQ 080

Due: July 9, 2018, 2:00 p.m. EDT

Submitted to:

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36 West State Street
P.O. Box 990
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Submitted by:

**McKinsey & Company, Inc. Washington D.C.
Tyler Duvall, Partner**

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July 9, 2018

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Subject: Economic Development Strategic Planning Consulting Services for the State of New Jersey (2018-GSA-RFQ 080)

Please find attached McKinsey & Company, Inc. Washington D.C.'s (McKinsey) proposal response to Economic Development Strategic Planning Consulting Services for the State of New Jersey, 2018-GSA-RFQ 080. We look forward to the potential to serve the New Jersey Economic Development Authority (NJEDA) in the creation of an Economic Development Strategic Consulting Plan for the State of New Jersey.

By selecting our team, NJEDA gains a partner who:

- Brings to New Jersey the same seasoned consultants who have delivered economic development strategies producing tens of thousands of jobs and billions of dollars in economic impact in other states and regions
- Has expertise in more than 42,000 sectoral and functional engagements, providing NJEDA with access to the very best practices needed to accomplish objectives while avoiding common pitfalls faced by others
- Offers an independent, fact-based approach, allowing to build alignment with stakeholders and ensure implementation
- Truly understands the State's economy and by the virtue of being a global firm with local roots, has a deep commitment to New Jersey

If you have any questions about our proposal response, please do not hesitate to contact me. I can be reached at [REDACTED] or [REDACTED]@mckinsey.com. For contractual questions, please contact Geoff Bradford, Contracts Manager, at [REDACTED] [REDACTED]@mckinsey.com, or [REDACTED]@mckinsey.com.

Sincerely,

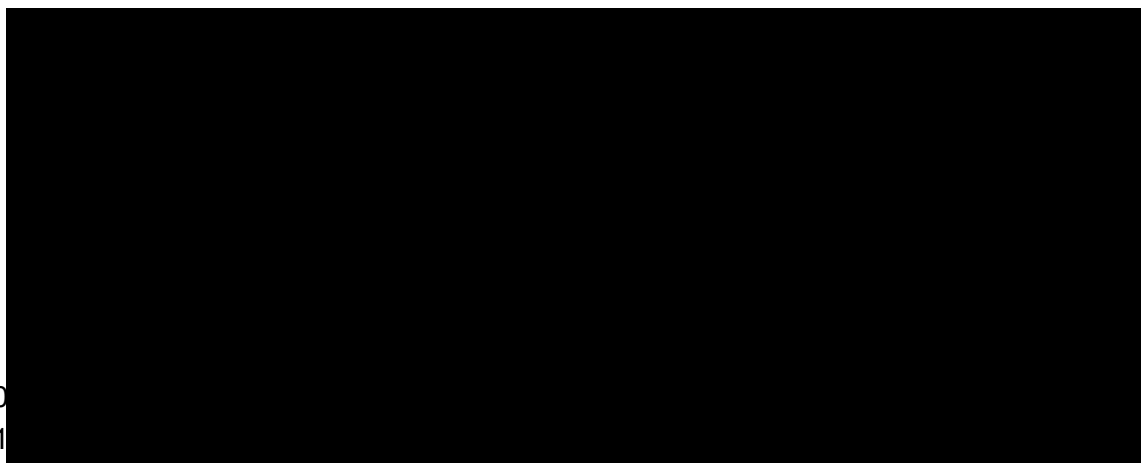
[REDACTED]
Tyler Duvall, Partner
[REDACTED] – telephone
[REDACTED][@mckinsey.com](mailto:[REDACTED]@mckinsey.com)

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SECTION 1. REQUIRED FORMS (4.4.1, 4.4.2 & 4.4.5)

McKinsey has included the following forms in our response:

- Signatory Page
- Ownership Disclosure Form
- Disclosure of Investment Activities in Iran Form

GSA-RFQ - SIGNATORY PAGE

New Jersey Economic
Development Authority (NJEDA)
IPM - Procurement
36 West State Street - 4th Floor
Trenton, New Jersey 08625-0990

GSA-RFQ #: 2018 GSA-RFQ- 080

GSA-RFQ- Title: ECONOMIC DEVELOPMENT STRATEGIC PLANNING CONSULTING SVS FOR THE STATE OF NJ

Contract Term: TWO (2) YEAR, WITH THREE (3), ONE (1) YEAR EXTENSION OPTIONS

☐ Small Business Set-Aside RFQ/P

(To be completed by the Proposer)

THIS FORM MUST BE SIGNED, COMPLETED AND INCLUDED WITH THE PROPOSOR'S GSA-RFQ PROPOSAL OTHERWISE, THE GSA-RFQ PROPOSAL WILL BE DEEMED NON-RESPONSIVE AND NOT ELIGIBLE FOR A CONTRACT AWARD.

Firm Name: McKinsey & Company, Inc. Washington D.C. Phone Number:

Address: 1200 19th Street NW, Suite 1100 Fax Number:

City, State, ZIP: Washington, DC 20036 Authorized Signature:

FEIN: Printed Name:

E-Mail Address: @mckinsey.com Title: Partner

By signing & submitting this Proposal, the Proposer certifies and confirms that:

1. Neither the Proposer, nor its representatives, agents or lobbyists have initiated any inappropriate contact with any NJEDA employee during the procurement to attempt to affect the bidding process and shall not do so after submission of its Proposal;
2. The Proposer has read, understands, and agrees to ALL terms, conditions, and specifications set forth in the GSA-RFQ, including but not limited to all Q&A, Addenda, and the submittal and completion of all forms, certifications, registrations and other documents required in this GSA-RFQ.
3. The Proposer has sufficient resources, legal capacity & authority to provide the goods and/or service(s) identified herein and is willing to be bound to said Proposal. The Firm agrees to hold prices firm for a period of ninety (90) days to accommodate the Authority's evaluation & award process and any resulting contract (signed by an authorized company representative);
4. A defaulting Contractor may also be liable, at the option of the NJEDA, for the difference between the Contract price and the price bid by an alternate vendor of the goods or services, in addition to other remedies available; and
5. By signing and submitting this Proposal, the Proposer consents to receipt of any and all documents related to this GSA-RFQ and the resulting Contract by electronic medium or facsimile.

ADDITIONAL VENDOR {BIDDER} REQUIREMENTS (For NJEDA Use Only)

<input type="checkbox"/> Bid Security	Amount: \$0.00	<input type="checkbox"/> Payment Security	Amount: \$0.00
<input type="checkbox"/> Performance Security	Amount: \$0.00	<input type="checkbox"/> Retainage	Percentage: 0.00%

For set-aside contracts, only, a Vendor {Bidder} must be registered with the N.J. Division of Revenue and Enterprise Services, Small Business Registration and M/WBE Certification Services Unit. Please refer to N.J.A.C. 17:13-3.1 & 17:13-3.2 for additional information.

CONTRACT AWARD (For NJEDA Use Only)

The Firm is being awarded a contract, in accordance with the Proposer submitted proposal, identified as Attachment A, Contract for Professional Services, per the above referenced GSA-RFQ response. Please accept, sign and return the attached Contract, to the NJEDA. Upon receipt of the signed contract by an authorized representative of the firm, the NJEDA will sign and return a fully executed copy to the Contractor, per the Contract Effective date indicated below, to begin providing the goods, products, and/or services identified herein, thus constituting a Contract with the NJEDA.

Purchase Order Number:

Contract Award Date:

Contract Term & Extension Options:

Contract Effective and Expiration Date:

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY
OWNERSHIP DISCLOSURE FORM**

Bid Solicitation Number: GSA-RFQ 080

Vendor Bidder: McKinsey & Company, Inc. Washington D.C.

PART 1: PLEASE COMPLETE THE QUESTIONS BELOW BY CHECKING EITHER THE "YES" OR "NO" BOX.

ALL PARTIES ENTERING INTO A CONTRACT WITH THE AUTHORITY ARE REQUIRED TO COMPLETE THIS FORM PURSUANT TO N.J.S.A.

52:25-24.2 PLEASE NOTE: IF THE VENDOR BIDDER IS A NON-PROFIT, THIS FORM IS NOT REQUIRED.

PLEASE COMPLETE THE SEPARATE DISCLOSURE OF INVESTIGATIONS FORM.

- | | YES | NO |
|--|-------------------------------------|-------------------------------------|
| 1. Are there any individuals, corporations, partnerships, or limited liability companies owning a 10% or greater interest in the Vendor Bidder? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| IF THE ANSWER TO QUESTION 1 IS <u>NO</u>, PLEASE SIGN AND DATE THE FORM.
YOU DO NOT HAVE TO COMPLETE ANY MORE QUESTIONS ON THIS FORM. | | |
| IF THE ANSWER TO QUESTION 1 IS <u>YES</u>, PLEASE ANSWER QUESTIONS 2-4 BELOW. | | |
| 2. Of those parties owning a 10% or greater interest in the Vendor Bidder, are any of those parties individuals ? | <input type="checkbox"/> | <input checked="" type="checkbox"/> |
| 3. Of those parties owning a 10% or greater interest in the Vendor Bidder, are any of those parties corporations, partnerships, or limited liability companies ? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |
| 4. If your answer to Question 3 is "YES", are there any parties owning a 10% or greater interest in the corporation, partnership or limited liability company referenced in Question 3? | <input checked="" type="checkbox"/> | <input type="checkbox"/> |

IF ANY OF THE ANSWERS TO QUESTIONS 2-4 ARE YES, PLEASE PROVIDE THE REQUESTED INFORMATION IN PART 2 BELOW.

PART 2: PLEASE PROVIDE FURTHER INFORMATION RELATED TO QUESTIONS 2-4 ANSWERED AS "YES".

If you answered "YES" for question 2, 3 or 4, you **must** disclose identifying information related to the individuals, corporations, partnerships, and/or limited liability companies owning a 10% or greater interest in the Vendor Bidder. Further, if one or more of these entities is itself a corporation, partnership, or limited liability company, you must also disclose all parties that own a 10% or greater interest in that corporation, partnership, or limited liability company. This information is required by statute.

TO COMPLETE PART 2, PLEASE PROVIDE THE REQUESTED INFORMATION PERTAINING TO EITHER INDIVIDUALS, CORPORATIONS, PARTNERSHIPS, OR LIMITED LIABILITY COMPANIES HAVING A 10% OR GREATER INTEREST IN THE VENDOR BIDDER. IF YOU NEED TO MAKE ADDITIONAL ENTRIES, CLICK THE "ADD AN ENTRY" BUTTON IN THE APPROPRIATE ENTITY BOX.

Individuals	
<div style="display: flex; justify-content: space-between;"><div>Name: _____</div><div>Date of Birth: _____</div></div> <div style="margin-top: 10px;">Home Address: _____</div> <div style="display: flex; justify-content: space-between; margin-top: 10px;"><div>City _____</div><div>State _____</div><div>Zip Code _____</div></div> <div style="margin-top: 10px;">Are there additional entities holding a 10% or greater ownership interest in the Vendor Bidder and its parent corporation, partnership or limited liability company?</div> <div style="text-align: center; margin-top: 10px;"><input type="checkbox"/> Yes or <input type="checkbox"/> No</div>	<div style="border: 1px solid black; padding: 5px; width: 100px; margin: 0 auto;">Delete Entry</div>
<div style="border: 1px solid black; padding: 5px; display: inline-block;">Add An Additional Individual Entry</div>	

Partnerships/Corporations/Limited Liability Companies

Entity Name: McKinsey Holdings, Inc.

Partner Name: N/A

Business Address: 251 Little Falls Drive

City Wilmington State DE Zip Code 19808

Are there **additional** entities holding a **10% or greater** ownership interest in the Vendor Bidder and its parent corporation, partnership or limited liability company?

☒ Yes or ☐ No

Delete Entry

Add An Additional Partnership/Corporation/
Limited Liability Company Entry

In the alternative, to comply with this section, a bidder with any direct or indirect parent entity which is publicly traded may submit the name and address of each publicly traded entity and the name and address of each person that holds a 10 percent or greater beneficial interest in the publicly traded entity as of the last annual filing with the federal Securities and Exchange Commission or the foreign equivalent, and, if there is any person that holds a 10 percent or greater beneficial interest, also shall submit links to the websites containing the last annual filings with the federal Securities and Exchange Commission or the foreign equivalent and the relevant page numbers of the filings that contain the information on each person that holds a 10 percent or greater beneficial interest. N.J.S.A. 52:25-24.2

Certification: I hereby certify that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I certify that I am authorized to execute this form on behalf of the Vendor Bidder; and acknowledge that the New Jersey Economic Development Authority is relying on the information contained herein and that the Vendor Bidder is under a continuing obligation from the date of this certification through the completion of any contracts with the Authority to notify the Authority in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the Authority, permitting the Authority to declare any contract(s) resulting from this certification void and unenforceable.

Signature: 

Date: 07/06/2018

Print Name and Title: Tony D'Emidio, Partner

FEIN/SSN: 

Partnerships/Corporations/Limited Liability Companies

Entity Name: McKinsey & Company, Inc.

Partner Name: N/A

Business Address: 711 3rd Avenue

City New York State NY Zip Code 10017

Are there **additional** entities holding a **10% or greater** ownership interest in the Vendor Bidder and its parent corporation, partnership or limited liability company?

☐ Yes or ☒ No

Delete Entry

Add An Additional Partnership/Corporation/
Limited Liability Company Entry

In the alternative, to comply with this section, a bidder with any direct or indirect parent entity which is publicly traded may submit the name and address of each publicly traded entity and the name and address of each person that holds a 10 percent or greater beneficial interest in the publicly traded entity as of the last annual filing with the federal Securities and Exchange Commission or the foreign equivalent, and, if there is any person that holds a 10 percent or greater beneficial interest, also shall submit links to the websites containing the last annual filings with the federal Securities and Exchange Commission or the foreign equivalent and the relevant page numbers of the filings that contain the information on each person that holds a 10 percent or greater beneficial interest. N.J.S.A. 52:25-24.2

Certification: I hereby certify that the foregoing information and any attachments hereto, to the best of my knowledge are true and complete. I certify that I am authorized to execute this form on behalf of the Vendor Bidder; and acknowledge that the New Jersey Economic Development Authority is relying on the information contained herein and that the Vendor Bidder is under a continuing obligation from the date of this certification through the completion of any contracts with the Authority to notify the Authority in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the Authority, permitting the Authority to declare any contract(s) resulting from this certification void and unenforceable.

Signature: _____

Date: 07/06/2018

Print Name and Title: Tony D'Emidio, Partner

FEIN/SSN: _____

**NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY
DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN**

Quote Number:

GSA-RFQ 080

Bidder/Offeror: McKinsey & Company, Inc. Washington D.C.

PART 1: CERTIFICATION

BIDDERS MUST COMPLETE PART 1 BY CHECKING EITHER BOX.

FAILURE TO CHECK ONE OF THE BOXES WILL RENDER THE PROPOSAL NON-RESPONSIVE.

Pursuant to Public Law 2012, c. 25, any person or entity that submits a bid or proposal or otherwise proposes to enter into or renew a contract must complete the certification below to attest, under penalty of perjury, that neither the person or entity, nor any of its parents, subsidiaries, or affiliates, is identified on the Department of Treasury's Chapter 25 list as a person or entity engaging in investment activities in Iran. The Chapter 25 list is found on the Division's website at <http://www.state.nj.us/treasury/purchase/pdf/Chapter25List.pdf>. Bidders must review this list prior to completing the below certification. **Failure to complete the certification will render a bidder's proposal non-responsive.** If the Director finds a person or entity to be in violation of law, s/he shall take action as may be appropriate and provided by law, rule or contract, including but not limited to, imposing sanctions, seeking compliance, recovering damages, declaring the party in default and seeking debarment or suspension of the party

PLEASE CHECK THE APPROPRIATE BOX:

☒ I certify, pursuant to Public Law 2012, c. 25, that neither the bidder listed above nor any of the bidder's parents, subsidiaries, or affiliates is listed on the N.J. Department of the Treasury's list of entities determined to be engaged in prohibited activities in Iran pursuant to P.L. 2012, c. 25 ("Chapter 25 List"). I further certify that I am the person listed above, or I am an officer or representative of the entity listed above and am authorized to make this certification on its behalf. **I will skip Part 2 and sign and complete the Certification below.**

OR

☐ I am unable to certify as above because the bidder and/or one or more of its parents, subsidiaries, or affiliates is listed on the Department's Chapter 25 list. I will provide a detailed, accurate and precise description of the activities in Part 2 below and sign and complete the Certification below. Failure to provide such will result in the proposal being rendered as non-responsive and appropriate penalties, fines and/or sanctions will be assessed as provided by law.

PART 2: PLEASE PROVIDE FURTHER INFORMATION RELATED TO INVESTMENT ACTIVITIES IN IRAN

You must provide a detailed, accurate and precise description of the activities of the bidding person/entity, or one of its parents, subsidiaries or affiliates, engaging in the investment activities in Iran outlined above by completing the boxes below.

EACH BOX WILL PROMPT YOU TO PROVIDE INFORMATION RELATIVE TO THE ABOVE QUESTIONS. PLEASE PROVIDE THOROUGH ANSWERS TO EACH QUESTION. IF YOU NEED TO MAKE ADDITIONAL ENTRIES, CLICK THE "ADD AN ADDITIONAL ACTIVITIES ENTRY" BUTTON.


Name _____	Relationship to Bidder/Offeror _____
Description of Activities _____	

Duration of Engagement _____	Anticipated Cessation Date _____
Bidder/Offeror Contact Name _____	Contact Phone Number _____

ADD AN ADDITIONAL ACTIVITIES ENTRY

Certification: I, being duly sworn upon my oath, hereby represent that the foregoing information and any attachments thereto to the best of my knowledge are true and complete. I acknowledge: that I am authorized to execute this certification on behalf of the bidder; that the New Jersey Economic Development Authority is relying on the information contained herein and that I am under a continuing obligation from the date of this certification through the completion of any contracts with the Authority to notify the Authority in writing of any changes to the information contained herein; that I am aware that it is a criminal offense to make a false statement or misrepresentation in this certification, and if I do so, I am subject to criminal prosecution under the law and that it will constitute a material breach of my agreement(s) with the Authority, permitting the Authority to declare any contract(s) resulting from this certification void and unenforceable.

Full Name (Print): Tony D'Emidio

Signature: 

Title: Partner

Date: 07/06/2018

SECTION 2. TECHNICAL PROPOSAL (4.4.3 & 4.4.6)

2.1 Management Overview (4.4.3.1)

NJEDA has the important mission of driving economic development in New Jersey. NJEDA's mission is directly tied to Governor Murphy's key economic development priorities: stimulate the innovation economy, support early and small business growth, improve infrastructure, invest in our cities, create nexus between higher-education and economic development, and connect to workforce development and training.

One of the most pressing priorities for NJEDA is to start delivering on the Governor's mandate for a stronger and fairer economy. Since the 2008 recession, the State has steadily fallen behind peers in terms of economic growth and dynamism. For example, New Jersey's GDP grew at ~0.9% per year from 2009-2016, while US GDP grew at 1.9% per year in the same timeframe. The administration is looking to reshape this narrative quickly, inject energy and excitement into the economy, and transform New Jersey back into a regional and national leader in job, wage, and GDP growth.

To deliver on these objectives, you have defined a series of services and deliverables:

- Strategic plan for NJEDA and partner agencies
- Comprehensive review of New Jersey's incentives programs
- Comprehensive analysis for financing New Jersey's clean energy goals
- Action plan formulating international trade strategy and marketing plan

Given the complex nature of the challenge, we believe McKinsey is the right partner for you. McKinsey is the most trusted global advisor to businesses and governments. More importantly, we want to be a part of the State's next phase of growth and work with you on shaping that effectively.

WHY THIS TEAM IS RIGHT FOR YOU

We have assembled an experienced and diverse team that deeply understands the challenges NJ is facing. We have served as a trusted partner in hundreds of similar engagements and we are best positioned to help you craft the recommendations that will allow you to set the right course for NJ for the following reasons:

The Right Personnel. We will bring the "A" team, a team that has done regional economic development work successfully before.

- **Leadership model.** Unlike other firms, McKinsey's senior leadership spends real time on each project, and brings over 50 years of combined experience critical to achieving NJEDA's objectives quickly and efficiently. For example, Mike Kerlin, who leads McKinsey's North American economic development service line, has developed economic development strategic plans for more than a dozen states, metro areas, and cities, co-led our research on the New Jersey economy for "Re-seeding the Garden State's Economic Growth" and our work with the State of New Jersey, , and co-authored reports on workforce development and sustainable infrastructure finance, in addition to bringing hands-on economic development experience at a Community Development Corporation. Tyler Duvall, a former #3 official leading multi-billion-dollar development and infrastructure finance programs for a Federal agency, also co-led our New Jersey research and has led or advised on two dozen economic development strategy projects while at McKinsey, including

[REDACTED] Sarah Tucker-Ray, a leader in our public sector practice, recently led our work with the Community Foundation of New Jersey on economic development and an economic strategy for [REDACTED] projected to increase employment by [REDACTED] jobs over [REDACTED], in addition to work in [REDACTED]. Steve Van Kuiken, the North America leader of Digital McKinsey, serves the top companies in the State, and was a lead author of the “Re-seeding the Garden State’s Economic Growth” report.

- **World renowned experts.** NJEDA will have full access to our core dedicated leadership, our engagement team, and to our ‘team behind the team’— subject matter experts in sectors like life sciences, logistics, technology, clean energy, financial services, advanced manufacturing, and in topics like public finance and FDI attraction. Together these teams will offer insights and best practices from every sector and functional area. For example, Jonathan Law, has worked on economic development strategies across the regional and state level. Sree Ramaswamy is a leading thinker on economic competitiveness and incentives for the McKinsey Global Institute. Aaron Bielenberg, is a leader of McKinsey’s work on infrastructure finance, has evaluated and developed clean energy financing program solutions for governments, utilities, development agencies and is a founder and former CEO of the Clean Energy Business Council. Jonathan Woetzel is the co-chair of the Urban China Initiative and has advised governments around the world on investment attraction strategies. Our designated sector experts will play a key role in the economic plan and incentives strategy and our designated country experts will do the same for the international trade strategy and marketing plan.

The Right Experience: McKinsey’s expertise from more than [REDACTED] sectoral and functional engagements will provide NJEDA with access to the very best practices needed to accomplish objectives while avoiding common pitfalls faced by others.

- **Leading consulting firm.** With consultants from over 120 countries, McKinsey is the leading consultancy in the world providing NJEDA 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.
- **Deep proprietary research on growth, productivity and sustainability.** Through our McKinsey Global Institute, we have led dozens of groundbreaking studies on growth, competitiveness, sustainability, and productivity, which will inform our work for New Jersey. We recently published reports on the economy of New Jersey ([Reseeding the Garden State’s Economic Growth – A Vision for New Jersey](#)); New Jersey’s life sciences sector, in support of BioNJ ([The New Jersey Biopharma Industry: A Prescription for Growth](#)); and a forthcoming report on the future of manufacturing in New Jersey and neighboring states (“Making it in the Mid-Atlantic”). We also have numerous publications that focus on the different aspects of clean energy such as energy storage and solar energy.
- **Unparalleled economic development experience – municipal, regional, and international.** In the last [REDACTED] years, we have performed hundreds of engagements related to economic development strategy, green finance, incentives, and international business attraction in over 100 countries. Our work spans metropolitan

and rural areas, as well as regions and countries with both advanced industries and resource-based economies. We have learned what works and what does not in economic development. For all engagements, we bring a thoroughly tested approach that we adapt to address the local context.

- **Sustainability knowledge and research expertise.** McKinsey is a global thought leader on sustainable finance research and execution, drawing from sustainability projects in the past (██████████ in the public sector) and renowned research on sustainable investments through the McKinsey Center for Business and Environment, the Global Infrastructure Initiative, the McKinsey Global Institute, and knowledge partnerships with global fora (e.g. Global Commission on the Economy and Climate, World Economic Forum, World Resources Institute, Aspen Institute)
- **Practical and relevant clean energy financing expertise.** We advise the world's largest and most relevant actors in the clean energy landscape including, OEMs, governments, EPCs, developers, investors, financiers and regulators. For example, we helped stand up and operate green banks in the UK, Canada, Pakistan and other US States. This cross-cutting perspective gives us the tools, datasets, network and experience to assess clean energy programs viability, build a tailored portfolio for NJ, understand financing needs to achieve them, identify capital pools to partner with, understand their risk/reward needs, and identify the right instruments to attract them. We can convene all stakeholders/partners to successfully implement NJ's programs. In fact, our Global Infrastructure Initiative has convened ██████████ senior leaders across the ecosystem (e.g. prime ministers, transportation secretaries, CEOs of construction, investment and utility companies) at ██████████ roundtables globally.
- **Investment experience.** We understand what is driving companies to invest, innovate, hire, and expand, based on our work with them. We have experience across sectors that are relevant (e.g., advanced manufacturing, clean energy, high-tech, life sciences, logistics). We have completed thousands of engagements across these sectors in the US and abroad in the past ██████████ years. As a result, we understand how each sector makes investment decisions and contributes to growth, and how the work of different industries relates to each other within "clusters."

The Right Approach: We have an approach that ensures your solution can be successfully implemented.

- **McKinsey's approach which includes "Day 1 hypotheses" will accelerate NJEDA's results.** Based upon our experience working with thousands of public, private, and non-profit organizations across every sector and function, we bring detailed "Day 1 hypotheses" to every engagement, which we will then engage stakeholders to adapt and refine. Our research on New Jersey's overall economy and key sectors, on New Jersey's biopharmaceuticals sector, and on New Jersey's advanced manufacturing economy will support this quick ramp-up. We will not need a long ramp up period and will position the new Administration for quick action on the results of this effort.
- **McKinsey's stakeholder engagement approach ensures broad-based buy-in and sustained results.** Our approach embeds stakeholder engagement from the very beginning—without it, regional economic development efforts often fail. We did this successfully, for example, in our work in ██████████ where we involved ██████████ stakeholders of diverse backgrounds.

- **Built-in capability building will promote sustainability and scale.** Efforts that focus on developing people are 4x more likely to succeed, which is why we provide capability building and plans for knowledge transfer from Day 1. Our experience is that capability building should *always be part of the answer*. 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 NJEDA 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.

The Right Commitment: We are committed to New Jersey.

- **Deep local roots in New Jersey.** We have offices in Jersey City and Summit, with over 600 staff, from 50+ nationalities, speaking 50+ languages. Over 200 of our staff graduated from New Jersey universities. We serve 50 of the top organizations in the State and have great relationships with relevant stakeholders in the private, public, and social sector. Last year alone, our consultants spent 250,000 hours in New Jersey as part of over 200 engagements.
- **True understanding of NJ's economic situation.** Our Firm's recent history of engagements with NJ-based foundations and non-profit real estate developers gives us a distinct value proposition by enabling us to bring all the insights and learnings from our previous work to bear in this project. In addition, before even starting to write this proposal, we have already completed three reports on New Jersey's economy, conducted hundreds of analyses across dozens of sectors and enablers, and finished a deep dive into the startup ecosystem in the State. Through these publications and engagements, we have built strong relationships with 100+ relevant stakeholders in NJ's public, private, and social sectors (**Exhibit 1**).

Preliminary analyses		
Economic development strategic plan for New Jersey	<ul style="list-style-type: none"> ▪ Growth scenarios ▪ Cases studies of economic best practices across regions ▪ Sector prioritization alternatives and deep dives (e.g., Life sciences, high-tech and information, transportation, clean energy) ▪ Potential enabler initiatives (e.g., millennial retention, upskilling, infrastructure investment) and prioritization matrix based on cost and impact 	<ul style="list-style-type: none"> ▪ Innovation Hubs business plan ▪ Workforce development strategy ▪ Customer experience playbook ▪ Region by region deep dives ▪ Stakeholder engagement and communications ▪ Transportation infrastructure diagnostic and best practices
	<ul style="list-style-type: none"> ▪ High level assessment of New Jersey's incentives package (cited by the Governor in his Executive Order No. 3) ▪ Survey of innovative and effective incentive strategies across states ▪ Efficiency of incentives (e.g., jobs per incentive, capex per incentive) 	<ul style="list-style-type: none"> ▪ Detailed analysis of incentives in New Jersey relative to peers across sectors, industry function, and by county ▪ Analyses of New Jersey incentives relative to peers by type (e.g., New project, expansion, retention) ▪ ROI model of incentives
Clean energy financing and green bank analysis	<ul style="list-style-type: none"> ▪ Market landscape across the US and New Jersey ▪ Offshore wind ▪ Nuclear energy 	<ul style="list-style-type: none"> ▪ Solar energy and grid modernization and flex supply/load ▪ Transport electrification ▪ Building efficiency
International/overseas strategic marketing and recruiting plan	<ul style="list-style-type: none"> ▪ Best practices for 501c3 economic development organizations ▪ Corporate pitch packs highlighting New Jersey's competitiveness 	<ul style="list-style-type: none"> ▪ Case studies of best practice investment attraction agency organization and operational model ▪ McKinsey's connected index ranking by state (goods, people, finance)

Exhibit 1: We have already completed hundreds of New Jersey specific analyses

TECHNICAL APPROACH

We have tailored our proven approach to economic development to meet the needs of NJEDA as described in the RFQ (**Exhibit 2**). In the pages that follow, we describe in more detail our approach to address each section during the two phases of the project.

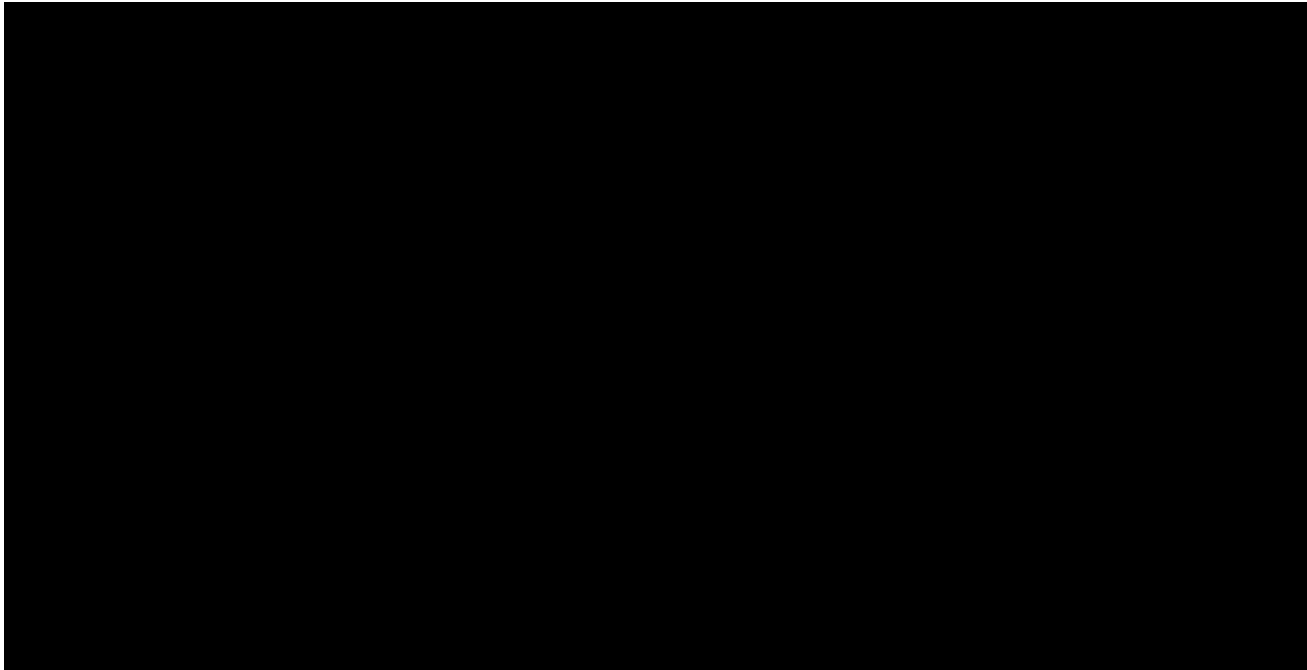


Exhibit 2:

Section 1: Economic Development Strategic Plan for New Jersey

The final deliverable for Section 1 will be a strategic plan for NJEDA and partner agencies. There are four main elements of this plan: sector and regional strategies, roadmaps and timelines for implementation (including performance management), communication and marketing plan, and proposed partnerships for execution. The next section details the main activities of Section 1:

1a. An articulation and alignment with key government stakeholders on an overall economic development aspiration, vision, and high-level roadmap (including alignment on current baseline levels). We will kick off the project by:

- Updating the fact base on New Jersey's baseline economic performance, building off previous diagnostics, and focusing on 5 key levers (**Exhibit 3**)
- Identifying key stakeholders and organizing workshop(s) to align on baseline performance (e.g., employment, GDP, median income, and population growth), set overall aspirations, vision, and targets (e.g., top-10 inclusive growth by 2020), and define high level roadmap and timeline to get there. Later in the project, we will undertake a decomposition of these targets to ensure that the strategic initiatives can collectively achieve impact well exceeding the targets.

Exhibit 3:

1b. A survey of best practices and successful development strategies employed by other states, municipalities, or countries that could be successfully implemented in New Jersey. We will pull together multiple inputs to develop a catalog of best practice economic development strategies NJ can implement. Inputs will include:

- McKinsey's [REDACTED]
- Interviews with Site Selectors to determine how they weigh the importance of different economic development strategies in New Jersey
- Interviews with leaders of other highly effective EDOs in the US
- Our analysis of fastest growing peers (e.g., Colorado, Massachusetts)
- Historical analyses to draw linkages between best practice implementation and state growth trajectory.

1c. A detailed 5-10 year economic development strategy for the State of New Jersey, including initiative roadmaps for critical industries, major cross-cutting topics (such as: urban development, workforce development, attracting and growing small and medium sized companies, methods to address entrenched barriers to employment and business ownership, and where needed, geographic specific strategies). We will work with NJEDA to create small working groups, each leading the development of one aspect of the overall strategy. Each working group will

include members of the McKinsey team, government stakeholders, and other subject matter experts across sectors. The working groups will develop 3 types of strategies:

Sector Strategies: Using our Sector Assessment Framework (**Exhibit 4**), we will conduct a thorough analysis of economic sectors and clusters to identify New Jersey's brightest opportunities for growth. The assessment will utilize:

Exhibit 4: [REDACTED]

Once we thoroughly understand the microeconomics of each sector, we can compare them with NJ's economic strengths to define "selective bets" (tradeable/specialized/high growth sectors) that the State can make to achieve its growth aspirations. We will also conduct deep-dive analysis at the sub-sector level, given our experience that the true pockets of and assets for growth often lie at the level of sub-sectors.

For prioritized sectors and sub-sectors, we will conduct analyses, interviews, and workshops to determine sector-specific barriers to expanded growth, with a focus on uncovering potential sector-specific market failures and government failures. We will then build a matrix across sectors and barriers and identify sector-specific solutions as well as cross-sector enablers and the number and size of the sectors they affect. This will allow prioritization of enabler investments based on potential return on investment.

Cross-Cutting Enabler Strategies: We recognize there are some strategies that will boost performance across sectors; these cross-cutting enablers are critical for inclusive growth. The two examples below illustrate our approach to enablers:

- Workforce development and barriers to employment: Our Labor Market Analytics diagnostic tool identifies the State's strengths and opportunities in developing, attracting and retaining talent. This will inform a strategy for New Jersey to build competitive talent pools across sectors
- Attracting and growing small and medium sized companies: We will map and analyze the State's assets that support small and medium businesses (e.g. regulation, business climate, support services, venture capital) to find opportunities for New Jersey to better serve this segment of its economy.

Other enabler strategies could include transportation infrastructure strategy for workers and the logistics economy, telecom infrastructure for high-tech sectors, energy infrastructure for low-cost manufacturing inputs, innovation ecosystem assets for the knowledge economy, overall business climate for attraction and retention, coordination across state and municipal business attraction and retention, and many others. We will work with you to decide which cross-cutting enablers are best-suited to support the aspirations we set together.

Regional Strategies: To make sure we address the needs of individual regions we will:

- Conduct roadshows across different regions of the State to share diagnostic data, discuss regional priorities, and generate ideas on potential solutions
- Work with regional institutions (e.g., employers, governments, universities and colleges, nonprofits, regional planning organizations) to tailor state-wide strategies to meet the needs of each region
- Propose new strategies to target specific regional goals
- Develop deeper urban development analysis on large low-income cities (e.g., Atlantic City, Camden, Newark, Patterson), with an eye for potential investment opportunities created by Federal Opportunity Zone policy.

For each of these three types of strategies, we will work with NJEDA leadership and other stakeholders to develop a set of initiatives the State can implement to achieve real and sustainable impact, some immediate and some over time.

1d. A prioritization of roadmap initiatives including time to impact, cost, and expected impact on roadmap aspirations. To prioritize initiatives, we will:

- Build business cases that lay out costs, implementation challenges, expected impact (of each initiative and of initiatives that produce co-benefits when taken together) on growth, employment, equality/inclusion, income, and other priorities
- Use the business plans to prioritize initiatives based on a combination of feasibility, costs and projected impact (**Exhibit 5**)
- Return 3-5 Signature Initiatives, which will be concrete, investable opportunities to help achieve New Jersey's strategic goals.

Description

- **Conduct high-level assessment of initiatives** to inform prioritization
- **Hold workshop with relevant stakeholders** to prioritize initiatives and move from longlist to shortlist
- **Potential metrics should match to aspiration** and can be added in longlist spreadsheet:
 - Impact over 5/10 years (e.g., Jobs, GDP, median income)
 - Cost
 - Feasibility (low/medium/high across technical complexity, operational challenges, political challenges)
 - Timeline (time to launch / time to complete)

Potential framework for assessment

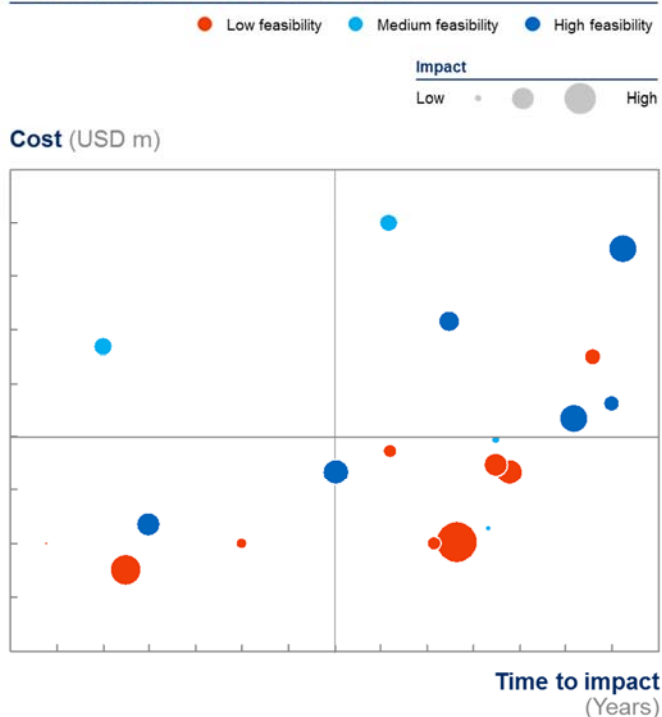


Exhibit 5: Sample initiative prioritization matrix.

1e. Action plans including metrics, timelines, and implementation steps, for initiatives which can start being implemented during the project period and within the following 9 months. To drive the execution of each signature initiative, we will deliver detailed implementation plans to serve as a playbook rollout. Plans will include:

- **Goals and targets:** This section defines outcome targets and identifies the key drivers of performance. It will determine the appropriate indicators to track, targets to set, and trajectories to anticipate (i.e., how quickly to expect results). The plans will provide instruction on how to gather and interpret data, and how to identify patterns, risks and opportunities based on current performance
- **Operational work plan:** This section details the key activities, deliverables, and milestones for each Signature Initiative. Work plans will also describe team structures and responsibility for each set of activities
- **Resources required:** The plan will describe the financial and human resources needed for each initiative to succeed with a detailed view over time of when those financial and human resources will be needed
- **Communications and stakeholder engagement plan:** This section includes the key stakeholder contacts, and the sequence and frequency of stakeholder meetings. The plan will also suggest potential partnerships to support more broad-based communications
- **Risks and mitigation strategies:** This section will describe risks in the business plans of each strategy and initiative. It will also detail how to monitor the key risks, define at what point to intervene, and suggest mitigation strategies.

- **Surveys** – McKinsey has an in-house primary research capability that will allow us to reach a wide audience (e.g., residents, New Jersey teachers, local small business owners) to ask targeted questions and crowdsource ideas
- **Focus groups and roundtable discussions** – we will convene stakeholders into these forums to efficiently collect ideas and inputs from multiple parties
- **Participatory technologies** – we find engagement and impact increase when we use social media, gallery walks, crowd-sourcing tools and other more innovative platforms to engage with local stakeholders

1g. A plan for ensuring the fiscal sustainability of EDA as an independent state Authority while implementing the strategy. It is critical for NJEDA to be fiscally sustainable to implement these plans and initiatives. Therefore, we propose to:

- Review NJEDA's current balance sheet, outstanding transactions and cash flows
- Project NJEDA's financials 5-10 years into the future, accounting for the incremental impact of the prioritized initiatives
- Estimate the optimal size of its budget and the gap from current state
- Propose new revenue streams to provide needed funding for initiatives

There are multiple ways NJEDA can achieve fiscal sustainability, such as performance-based funding related to specific NJEDA outcomes, generation of revenue through the provision of services to companies and investors, long-term monetization of State assets, and many others. We will examine all the different options available and share case studies from other economic development agencies.

1h. A plan for how critical state agencies and other stakeholders will work together to ensure successful implementation of the plan's strategies and tracking of results. Agencies to consider should include: Business Action Center (BAC), Choose New Jersey, Governor's Office, Labor and Workforce Development (LWD), Department of Community Affairs (DCA), Board of Public Utilities (BPU), NJ Transit, Department of Environmental Protection (DEP) and Department of Transportation (DOT). To ensure successful implementation of the strategy, we will perform the following steps:

- Identify all involved stakeholders in the State and map their roles and responsibilities across each initiative
- Review existing coordinating and governing mechanisms between them, and whether they can enable successful implementation of the strategy
- Define the governance and coordination structures that will enable successful implementation today and in the future.

Section 2: Assessment of other state's incentives, investment programs and proposal of a set of incentives programs to support the above state-wide economic development plan

The final deliverable for section 2 will be a comprehensive review of other economic development incentive programs, including: a comparison of New Jersey's performance, best practices for transparency and net benefits, key metrics for performance evaluation, and a policy proposal of the next embodiment of a State incentive plan. The next section details the main activities of section 2:

2a. A rapid assessment of the efficacy of NJ's current incentive programs, building off existing auditor, internal, academic, and legislative reports, for the purposes of building and agreeing on a baseline on which NJ can be compared to other states. We will use our knowledge and proprietary research tools to help NJEDA better understand the efficacy of New Jersey's current incentive programs (**Exhibit 6**). First, we will assess the State's current incentives program by:

Exhibit 6: [REDACTED]

2b. A survey of innovative and effective incentive, financing, and investment support programs, tools, and strategies utilized by other states, municipalities, and countries that could be effectively implemented in New Jersey. Most states are wrestling with a set of core questions about their incentive programs, pointing to the need for a structured approach. No single state has perfected their incentive program, but some are leading on aspects of incentives programs design. We will draw on our extensive database and case library of existing state incentive programs in other states and expand on that with new research and data analysis. We will identify the leading states on each category:

- **Role of incentives.** What role do incentives play in the state's economic development toolkit? When to use incentives? How to structure incentives? How to manage tradeoffs across growth and equity? What range of stipulations can we place on companies (e.g., investment in infrastructure, local hiring)
- **Company focus.** How can we develop a differentiated approach to attracting young high growth companies, despite the legacy incentive programs and capabilities built for larger deals / companies? Should we offer higher incentives to companies that meet a threshold of wage levels?
- **Evaluation.** How can we more rigorously evaluate and quantify the economic benefit of specific deals and broader incentive programs? How to structure claw-

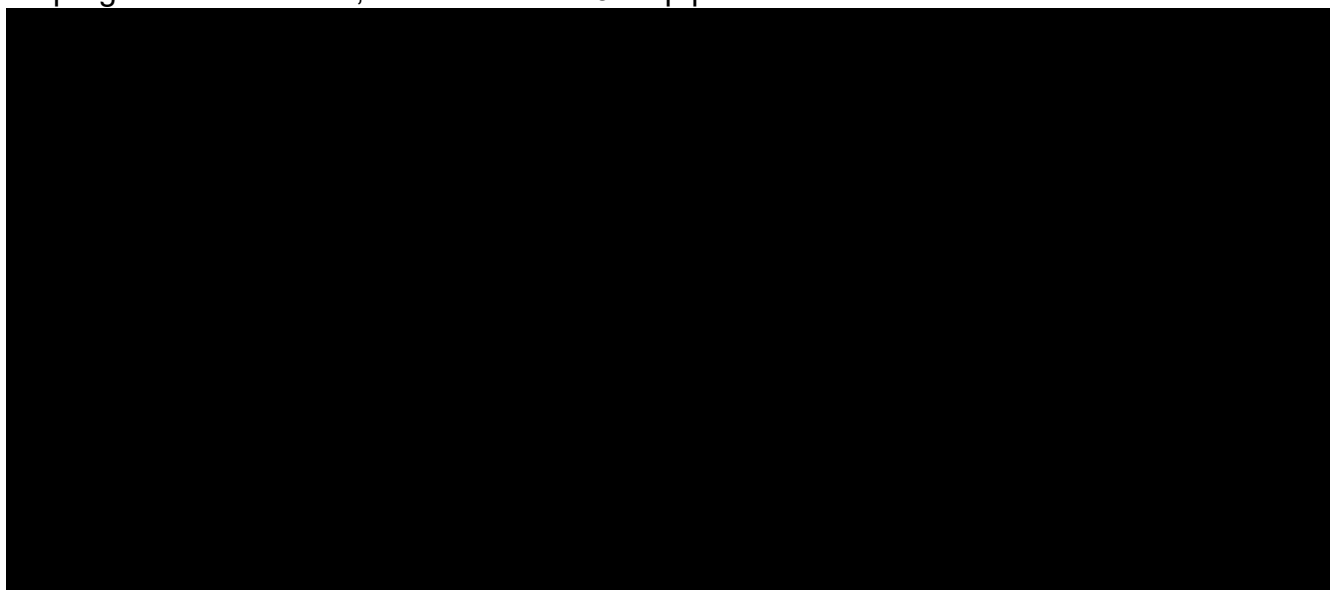
backs to ensure performance? How to balance transparent formula vs. strategic flexibility?

- **Transparency.** How can we increase transparency around incentive deals and company commitments? What is the right level of audit?
- **Goals.** How do we strike the right balance between incentivizing job quantity vs. job quality / long-term skill development?

To answer these questions, we will leverage data analysis (because even the most creative incentive program should be subjective to rigorous ground-truthing to see if it's working), our extensive library of case studies, interviews with site selection experts, and our relationships with best-in-class states. We will run a "gallery walk" workshop for NJEDA and other stakeholders to learn about best practices, and a workshop to identify which of these best practices make sense for New Jersey.

2c. Best practices for operationalizing and periodically reviewing incentive programs to ensure transparency and that the desired economic impact is being achieved (including what aspects of the program are most important for the implementing agency to have discretion to adjust over time and best-practice threshold levels). Best practice states have a periodic evaluation of their incentive program, generally by an independent agency, using best in class analytics methods to evaluate return on investment. We will share best practices from evaluations we have conducted for other states as well as new secondary and primary research on best practice states in this dimension. In our experience, best practice evaluations assess internal organizational and operational performance, by mapping different processes (e.g., deal pipeline) to identify pain points. The assessment should also consider typical output metrics (e.g., deals won, investment/jobs/wages per deal). Finally, the assessment should conduct a return on investment analysis and model how the performance of the incentives program reflects in the State economy.

2d. Proposal for a suite of new incentives that would best support the Economic Strategic plan over the next 5-10 years. To develop the next generation incentives program for the State, we will follow a 3-step process:



Section 3: Clean Energy Financing and Green Bank Analysis

The final deliverable for section 3 will be a review of New Jersey's clean energy program and comparison to its peer state, a set of recommendations on how to leverage public funds to attract private capital to finance clean energy projects, an assessment of pros and cons of green banks and green bonds in the context of New Jersey and a plan on how to set them up, a portfolio of clean energy programs for New Jersey, including collaborative partnerships with stakeholders and implementation plans for identifying metrics, collecting data and measuring performance. The next section details the main activities of section 3:

3a. A rapid assessment of NJ's current clean energy financing and incentive programs, building off existing reports, and a synthesis of lessons learned from previous programs.

We will focus on answering the following questions:

- How successful have New Jersey's programs been in financing projects and in catalyzing action and third-party financing?
- How do these programs relate to federal financing programs and private sector capital flows into similar projects developed in recent years, e.g. do they still address gaps and can they be blended with these other financing programs?
- What is the return on investment of the New Jersey programs based on their economic impact and the cost to the State?
- Did implementation proceed as planned and are there key barriers to address?
- Are there sufficient resources (including capabilities) to continue the program?
- What are the lessons learned that can be applied to other programs in the future?

To complete this task, we will perform the following actions:

- Review all reports assessing New Jersey's existing clean energy programs, including the impact of Assembly bill 3723 and programs such as the SREC Registration Program (SRP) and the Utility Financing Programs, among others;
- Analyze the economic impact of the programs through assessment of the completed projects, installations, financing and the current pipeline;
- Analyze total state investment in the project and its economic impact;
- Assessment of the implementation of the program and identification of key barriers through interviews and review of program materials;
- Complement our observations with examples from other states and governments who have used similar programs to understand their expected impact.

3b. A survey of innovative and effective clean energy financing, and investment support programs, tools, and strategies utilized by other states, municipalities, and countries that could be effectively implemented in New Jersey.

Through our work with states, municipalities and national governments, we have developed a database of best practices and case examples of clean energy financing programs. We have identified the range of levers that governments can take to create improved conditions for the financing of clean energy projects and directly catalyze and de-risk private investment. We also have a repository of case studies and analysis on clean energy financing programs globally that help us assess what makes for successful programs and what programs are best suited for the governments goals, with many of these case studies being based from work we supported. Based on our findings in task 3a, this task will focus on three steps:

- Identify and collect the most relevant case examples for New Jersey across program types and financing instruments, with a focus on the programs relevant to the goals and targets in New Jersey and the financing markets relevant to those goals
- Organize a working session during which we will share examples and case studies and discuss how they can apply to the New Jersey priority goals
- Complete a report highlighting the most relevant programs run by other governments relevant for achievement of New Jersey's clean energy goals.

3c. A deep-dive on the potential benefits of a Green Bank and green bonds.

Many national, state and county governments have established or are looking to establish green banks to finance sustainable infrastructure, as they are a powerful tool to effectively deploy capital and better integrate the technical capabilities and risk management expertise required to invest in clean energy. The issuance of green bonds has also grown significantly, reaching \$160B in 2017, as issuers look to competitively finance their clean energy and resiliency initiatives, and as investors look for instruments that are consistent with sustainable investing goals. In the U.S., examples of green banks include California, Connecticut, Hawaii, New York and counties such as Montgomery County in Maryland. We have supported U.S. state and countries in designing and establishing green banks, and see three main benefits for them:

- Clean energy technologies often require patient capital for low cost, long term growth unavailable in the market,
- Focused long-term capital able and willing to take the right technology risks can crowd-in larger private investments (~ \$10 for each \$1 public money invested), and
- Green banks with appropriate sector and investment expertise and risk management protocol offer a more efficient usage of public funds.

However, Green Banks are effective only when the right capabilities, risk management protocol and renewable energy expertise are available for effective decision making. TO ensure this happens, we will perform three activities:

- Leveraging our understanding of the specific context of New Jersey, we will assess potential benefits and risks of a Green Bank given the State's clean energy goals.
- Next, we will support a decision-making process to design the New Jersey Green Bank, supporting the initial decisions along six major design choices: 1) the bank's mission, mandate and scope, 2) its capitalization, 3) the types of assistance its offers

(financial and non-financial), 4) its organization and governance, 5) its risk strategy, and 6) its application and transaction process. For each choice, we will work with you and our internal and external experts to make the right decisions for New Jersey based on the State's goals and particularities, and learnings from other banks.

These design choices will be integrated into a holistic business plan for the Green Bank that will detail the steps required to establish it

- We would perform an assessment of the different types of Green Bonds available to New Jersey and what might be relevant given its municipal financing plan. While green bonds are relatively like other sovereign capital markets instruments, the most difficult part of issuing is developing the green project pipeline that supports the bond and communicating that portfolio to investors. We will help the State identify the potential project portfolio that could support any Green Bond issuance.

3d. A proposal for which clean energy programs or financing mechanisms NJ should pursue (including assessment for how to leverage limited funds and ensure self-sustaining impact) to achieve its aspiration of using 100% clean energy by 2050

We have found that for supporting clean energy financing, there is no “one size fits all solution”. A program of financing mechanisms should specifically address the government goals by including (a) the appropriate tools to support financing of the government's priority technologies and projects, (b) tools that address the specific risks and requirements of private investors most likely to invest, and (c) no conflict with existing programs or risk of undercutting the private financing markets. An effective clean energy program should also address at least five of the key barriers to clean energy investment we typically see: 1) lack of viable funding models, 2) inadequate risk adjusted return, 3) high development and transaction costs, 4) unfavorable regulatory policy, and 5) lack of investable project pipeline.

A clean energy financing program should also be designed with the right instruments (e.g. guarantees, grants, matching funds, long-term debt) that are not available commercially in the market and that will serve to catalyze private investment by addressing real issues for the, not crowd them out. The recommendations included in this task will build on the findings in the previously concluded tasks, including the assessment of the policy and programmatic situation in New Jersey (task 3a) and drawing on lessons learned from programs successfully implemented by other governments (tasks 3b) and integrating the initial design of a New Jersey green bank and green bond program. This task will focus on enabling New Jersey to develop a portfolio of financing tools to attract investors, developers and third-party capital at scale while minimizing risk for the State. To do so, we will perform the following activities:

- Map existing clean energy financing programs in New Jersey to the State's new clean energy goals and develop a set of recommendations on whether the programs should continue, be scaled up or down, or modified to refocus, address barriers and improve impact;
- Specify existing financing gaps relevant to New Jersey clean energy goals not addressed by current State programs, by private markets or federal programs;
- Identify the types of financing programs that could be deployed to address the financing gaps specified and the capital pools that they would catalyze;

- Assess the relative impact of the identified financing programs and shortlist a priority portfolio of clean energy financing tools;
- Develop a tailored portfolio of financing programs for New Jersey by matching the appropriate program types with the needs;
- Develop a set of recommendations on the portfolio of financing programs for New Jersey and an implementation plan to establish the program and a set of implementation principles to address key risks.

3e. Action plans for EDA and partner organization to implement the highest priority programs (partner agencies include: Department of Environmental Protection, Board of Public Utilities, Governor's Office)

There are three key aspects of successful implementation of clean energy programs:

- Clear program design with goals, targets and timelines that can be articulated and syndicated with all relevant stakeholders
- Defined stakeholder engagement process that allows for input and syndication from relevant government stakeholders, investors, project developers, engineering and construction companies, technology companies and citizens
- Effective delivery of programs and iterative measurement of impact

We will co-create with you an effective action plan that enables New Jersey to execute the program created in task 3d. This will require creating a working group of representatives from the different stakeholders (e.g. finance, utilities, developers). To create the action plan, we will hold multiple working sessions on the following activities:

- Define the right metrics and data to track, and develop process for monitoring performance
- Identify and convene the right set of investment institutions, utilities, construction companies and government actors, and create the right governance structure to oversee effective coordination among them
- Build the State's capability to manage and optimize its clean energy project portfolio against the target risk, ROI, and sustainability levels it has defined by deploying our Capital Portfolio Management tool
- Develop a process for the State to effectively monitor and manage project execution according to best practices to maximize project value
- Create a timeline of activities and milestones that can enable the State to achieve its goals by 2050, and develop the relevant dashboards to track progress

Section 4: International strategic marketing and recruiting plan

The final deliverable for section 4 will be an international trade strategy and marketing plan. It will provide an assessment of the current situation, benchmark relative to peers, and provide best practices. The next section details the main tasks of Section 4:

4a. A rapid assessment of the current landscape on how the State handles foreign trade and investment and determine whether the existing framework, where three agencies cooperate (EDA, BAC, and Choose NJ), either works well or does not serve the administration's priorities for economic growth.

We have developed an early perspective by assessing the current framework. This revealed that the three-agency framework could benefit from consolidating responsibilities for economic development activities overall, as the current process suffers from fragmentation across key steps (**Exhibit 7**). We will refine our findings through two additional steps:

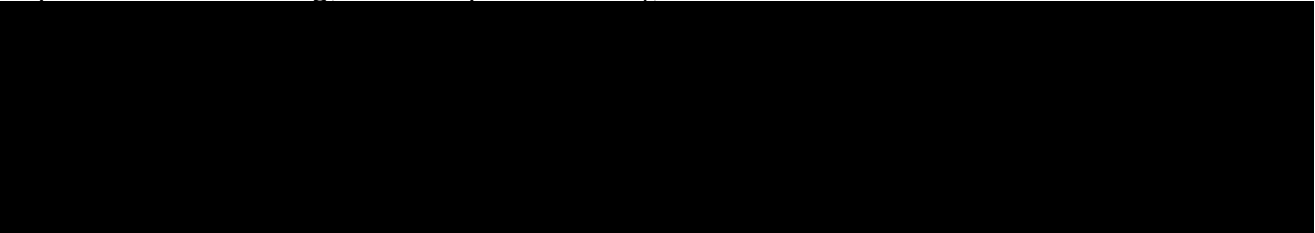
- We will map roles and responsibilities between the three agencies, understand how they currently work together, whether they adopt similar or different approaches to investment promotion, and in what areas they complement and overlap. Finally, we will identify and conduct a survey of key stakeholders to determine customer experience and perception of each agency. We will rate each agency according to four dimensions of customer experience: process execution, process experience, products and policies, and service.

Exhibit 7:

4b. Proposal for a new agency/partner operating model, delineating clear areas of responsibility for each entity (EDA, BAC and Choose NJ), including areas of


responsibility for each, a communication model to ensure effective partnership between organizations and strategic alignment toward shared goals. Action plan to ensure transition to new operating model and implementation support as needed including creation of new work tools / routines. We will design a new operating model based on dimensions: Clear FDI and export promotion strategy and value proposition, effective project development, targeted go-to-market approach, full set of tools to support investment execution, attraction of the best people to develop successful mindset and behaviors.

We will work with EDA, BAC, and Choose NJ to first align all entities on their role (including key stakeholder interaction and necessary interfaces). To fulfill its designed role, we will assign each entity to various functions, such as FDI and export strategy and policy (mission and value proposition, advocacy for business environment, and sector selection), product development (sub-sector targeting, identification of investment projects and pitch preparation, sector value proposition), go-to-market (country promotion/marketing, investor prioritization), and investment execution.



We will then develop multiple potential organization structures taking strategic requirements & operating frame into account, test against design principles, and help NJEDA leadership select the preferred option. Our proposal will detail possible structures based on governance (future state structure to effectively execute mandate, roles and responsibilities, boundaries and location), process (process design and decisions, performance management, systems & technology, linkages with other stakeholders), and people (workforce size, talent & skills, culture, informal networks).

Once the future state has been validated by NJEDA leadership, the team will develop a plan for implementation while ensuring communication across priority stakeholders. We will divide stakeholder engagement according to a trifold taxonomy: decision makers, influencers, and affected parties to create a sensible stakeholder engagement plan. The team will provide a detailed implementation plan with specific initiatives matched to workstream owners, as well as key deliverables and deadlines. McKinsey has extensive experience in change management, and will ensure sponsorship, PMO, metrics, and tracking mechanisms are in place.

4c. Review of best practices for working with 501c3 economic development organizations. We will leverage our learnings from almost  projects for foundations and non-profits, many of which are economic development organizations. We will first map existing state wide, regional and local economic development organizations to understand their size, scope, and mission. The team will create a comprehensive report of major projects completed, key leadership, and history of collaboration. We will then assess how NJEDA has historically interacted with local organizations through interviews and a survey of partner organizations. Finally, we will

develop recommendations on effective ways to collaborate based on our guiding principles and key pain points identified during the assessment.

4d. Assessment and prioritization of potential target countries where the state should target foreign direct investment FDI attraction resources. We will offer a unique assessment based on our in-depth knowledge of New Jersey's socio-economic landscape (stemming from our 2 reports and multiple stakeholder engagement) and extensive familiarity with foreign trade tendencies. The assessment will include backwards looking analysis such as identifying countries that have set up an increasing amount of companies in NJ for the past 5 years and evaluating the strongest immigrant communities in the State in terms of remittances. We will also develop a forward-looking analysis by mapping priority growth sectors in NJ with other countries. We will validate our assessment with senior McKinsey experts and business leaders in proposed target countries and develop actionable recommendations.

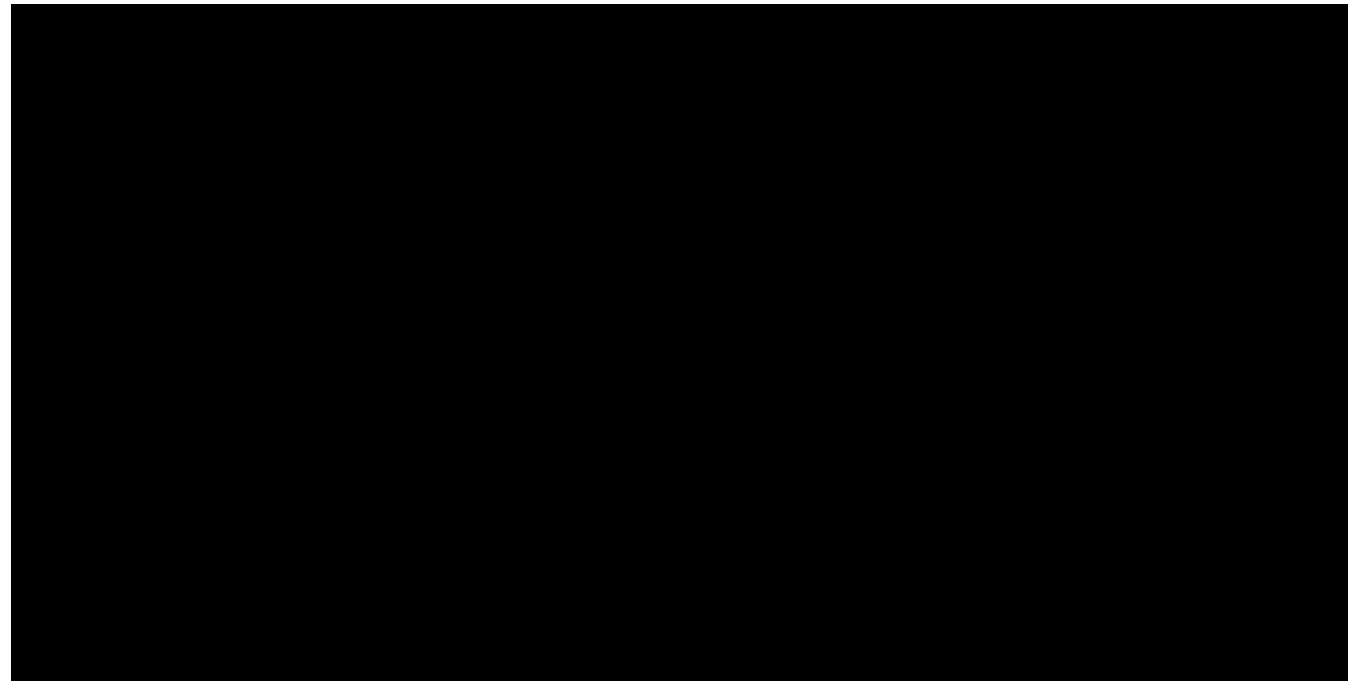
4e. A list of target companies from the prioritized target countries that align with the overall State Economic Development Plan.



Exhibit 8:



For each cluster, we will identify and prioritize investors based on attractiveness to zone (assessment of potential revenue generated, number and quality of jobs, size and reach, and environmental impact) and likelihood of cooperation (short-medium term expansion plans, interest in the region, potential for the zone to offer a clear value add for investor).



4f. An assessment of what tools, facilities, and skill sets EDA, BAC, and Choose NJ need to efficiently execute the company targeting (including an assessment of whether the state should open promotion centers in certain regions or foreign capitals and if so how should it be staffed. (Analysis should include comparisons of other states' strategies and identification of cost-effective and successful models.) We believe successful attraction of foreign capital follows the steps outlined in **Exhibit 8** and requires the setting up of a well-staffed and tooled "deal team". The team will first recommend a comprehensive and targeted outreach strategy, segmented by site selectors/brokerage firms, banks/PE, and accounting firms. We will then ensure a targeted attraction play is developed through a rigorous process by reviewing sectors and analyzing growth/disruption trends, mapping opportunity to client (thus prioritizing key areas), identifying priority sectors and target lists, and finally finalizing an offer for strategic play. We will work with NJEDA to create a high potential target pipeline by developing business models based on industries, segments based on potential impact (capital and jobs), surface key client decision factors, and client value proposition.

Once this deal architecture is designed, we will coach NJEDA staff along the five dimensions of a deal: process management, research expertise, site expertise, financial expertise, and senior level client engagements. We will ensure a transfer of knowledge and competences so that NJEDA is able to independently leverage the McKinsey designed process. The assessment of facilities needed to successfully attract investment is covered in 4.a and 4.b for the structures in New Jersey. With regards to overseas promotion center, we believe successful international outreach must be tailored to the client's specific ambitions and integrated in the broader economic

development strategy. We will assess NJ's international portfolio around 4 main areas: mega deals, flagship opportunities, inbound investments, and trade relations (notably including incentives). We will interview foreign business leaders and McKinsey experts to capture pain points and shortcomings of NJ's current international presence.

We will then conduct a quantitative analysis to evaluate whether previous initiatives by US states have been profitable and impactful, segmenting results by sector and country. Finally, we will propose several models for promotion centers, ranging from lean to heavily staffed options.

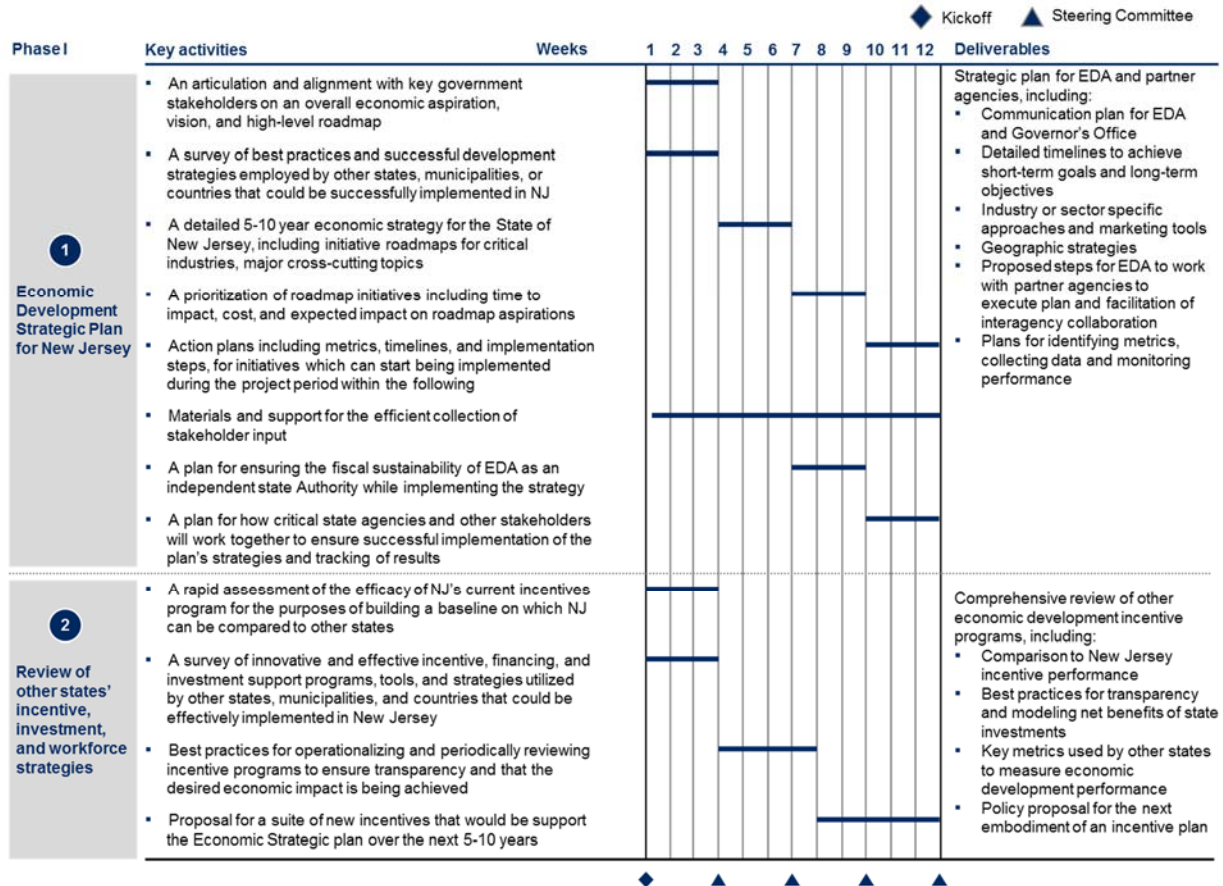
2.2 Contract Management (4.4.3.2)

Consistent with our business philosophy and values, we manage all of our client engagements with an approach that promotes quality while ensuring the work is delivered on-time and on-budget. Key elements of our approach include:

- **Direct leadership involvement in our teams.** A hallmark of our consulting approach is the intense involvement of our partners in the development and delivery of the work pursued. Our partner to consultant ratio is in contrast with ratios common in industry of up to 1:200. As a result, our partners fully take responsibility for guiding the work, counseling clients, and ensuring the quality of all deliverables. Our partner leadership meets with teams at least twice weekly to share information, guide problem-solving, challenge progress and hypotheses, identify and resolve potential issues, check schedules, and ensure that all activities focus on positive impact for the client.
- **Scope and cost management.** We assume risks for deficiencies in our work and address them. Drawing upon the scope of work in an assignment and our response to its requirements, we will work with you to establish a common understanding of the project scope before we get started. We will verify that the proposed activities, milestones and deliverables meet the requirements and will formally and jointly document a project plan. We also have multiple levels of review for this plan: 1) weekly reviews between the Engagement Manager and the relevant client leader; 2) weekly reviews between the Lead Account Manager and the project leads from NJEDA; 3) reviews at the project Steering Committee meetings; 4) for any critical exceptions, *ad hoc*, direct discussion between McKinsey and NJEDA leadership.
- **Defined methodologies, including a fact-based problem-solving approach.** In pursuing our efforts, we draw upon defined methodologies, tested and refined in hundreds of engagements performed with leading organizations around the world. Most of all, we take a fact-based approach to meeting our clients' objectives. Applying methodology to facts and exercising judgment, we tailor the results of our analyses specifically to your context. In this engagement, we will conduct rigorous analyses and capture multiple stakeholder perspectives to gather these facts.
- **Close collaboration with our clients and broader stakeholders in project design and execution.** We work hand in hand with our clients. Our consulting model requires substantial interactions between our clients and our teams. In most cases, we work with our client day-to-day, in their offices. We spend regular time, both planned and as needed, with the senior leaders commissioning the work. We have also designed an approach to engage a broader set of stakeholders thoughtfully and continuously.

2.3 Contract Schedule & Mobilization/Implementation Plan (4.4.3.3)

The team's proposed approach builds on our successful experience working on hundreds of similar engagements around the world (**Exhibit 9**). Furthermore, we have tailored our approach to the specific needs of the State and requirements of the RFQ. The proposed engagement will cover two phases for a total of ~24 weeks (Note that each phase is 12 weeks and we can complete them simultaneously).



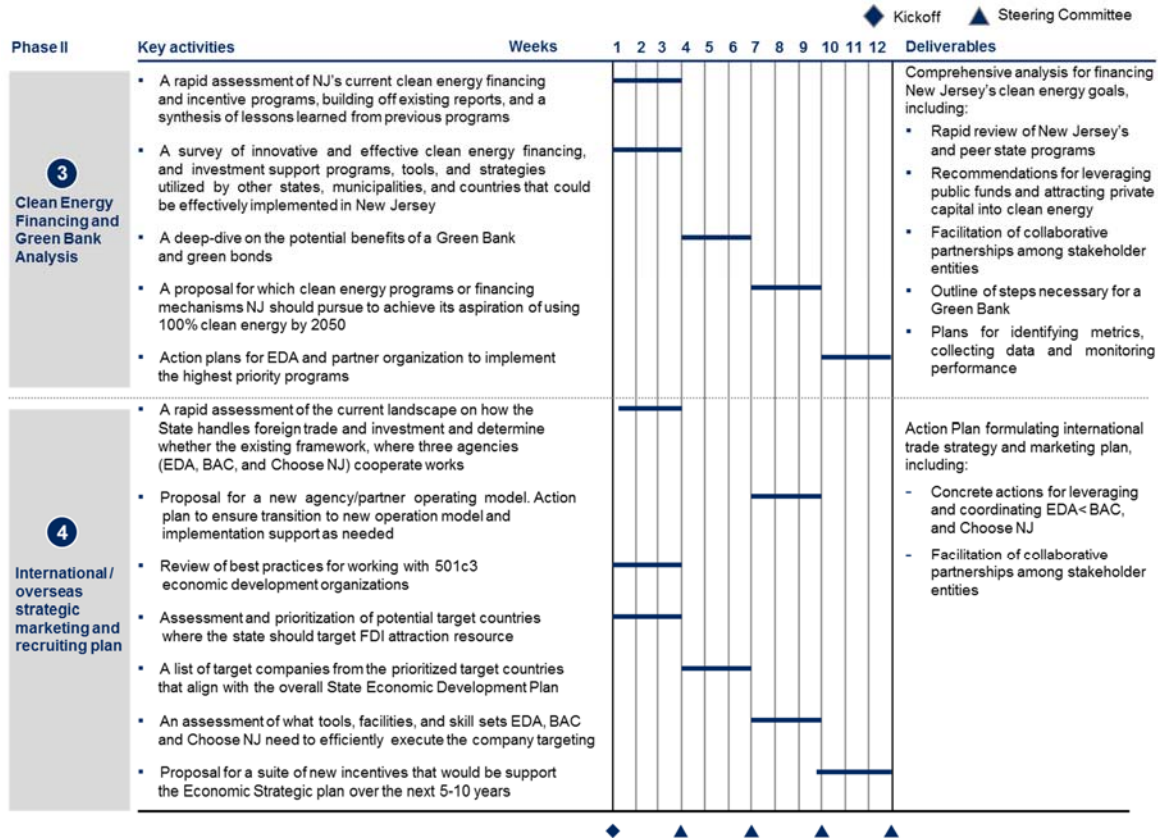


Exhibit 9: Workplan and deliverables.

2.4 Potential Problems (4.4.3.4)

Consistent with our business philosophy, we have developed an approach to managing our engagements with the government to promote high-quality deliverables and to minimize the risks to the government. What follows is a list of potential risks that could arise during our engagement with NJEDA.

Risk Description	Initial Risk	Recommended Mitigation	Residual Risk
Stakeholders are not aligned on baseline economic assessment or path forward	Med	<ul style="list-style-type: none"> Proven executive engagement frameworks enable us to identify objective and subjective goals and build consensus on framework and priorities; baseline economic performance is robust and objective and we have a strong bench of economists to conduct additional analyses as needed to generate buy-in from leaders 	Low
Companies that receive incentives do not create the amounts of promised jobs and investment	Low	<ul style="list-style-type: none"> The design of the incentives program will include plans for evaluation and claw back clauses to ensure promised jobs and investments are fulfilled The design of the program will also include a reporting plan to ensure transparency 	Low
NJ Green Bank is not seen as a credible, value	Low	<ul style="list-style-type: none"> Detailed product design incorporating economic analysis, value proposition research and an 	Low

Risk Description	Initial Risk	Recommended Mitigation	Residual Risk
adding entity from launch		<ul style="list-style-type: none"> examination of how Green Bank could deliver the State's sustainability agenda Extensive and continuing discussions with all significant stakeholders to recheck objectives and ensure ongoing support 	
International business attraction plans are not executed	Low	<ul style="list-style-type: none"> We will work with all agencies (e.g., EDA, BAC, Choose NJ) to ensure collaboration and execution of the plan The plan will have actionable steps (e.g., contact XYZ company by XYZ date) and include the right tools (e.g., pitch packs) to ensure successful implementation 	Low

2.5 Reporting (4.4.6)

We will deliver biweekly updates on progress to client leadership (**Exhibit 10**). These updates will include progress to-date, progress towards deliverables, and fees billed. McKinsey works on a fixed fee schedule but will collect payments incrementally, so the amount billed will be consistent on all updates.

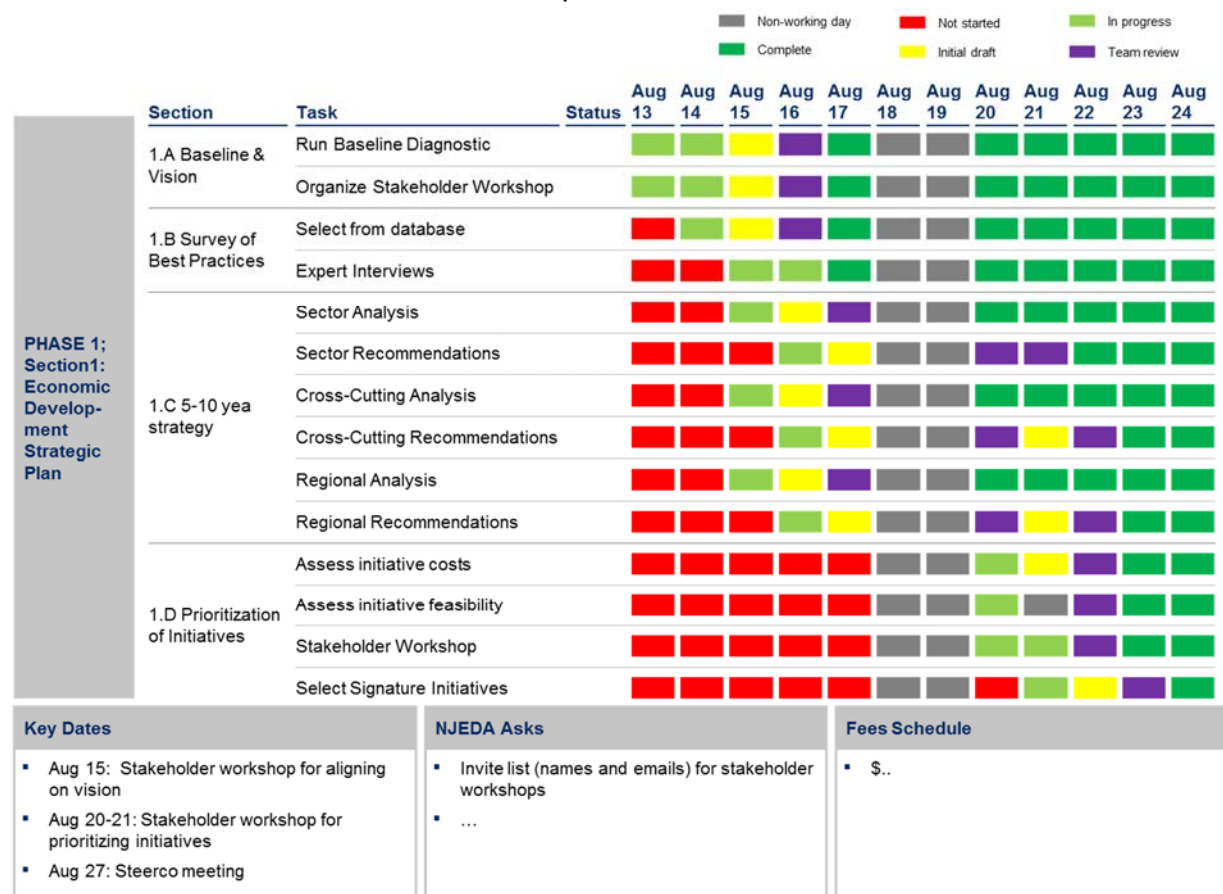


Exhibit 10: Sample bi-weekly progress report.

SECTION 3. ORGANIZATIONAL PERSONNEL AND EXPERIENCE (SECTION 4.4.4)

3.1 Location (4.4.4.1)

The contract will be managed from our Washington, DC office:

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

1200 19th Street, NW

Washington, DC 20036

3.2 Organization Charts (4.4.4.2), Resumes/Bios (4.4.4.3) and Backup Staff (4.4.4.4)

We offer a superior team to assist you in this effort, with Mike Kerlin taking the leadership role in managing the overall project (**Exhibit 11**). Our team will work directly with NJEDA to achieve the objectives for carrying out the tasks described above.





























<p>Leadership Team</p> <div>  Mike Kerlin (Partner) – Lead Account Manager </div> <div>  Tyler Duvall (Partner) – Backup Lead Account Manager </div> <div>  Sarah Tucker-Ray (Associate Partner) – Deputy Account Manager </div> <div>  Steve Van Kuiken (Senior Partner) – Senior Client Lead </div>	<p>Experts</p> <p>Economic development strategic plan</p> <div>  Jonathan Law (Partner) – Economic Development </div> <div>  Wan-Lae Cheng (Associate Partner) – Workforce </div> <p>Review of incentives program</p> <div>  Sree Ramaswamy (Partner) – Incentives </div> <div>  Shannon Gombos (Senior Analyst) – Site selection </div> <p>Clean energy financing</p> <div>  Aaron Bielenberg (Associate Partner) – Clean Energy and Infrastructure Financing </div> <div>  David Frankel (Partner) – Renewables </div> <p>Overseas strategic marketing and recruiting</p> <div>  Jonathan Woetzel (Senior Partner – China) </div> <div>  April Dubois (Expert – Europe) </div> <div>  Tilman Tacke (Partner – Germany) </div> <div>  Alok Kshirsagar (Senior Partner – India) </div> <div>  Dana Maor (Senior Partner – Israel) </div> <div>  German Galvan (Partner – Latam) </div> <p>Industry clusters</p> <div>  Aamir Malik (Senior Partner – Life Sciences) </div> <div>  Peter Pfeiffer (Senior Partner – Biotech) </div> <div>  Humayun Tai (Senior Partner – Clean Energy) </div> <div>  Basel Kayyali (Senior Partner – High-Tech) </div> <div>  John Murnane (Partner – Logistics) </div> <div>  Katy George (Senior Partner – Adv. Mfg.) </div>
<p>Core Delivery Team</p> <div>  JP Julien – Engagement Manager </div> <div>  Dany Matar – Backup Engagement Manager </div> <div>  Christian Gonzales (Specialist) – Senior Research and Analytics Lead </div> <div>  Marcel Bock (Associate) – Senior Industry Lead </div>	
<p>Advisors</p> <div>  Gene DePrez (Senior Advisor) – Incentives/ Site Selection </div> <div>  Tony Shorris (Senior Advisor) – Economic Strategy/Workforce </div> <p>Research & Analytics</p> <p>Global group of research and information specialists available around-the-clock to answer questions about issues (e.g., best practices, important trends)</p> <p>Support</p> <p>On-call support for graphics, document development, administrative, IT, and travel needs that enables the team to work efficiently and effectively, and quickly adapt to meet your most pressing needs</p>	

Exhibit 11: Our team for this Engagement

Our team will be comprised of:

- **Core Client Service Team**, which includes Mike Kerlin, Sarah Tucker-Ray, Steve Van Kuiken, JP Julien, Christian Gonzales, and Marcel Bock. Tyler Duvall will serve as backup Lead Account manager, and Dany Matar as backup Engagement

Manager. We also have 50+ consultants with experience in similar engagements that can serve as backup, based on availability, and in consultation with NJEDA.

- **Economic Development Strategy Experts**, including: Jonathan Law and Wan-Lae Cheng
- **Business Incentives Experts**, including: Sree Ramaswamy and Shannon Gombos
- **Clean Energy Financing Experts**, including: Aaron Bielenberg and David Frankel
- **International Recruiting Experts**, including: Jonathan Woetzel, April DuBois, Tilman Tacke, Alok Kshirsagar, Dana Maor, and German Galvan
- **Industry experts**, including Aamir Malik, Peter Pfeiffer, Humayun Tai, Basel Kayyali, John Murnane, and Katy George
- **Senior advisors**, including Gene DePrez and Tony Shorris.

The following are summaries of our personnel's qualifications, which demonstrate the quality and experience of our team and the professionals who will support NJEDA. More detailed complete biographies follow.

Mike Kerlin – Lead Account Manager

Partner with over 16 years of experience leading more than 50 economic development engagements for governments. Mike has advised more than a dozen states, municipalities, and metro areas throughout the United States on economic development, strategic planning, and strategic plan implementation. He has also worked with states on clean and resilient energy finance and other infrastructure banking. He has also advised international development banks and countries across Latin America, Europe, Africa, and Asia on infrastructure finance and infrastructure bank creation, often with a focus on clean energy. Prior to joining McKinsey, Mike served as an Economic Development Project Manager with Nuestra Comunidad Development Corporation in Massachusetts—where he founded two business incubator programs.

Tyler Duvall – Backup Lead Account Manager

Partner with over 9 years of experience leading economic development and strategy initiatives in government. Tyler facilitates work between McKinsey & Company and transportation agencies in North America, by bringing valuable skills in strategy, transformational change, organizational design, government operations, and government policy. He has deep operational and organizational expertise in the transportation sector and leads McKinsey's pre-construction project delivery processes streamlining work, as well as its capital planning and execution work in the public sector. Tyler previously served as Acting Under Secretary and Assistant Secretary for Transportation Policy in the US Department of Transportation where he developed and implemented innovative transportation policy.

Sarah Tucker-Ray – Deputy Account Manager

Associate Partner with over 9 years of experience leading public-sector strategic planning and economic development initiatives for federal, state, local, and foreign governments. Sarah's expertise is in helping governments strategically consider their role in the economy to be more efficient and effective, including through analysis on regulation, economic development incentives, infrastructure investments, and the relationship with the private sector. Sarah has designed national and regional economic

development plans, including focuses on housing and infrastructure. She has helped governments consider options for new regulatory structures when industries have experienced major disruption and has helped governments think about both new investments and divestments to improve efficiency and effectiveness.

Steve Van Kuiken – Senior Client Service Advisor

Senior Partner with 25+ years of relevant experience advising clients in the public and private sector on technology-enabled performance transformations. Steve focuses largely on public sector and healthcare clients in the areas of strategy development, organization, operations, and technology. He has led numerous major technology-enabled performance transformations for large organizations in both the private and public sectors. He has developed strategic plans for modernizing the service operations and technology plans for one of the Federal Government's largest agencies. As the leader of McKinsey Digital, Steve is responsible for a global group of partners and consultants who focus their client activities on Public Sector and Healthcare Technology

John-Paul (JP) Julien – Engagement Manager

JP Julien is an Engagement Manager at McKinsey with over three years of experience working in economic development strategy and related projects for public and social sector clients. His expertise includes city and state incentive program design and efficacy, regional business attraction and retention strategy, capital budgeting and public finance, and state workforce development and innovation. Born and raised in New Jersey, JP is particularly excited by the opportunity to serve his home state.

Dany Matar – Backup Engagement Manager

Engagement Manager with expertise and focus in economic development, workforce development, and infrastructure strategies for state and local clients. Dany has broad experience serving governments and economic development institutions on topics related to strategic planning operational assessment, process improvement, talent management, implementation and change management in areas such as transportation, economic development, workforce development, and healthcare. He works closely with state governments and maintains a strong background in program management, state operations, and agency coordination.

Christian Gonzales – Senior Research and Analytics Lead

Christian Gonzales is an Economic Development Specialist at McKinsey with seven years of experience working in economic development for McKinsey, the International Monetary Fund (IMF), and the World Bank. He designs economic development strategies for private and public-sector at McKinsey, with experience working in 10+ regions. Before McKinsey, he was a researcher at the IMF, where he published a book on economic growth and multiple reports on debt policy, gender inequality, income inequality, and macro-structural reforms. He also worked for World Bank, specializing in big data analytics for economic development.

Marcel Bock – Senior Industry Lead

Associate with over 5 years of experience leading economic development initiatives in government. Marcel creates State economic development strategy focusing on

aspiration, key sectors, and enablers. He creates global growth strategies for major nonprofit education organizations, leads health crisis response management in developing market contexts, and assists organizations in defining their global and economic growth strategies. His areas of focus are strategy and growth topics in economic development, education, and global health. Marcel has work experience with public and private sector organizations in China, Colombia, Germany, Saudi Arabia, Switzerland, and the United States.

Jon Law – Expert, Economic Development Strategy

Partner with over 10 years of experience leading economic development initiatives in government. Jon works with states, regions, and cities around the country to develop and implement comprehensive economic and jobs growth plans. Jon works with public, private, and social sector organizations on a range of strategy, organizational, and operational issues, particularly in the fields of economic development, workforce development, and education to employment. He is a leader of the State and Local Government Practice, the leader of McKinsey's US Economic Development Service Line, and a member of the Firm's Higher Education Practice.

Wan-Lae Cheng – Expert, Workforce and Education

Associate Partner with over 10 years of experience leading economic development initiatives in government. Wan-Lae works on issues related to economic development by creating innovative approaches to strategic planning and benchmarking best practices across states. She serves organizations across the public, private, and social sectors and has expertise in education, education to employment issues, economic development strategy initiatives and functional experience in Operations. She has served both for-profit and non-profit education institutions and systems, focusing on economic growth strategies, innovation and implementation. Wan-Lae recently supported a leading Foundation in helping define a set of innovative strategies that will impact economic growth and career development at both a regional and national scale. Prior to McKinsey, Wan-Lae worked at MDRC, a public policy firm, where she helped lead the site selection process and the design and piloting of new welfare-to-work programs with California and Oregon's Departments of Health and Human Services.

Sree Ramaswamy – Expert, Incentives

Partner at the McKinsey Global Institute (MGI) and co-leader of MGI's research on North America. Sree is a Partner at MGI, McKinsey's business and economics research arm, where he leads research on the economics of digitization and the economics of multinational corporations. He is responsible for shaping MGI's research initiatives, leading research on trends in competition, technology, and global forces influencing multinationals. Sree is also a co-leader of MGI's research on North America and has authored reports and articles on the ongoing digital transformation of the US economy, on new investment opportunities, on opportunities and challenges for the NAFTA region, and the role of US multinational firms in the global economy. Sree is a frequent speaker at conferences, policymaker, business, and media roundtables, and media briefings on topics related to his core research and to MGI's broader themes around global forces, technology, trade, and investment, and the global and US economic

outlook. His research is frequently cited in the *Economist*, *Financial Times*, *Harvard Business Review*, and *Wall Street Journal* among other publications.

Shannon Gombos – Expert, Site Selection

Senior Analyst with expertise in developing regional growth strategies for federal, state, and local public-sector clients. Shannon works with public, social, and private sector organizations to identify and assess strategic opportunities for growth. She also works closely with private-sector clients to determine top locations for their business expansion and relocation initiatives. Shannon's core expertise involves analyzing the performance of economic development incentives in attracting, retaining, and growing businesses to ensure a robust regional economy. Shannon's work has helped multiple government clients assess returns on investment and identify core weaknesses in incentives strategies, delivering recommendations that have led to legislation and actionable next steps.

Aaron Bielenberg – Expert, Clean Energy Financing

Associate Partner with over 14 years of experience advising on economic and private sector development, infrastructure, energy, banking, health systems & services sectors. Aaron leads the firm's work on infrastructure finance, development, and public-private partnerships, and has worked extensively on structuring and completing public private partnerships, concessions, acquisitions, financings, developments, and turnarounds involving airports, ports, power and roads with investors, financiers and public-sector clients. Prior to joining McKinsey, he spent 12 years working on a variety of complex infrastructure and energy projects as a financial advisor and counsel where he led the designing, drafting and negotiation of various public-private partnerships. Aaron regularly leads teams of consultants active in multiple countries simultaneously.

David Frankel – Expert, Renewables

Partner with over 8 years of experience leading renewable energy strategy and financing engagements for private and public-sector clients. David and serves power players and investors on topics of strategy, project and corporate finance, new business building, and product commercialization. He is a leader of the Firm's Clean Tech and Electric Power practices, and has deep expertise in solar energy, mass markets energy efficiency, deregulated power, and power market dynamics. He has led several of McKinsey's knowledge development efforts in clean technologies, including a recent refresh of McKinsey's market perspectives on solar power.

Jonathan Woetzel – Expert, China

Senior Partner with over 30 years of experience creating sustainable growth and supporting the transformation of companies into global leaders. Jonathan has led numerous research efforts on global economic trends, including growth and productivity, urbanization, affordable housing, energy and sustainability, e-commerce, and the economic impact of the Internet, as well as on productivity growth and economic development in China and Asia. He is a highly experienced practitioner of city and infrastructure development and planning, with a global track record of delivering superior quality mega projects. Jonathan serves as a Director of the McKinsey Global Institute (MGI), McKinsey's business and economics research arm. He also leads

McKinsey's Cities Special Initiative and is responsible for convening McKinsey's work with city, regional, and national authorities in 40+ geographies around the world.

Tilman Tacke, Expert – Germany

Partner in McKinsey's Munich office with over 14 years of experience leading economic development and foreign direct investment (FDI) engagements for national government clients. Dr. Tilman Tacke is a Partner at McKinsey in Munich, Germany where he co-leads global economic development work for the firm. He is McKinsey's global expert on foreign direct investment (FDI) attraction and has served more than 10 national governments on questions related to FDI. Through his work he has developed proprietary McKinsey tools and methods to help governments address the challenges of increasing FDI, including defining best practices in helping governments develop leadership capabilities for promoting investment and outlining strategies for integrating into global value chains. Tilman has advised governments on climate compatible economic development and institutional transformations. He has developed tools and methods for leveraging SMEs as a key source of economic growth and employment for countries worldwide.

April DuBois – Expert, Europe

April DuBois is an Advisor with McKinsey and core member of McKinsey's Public Sector Practice. April has more than 20 years of experience as an economic development and business attraction practitioner, developing strategies to address the challenges of US states, regions, counties, and cities. Her partners and clients have included state economic development agencies in New Jersey, New York, Pennsylvania, Maryland, Virginia, Connecticut, North Carolina, Georgia, Florida, the District of Columbia, among others; US and global site selection and real estate firms such as IBM, Deloitte, PWC, CBRE, Cushman & Wakefield; Fortune 500 companies; economic development agencies in the UK, Ireland, France, Germany, Spain, and Australia; and global development organizations such as the Inter-American Development Bank, Asia Development Bank, African Development Bank, International Finance Corporation, World Bank, and United Nations.

Alok Kshirsagar – Expert, India

Alok Kshirsagar is a Senior Partner with over 20 years of experience leading performance improvement and growth initiatives. Mr. Kshirsagar currently leads McKinsey's Asia Risk Management Practice, which works with clients across industry sectors to build resilient business models and increase returns in uncertain markets. He also led the McKinsey Asia Centre – a special initiative to mobilize the best insights, capabilities, and relationships to help leading Asian and Western Multinational companies capture the full value of globalization. Alok is well-versed in International/overseas strategic marketing and recruiting plans through his long-tenure in the firm's London, New York, and Bombay Offices.

Dana Maor – Senior Partner, Israel

Senior Partner with over 8 years of experience leading economic development initiatives in government. Dana is the global leader of McKinsey's Talent-Led Transformation service line and the Managing Partner in McKinsey's Tel Aviv office.

She previously served as a Principal in the New York office for 9 years after joining McKinsey in 1998. She has led a wide variety of large transformations and capability-building engagements in both the public and private sectors, designing people strategies to enable successful implementation. In addition to her public-sector work, Dana has led engagements with companies in high technology, telecommunications, A&D, chemicals, and pharmaceuticals.

German Galvan – Expert, LATAM

Mexico-City-based partner with deep experience leading large organizational transformations and economic development and infrastructure projects in the public and private sectors. Since joining the Firm in 2008, Germán has served clients in the U.S., Mexico, and other Latin American countries (e.g., Brazil, Peru, Ecuador, Guatemala, Honduras, and the Dominican Republic). Germán leads our Organization practice hub in Mexico and co-leads our Public Sector and Capital Productivity & Infrastructure efforts there.

Aamir Malik – Expert, Life Sciences

Senior Partner with over 17 years of experience developing growth strategies, guiding M&A, and implementing large-scale programs to transform performance for pharmaceutical companies. Aamir is the co-leader of McKinsey's global Pharmaceuticals & Medical Products Practice and has supported executives seeking to thrive and innovate in the global pharmaceutical sector, guiding initiatives in the U.S., Europe, and Latin America.

Peter Pfeiffer – Expert, Biotech

Peter Pfeiffer is a Senior Partner in New Jersey with over 20 years of experience leading strategy, operations, and performance enhancement programs. Peter holds a Ph.D. degree from the University of St. Gallen, Switzerland, in Business Administration with a focus on R&D strategy and organization. He has deep experience with investment and workforce strategies, as well as strategic planning for the state of New Jersey.

Basel Kayyali – Expert, High-Tech

Senior Partner with over a decade of experience serving clients across value chains in healthcare and other industries on various topics, including technology transformations and large operations. Basel is a leader of McKinsey's technology practice within the payor subsector in the Americas, primarily working at the intersection of operations, technology, and healthcare. He has served clients across the healthcare value chain on various topics, including large operations and technology transformations.

Humayun Tai – Expert, Clean Energy

Senior Partner with over a decade of experience leading major utility and energy technology initiatives for clients across a variety of industries. Humayun leads the Downstream service line in our Electric Power & Natural Gas Practice, which cover T&D operations, new grid technologies, distributed generation, energy efficiency, and customer experience. He is also a leader in the Clean Tech service line of our Sustainability & Resource Productivity Practice. He possesses expertise in strategic,

organizational, and operational issues ranging from emerging utility business models, seeking growth opportunities, grid asset and operations, and customer experience.

John Murnane – Expert, Logistics

Partner with over 15 years of experience applying his extensive knowledge across all functions and modes of the global transportation sector to improve the performance of leading companies around the world. John leads McKinsey's work in shipping, ports, and logistics in the Americas and possesses deep experience across all regions and modes of global transportation, including ocean shipping, air cargo, ports, trains, trucking, intermodal, warehousing, and logistics.

Katy George – Expert, Manufacturing

Senior Partner with over 15 years of experience providing leadership to global healthcare companies and other industries on supply chain, manufacturing, and quality-improvement initiatives. Katy serves as the acting Managing Partner of the Mid-Atlantic Office and is a leader within the Pharmaceuticals & Medical Products Practice. Additionally, Katy is a member of the McKinsey Global Institute Council, advising on MGI's research on global economic, business, and technology trends. Katy focuses on helping healthcare companies with manufacturing and quality issues and has also aided on topics related to corporate strategy, commercial effectiveness, and end-to-end supply chain. She holds a PhD in Business Economics from Harvard University.

Gene DePrez – Senior Advisor

Gene DePrez is a Managing Partner with over 35 years of experience advising on global business location strategy and site selection for companies across all sectors. Through his long career, he has led the development of competitive economic development strategies for numerous states and cities. Additionally, Gene is the founder of Global Innovation Partners, a strategic U.S./U.K. international consulting firm of highly-experienced transformation strategists and innovation champions assisting businesses, cities, regions, states, and universities increase their global competitiveness.

Anthony E. Shorris – Senior Advisor

Senior Partner with over 8 years of experience leading economic development initiatives in government. Anthony is an accomplished manager of large-scale organizations, both public and non-profit, with skills in leadership, strategy, finance, performance management, communications, crisis management, and public policy. He has deep experience in diverse sectors, including local and regional government, health care delivery and insurance, transportation and infrastructure, primary and graduate education, and municipal finance. Anthony's work on education, infrastructure and financial management has been published by *The New York Times*, *The Newark Star-Ledger*, *The Nation Magazine*, and by *The Century Foundation*. He has consulted widely with public and non-profit organizations.

Mike Kerlin

Lead Account Manager

Key Experience:

- Leader of McKinsey's Economic Development Service Line in North America
- Economic development experience across 50+ engagements in more than a dozen U.S. states, cities, and metro areas and more than a dozen international development banks and countries, over 14 years with McKinsey
- Co-author of multiple articles and reports on economic development, with a focus on the Mid-Atlantic region and on the role of infrastructure, finance, and workforce development
- Co-leader of McKinsey's work with the State of New Jersey and our research on New Jersey's economy
- Direct client engagement experience on economic development strategy, incentive strategy, clean energy finance, and foreign direct investment attraction
- Previous work experience in urban economic development



Mike leads McKinsey's Economic Development Service Line in North America. Throughout his 14 years at McKinsey, he has led more than 50 engagements on economic development. This includes advising more than a dozen states, municipalities, and metro areas throughout the United States on economic development, strategic planning, and strategic plan implementation. He has also worked with states on clean and resilient energy finance and other infrastructure banking. It also includes advising international development banks and countries across Latin America, Europe, Africa, and Asia on infrastructure finance and infrastructure bank creation, often with a focus on clean energy. He was a co-author of the articles and reports: "Re-seeding the Garden State's Economic Growth," "Creating an Effective Workforce System for the New Economy," "Creating an Infrastructure Bank: Principles of Success," and "Financing change: How to mobilize private sector financing for sustainable infrastructure." Prior to McKinsey, Mike served as an Economic Development Project Manager with Nuestra Comunidad Development Corporation in Massachusetts—where he founded two business incubator programs. He also was a founder of the Global Microentrepreneurship Awards, a collaboration of Harvard Business School, Citigroup, and the United Nations Capital Development Fund.

Relevant Experience:

- **State of New Jersey.** Served DEVCO (New Brunswick Development Corporation) along with EDA and a group of stakeholders in the creation of a plan to build an Innovation Hub in New Brunswick. Deliverables included case studies of successful Innovation Hubs, pitch packs for corporate and university partners, operational and financial model, and plan with next steps.
- **State of New Jersey.** Served the Community Foundation of New Jersey on the development of a deep-dive diagnostic analysis of the New Jersey economy and on collection of economic development best practices from other states, with a focus on life science, clean energy, high tech, and logistics industries as well as on the

enablers of workforce development, transportation, economic development organization, and customer experience improvements for small businesses.

- **State of New Jersey.** Served the New Jersey Board of Public Utilities to analyze the economics of clean and resilient distributed energy infrastructure in critical facilities (e.g., hospitals and wastewater treatment plants) after Superstorm Sandy, build the strategy for a clean and resilient energy finance facility, and plan for implementation of the finance facility (Resilience Bank)
- **Northeast State.** Served the State on an effort to improve transportation project prioritization to ensure that it more closely supported economic growth priorities of the State—particularly around reducing lost productivity due to congestion. This include a review of the State’s economic development objectives—relating to growth, jobs, inclusivity and underserved populations and geographies. It then involved the translation of those objectives into criteria and metrics by which to assess potential transportation investments. Finally, it involved working closely with the State to conduct its first project prioritization process using the new system.
- **Midwest State.** Led the development of an economic development strategy for a statewide CEO council, including overall organizing framework, benchmarking with other states, sector prioritization, and key enabler analysis and prioritization. This involved intensive planning for statewide stakeholder analysis, preparation for work with more than a dozen private sector working groups, engagement with the state flagship university, and analysis of the economy at the sub-sector level to micro-target growth priorities.
- **Mid-Atlantic State.** Served the State on an analysis of infrastructure finance needs and a strategy to develop a public infrastructure bank. This included extensive sector-by-sector review of assets and asset conditions versus benchmarks as well as a best practice review of successful infrastructure banks in other states and countries. It also included design of many key finance products and processes to enable the bank to get off the ground quickly.
- **Mid-Atlantic City Economic Development Organization.** Served the City EDO on a business attraction effort intended to bring tens of thousands of jobs to the city with a focus on high tech. Conducted extensive economic incentive scenario analysis and best practice review, workforce analytics and projections, infrastructure asset overview, and city marketing positioning.
- **Mid-Atlantic Metro Area Business Chamber.** Served the Chamber on multiple engagements over two years, including on a strategy for unlocking the growth potential middle market businesses across many businesses in the metro area, high-tech business attraction strategy and deal support, and high-tech talent development strategy focused on expanding the region’s attractiveness for foreign direct investment.
- **Florida DOT (FDOT) – FDOT Portfolio Strategy and Operational Efficiency** Led an eight-month, \$2.65M engagement with FDOT aimed at improving their portfolio strategy, developing a project management capability, and accelerating project delivery. FDOT had systemic issues with federal approvals that regularly delayed project timelines and inhibited consistent and efficient funding. Analyzed project data and conducted dozens of interviews and multiple working sessions across the state with FDOT project delivery personnel to understand the impact of federal

requirements. Estimated that federalizing projects caused more than 50% of the pre-construction delays FDOT was experiencing.

- **Commonwealth of Pennsylvania – Budget Redesign and Asset Monetization.** Led a Commonwealth-wide effort to achieve more than \$1 billion in reduced costs and increased revenues while improving service to citizens. Involved assessment of almost all Commonwealth agencies' budgets, analysis of efficiency and effectiveness opportunities in those budgets in comparison with internal benchmarks and benchmarks from other states.
- **US DOT – Stand-up of Build America Bureau.** Led team in multiple phases of work, valued at \$600,000, to set-up new Build America Bureau at US DOT. In the first phase, resolved key organizational questions around the Bureau, determining what the structure and operating model of the Bureau should be. Performed a current state diagnostic to determine pain points and potential opportunities in how DOT credit programs currently operate. Also defined the vision, scope, and functional areas for where the Bureau will operate in the lending pipeline. In the second phase, assessed opportunities for the Bureau to increase efficiency and reduce delays.
- **North American industrial park.** Served a 1,200-hectare industrial park on market analysis, business and financial plan development, and foreign direct investment attraction strategy and implementation planning
- **Multiple international development banks.** Served international development banks headquartered in the U.S., Europe, Latin America, Africa, and Asia in more than a dozen engagements on infrastructure finance, including clean energy finance
- **Multiple countries.** Served a half dozen countries on the launch or optimization of national infrastructure/development banks, most including clean energy finance.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Harvard Business School	M.B.A.	2005
Harvard Kennedy School	MPA	2005
Princeton University	BA, Public and International Affairs	1998

Work History

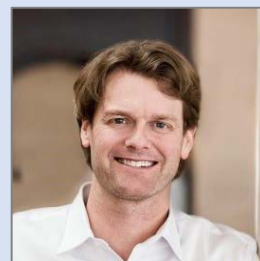
Employer	Role	Date
McKinsey & Company	Partner	2005-present 1998-2000
Nuestra Comunidad Development Corporation	Economic Development Project Manager	2000-2002

Tyler Duvall

Backup Lead Account Manager

Key Experience:

- Has led more than two dozen economic development engagements across the U.S. and the world.
- Leads McKinsey's work with transportation agencies in North America and often works at the intersection of economic development and infrastructure
- Brings expertise in strategy, economic development, government operations, and government policy
- Leads teams that focus on design implementation using economic and financial tools
- Designs multi-million-dollar competitive initiatives and engagements in the transportation and aviation fields



Tyler is a Partner in McKinsey's Public Sector and Infrastructure Practices. He focuses on economic development as well as capital strategy, execution, and finance. He has deep experience leading more than two dozen economic development efforts and often works at the intersection of economic development and infrastructure at the state level. He was a co-author of "Re-seeding the Garden State's Economic Growth," "The Governor's Agenda," and "Creating an Infrastructure Bank: Principles of Success."

Tyler previously served as the Acting Under Secretary and Assistant Secretary for Transportation Policy in the US Department of Transportation, responsible for developing and implementing US transportation policy. His government experience includes leading multi-billion-dollar investment programs, catalyzing public-private partnerships, and designing a new office focused on innovative program delivery and best-in-class services.

Relevant Experience:

- **State of New Jersey.** Served DEVCO (New Brunswick Development Corporation) along with EDA and a group of stakeholders in the creation of a plan to build an Innovation Hub in New Brunswick. Deliverables included case studies of successful Innovation Hubs, pitch packs for corporate and university partners, operational and financial model, and plan with next steps.
- **State of New Jersey.** Served the Community Foundation of New Jersey on the development of a deep-dive diagnostic analysis of the New Jersey economy and on collection of economic development best practices from other states, with a focus on life science, clean energy, high tech, and logistics industries as well as on the enablers of workforce development, transportation, economic development organization, and customer experience improvements for small businesses.
- **State of New Jersey.** Served the New Jersey Board of Public Utilities to analyze the economics of clean and resilient distributed energy infrastructure in critical facilities (e.g., hospitals and wastewater treatment plants) after Superstorm Sandy, build the strategy for a clean and resilient energy finance facility, and plan for implementation of the finance facility (Resilience Bank).
- **US State – Confidential Investment Attraction Strategy.** Helped a State develop a value proposition to attract the headquarters of a major multi-billion-dollar global

employer, with a specific focus on talent strategies to address the current and future direct and indirect talent needs created by the employer relocation.

- **Commonwealth of Virginia – Economic Development.** Served as the engagement partner for an engagement with Virginia’s economic development agency on a broad and ambitious economic development strategy. Virginia sought to return to the top 10 US states for job growth, implying 45,000 new jobs per year for 10 years over projections. McKinsey’s work included a roadmap for job creation and support for the Commonwealth in putting together a bid to attract a large, multi-billion-dollar investment. Developed a portfolio of talent initiatives in partnership with major universities to strengthen the State’s workforce. Engaged and generated alignment of 50+ stakeholders throughout all phases of the engagement.
- **JobsOhio – Independent Performance Assessment.** McKinsey undertook a performance evaluation of the state of Ohio’s economic development function through extensive, objective, and data-driven review and analysis of operations, organization, internal outputs and outcomes for the overall economy of Ohio. We analyzed the evolution of Ohio’s economy and of JobsOhio’s nine target industries, and benchmark JobsOhio against regional and competitive peers on outcome indicators most commonly report and used to measure the performance of EDOs (e.g., deals, jobs, capex, payroll) as well as inputs indicators (e.g., incentives, resources, programs). The team further compared performance on operating model components of the organization (e.g., health, structure, talent), processes (e.g., deal making, reimbursement, hiring, IT procurement), and engagement (e.g., customer experience, transparency).
- **JobsOhio – Investment Attraction.** Led an effort to establish a clear strategy and outline organizational best practices and capabilities required to enable the agency to attract large deals that would create over 500 jobs and lead to over \$500 Million of capital investment. The effort included establishing and applying data-based criteria to identify fast growth sectors that would meet the strategic goals of the organization and developing individual sector strategies for each which isolated specific areas of job intensity and a prioritized target list. To pursue the targets, we created individual value propositions in each sector for the State based on detailed feedback and input from industry stakeholders and State representatives to map needs to offerings and outlined specific communication and implementation plans. In parallel we identified the best practices for organizational structure, design and capabilities for outreach and engagement to ensure high rates of success.
- **Florida Council of 100 – Economic Development Strategic Plan, Incentive Program Redesign, and Investment Attraction.** Advised a council of CEOs from the fastest growing state in the US on a strategy for sustainable growth. Prepared a competitive assessment of the state’s economy, a list of prioritized sectors resilient to shocks, a human capital strategy, a plan to redesign its incentives program, and a web-based application that measures the ROI of state incentives. The final deliverables included 6 strategies, 20 policy options, and 75 initiatives.
- **West Virginia University – Economic Development Strategic Plan.** A State University in a rural US State hit with the impact of decrease in manufacturing and coal mining jobs asked McKinsey to help develop a State strategy to diversify the economy, create jobs and improve the underlying economic environment. We

performed an analysis of the State's current performance, compared it to a relevant set of peers, interview 70+ experts and internal stakeholders, assembled case studies of successful interventions, and developed recommendations for the State and the university. The team also helped convene and mobilize the State's largest educational institutions as well as its Commerce Department to launch a partnership for implementing the findings of the effort and develop an aspiration to reverse the State's current economic prospects.

- **Florida DOT (FDOT) – FDOT Portfolio Strategy and Operational Efficiency** Led an eight-month, \$2.65M engagement with FDOT aimed at improving their portfolio strategy, developing a project management capability, and accelerating project delivery. FDOT had systemic issues with federal approvals that regularly delayed project timelines and inhibited consistent and efficient funding. Analyzed project data and conducted dozens of interviews and multiple working sessions across the state with FDOT project delivery personnel to understand the impact of federal requirements. Estimated that federalizing projects caused more than 50% of the pre-construction delays FDOT was experiencing. Conducted a full analysis of FDOT's database of project timelines to identify trends across federal vs. non-federal projects. Launched a capability-building plan pilot to simultaneously create more non-federal projects and improve FDOT's ability to accelerate those projects. Built a taxonomy of projects to determine where federal money/requirements are most impactful to project development and used it to build a priority list of projects to put immediately through the state process.
- **Commonwealth of Pennsylvania – Budget Redesign and Asset Monetization.** Led a Commonwealth-wide effort to achieve more than \$1 billion in reduced costs and increased revenues while improving service to citizens. Involved assessment of almost all Commonwealth agencies' budgets, analysis of efficiency and effectiveness opportunities in those budgets in comparison with internal benchmarks and benchmarks from other states.
- **Major US Airport – Capital Assessment.** Led a \$1.5M project to set a ten-year capital strategy for one of the ten largest airports in world, including developing contracting, organizational, and operational strategy for delivering on the airport's most ambitious capital growth plan in decades.
- **US DOT – Stand-up of Build America Bureau.** Led team in multiple phases of work, valued at \$600,000, to set-up new Build America Bureau at US DOT. In the first phase, resolved key organizational questions around the Bureau, determining what the structure and operating model of the Bureau should be. Performed a current state diagnostic to determine pain points and potential opportunities in how DOT credit programs currently operate. Also defined the vision, scope, and functional areas for where the Bureau will operate in the lending pipeline. In the second phase, assessed opportunities for the Bureau to increase efficiency and reduce delays.
- **Massachusetts DOT (MassDOT) and Massachusetts Bay Transportation Authority (MBTA) – Outsourcing Procurement.** Led a \$1.9M project to help rationalize capital planning processes to ensure efficient allocation of the capital budget, and to improve the financial performance of the MBTA transit system through operational cost savings and revenue enhancements. As a result of this

work, MassDOT and MBTA developed capital investment plans of \$15B to maximize the value and strategic impact of their constrained capital budget. MassDOT and the MBTA were able to increase transparency in their capital planning process and post their methodology in a public-facing website. Enhanced value creation for the MBTA, leading to increased revenues and optimized service contracts, culminating in a balanced budget for FY2018.

- **New York Metropolitan Transportation Authority (MTA) – Strategic Transformation and Procurement Redesign.** Led work at the MTA for more than a year with a focus on delivering over \$100M per year in operating cost savings through a variety of levers, including procurement demand management and performance-based outsourcing for different transit services.
- **State DOT – State Transportation Innovation Portfolio.** Led a team to prioritize multi-billion-dollar transportation investments. Served on a team that rigorously assessed costs and benefits—quantitatively as well as qualitatively—across multiple pools of projects competing for limited public funds. Because of this work, the State overhauled its transportation plan and institutionalized new resource allocation mechanisms for infrastructure financing.
- **US DOT – Transportation Regulation.** Oversaw economic, safety, and environmental regulation across all modes of transportation (road, rail, air, bus, pipeline) with economic value exceeding \$75 billion, and led the development and implementation of the US national congestion reduction initiative. Worked with states and municipalities across the US. Under Tyler’s leadership, the agency instituted a transparent cost-benefit approach to evaluating and prioritizing investments.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
University of Virginia Law School	J.D.	1998
Washington & Lee University	B.A., Economics	1995

Work History

Employer	Role	Date
McKinsey & Company	Partner	2009-present
US Department of Transportation	Under Secretary (Acting) and Assistant Secretary for Transportation Policy	2008-2009 2005-2009
US Department of Transportation	Deputy Assistant Secretary for Transportation Policy (and Acting Assistant Secretary)	2003-2005
Hogan & Hartson LLP (now Hogan Lovells)	Business and Finance Attorney	1998-2002

Sarah Tucker-Ray

Deputy Account Manager

Key Experience:

- Leader in the Public Sector Practice with a focus on helping governments develop strategy and make their role in the economy more efficient and effective, including through analysis on regulation, economic development incentives, infrastructure investments, and the relationship with the private sector, including recent work with a top 5 US city, the State of Florida, and the US Department of Commerce
- Deep knowledge of economic development, economic analysis, and global trends
- Broader work on customer experience and performance transformations in government, including with a top 5 US state, a federal housing agency, and a federal science agency
- Worked at the White House on urban economic development, in addition to prior work experience in three US federal government agencies and two city governments



Sarah is an Associate Partner in our Washington D.C. office. She works with public, social, and private sector organizations to achieve excellence in strategy, operations, and customer experience. She has worked with federal, state, and local governments in the US and with national governments abroad.

Sarah's expertise is in helping governments strategically consider their role in the economy to be more efficient and effective, including through analysis on regulation, economic development incentives, infrastructure investments, and the relationship with the private sector, including recent work with a top 5 US city, the State of Florida, the State of Virginia, and the US Department of Commerce. Sarah has helped governments consider options for new regulatory structures when industries have experienced major disruption and has helped governments think about both new investments and divestments to improve efficiency and effectiveness.

In economic development, Sarah has designed national and regional economic development plans, including focuses on housing and infrastructure. She has served six states on economic development topics.

Prior to McKinsey, Sarah worked for the White House Urban Policy team and at the US Departments of Housing and Urban Development, Education, and Health and Human Services. In 2014, Sarah was named a Vanguard by Next City, an honor given to 40 top young urban leaders in the US working to improve cities. She serves on the board of a community development financial institution (CDFI) in Memphis, TN, and was the Finance Chair and a founding member of the Board of Trustees for a public charter school in Brooklyn, NY. She is trained as an urban planner.

Relevant Experience:

- **State of New Jersey.** Served DEVCO (New Brunswick Development Corporation) along with EDA and a group of stakeholders in the creation of a plan to build an Innovation Hub in New Brunswick. Deliverables included case studies of successful

Innovation Hubs, pitch packs for corporate and university partners, operational and financial model, and plan with next steps.

- **State of New Jersey.** Served the Community Foundation of New Jersey on the development of a deep-dive diagnostic analysis of the New Jersey economy and on collection of economic development best practices from other states, with a focus on life science, clean energy, high tech, and logistics industries as well as on the enablers of workforce development, transportation, economic development organization, and customer experience improvements for small businesses.
- **US State – Confidential Investment Attraction Strategy.** Helped a State develop a value proposition to attract the headquarters of a major multi-billion-dollar global employer, with a specific focus on talent strategies to address the current and future direct and indirect talent needs created by the employer relocation.
- **Virginia Economic Development Partnership – Economic Development Strategic and Investment Attraction Plan.** Worked with Virginia's economic development agency on a broad and ambitious economic development strategy. Virginia sought to return to the top 10 US states for job growth, implying 45,000 new jobs per year for 10 years over projections. McKinsey's work included a roadmap for job creation and support for the Commonwealth in putting together a bid to attract a large, multi-billion dollar investment. Developed a portfolio of talent initiatives in partnership with major universities to strengthen the State's workforce. Engaged and generated alignment of 50+ stakeholders throughout all phases of the work.
- **West Virginia University – Economic Development Strategic Plan.** A State University in a rural US State hit with the impact of decrease in manufacturing and coal mining jobs asked McKinsey to help develop a State strategy to diversify the economy, create jobs and improve the underlying economic environment. We performed an analysis of the State's current performance, compared it to a relevant set of peers, interview 70+ experts and internal stakeholders, assembled case studies of successful interventions, and developed recommendations for the State and the university. The team also helped convene and mobilize the State's largest educational institutions as well as its Commerce Department to launch a partnership for implementing the findings of the effort and develop an aspiration to reverse the State's current economic prospects.
- **Florida Council of 100 – Economic Development Strategic Plan, Incentive Program Redesign, and Investment Attraction Strategy.** Advised a council of CEOs from the fastest growing state in the US on a strategy for sustainable growth. Prepared a competitive assessment of the state's economy, a list of prioritized sectors resilient to shocks, a human capital strategy, a plan to redesign its incentives program, and a web-based application that measures the ROI of state incentives. The final deliverables included 6 strategies, 20 policy options, and 75 initiatives.
- **Commonwealth of Pennsylvania – Budget Redesign and Asset Monetization.** Led a Commonwealth-wide effort to achieve more than \$1 billion in reduced costs and increased revenues while improving service to citizens. Involved assessment of almost all Commonwealth agencies' budgets, analysis of efficiency and effectiveness opportunities in those budgets in comparison with internal benchmarks and benchmarks from other states.

- **US federal agency - Transformation.** Supported a US federal agency with 5,000+ employees to redefine its operations and organizational structure to improve its service delivery to customers – the reorganization and efficiencies pursued resulted in an ability to meet 2X customer demand with a constant level of resources
- **US federal agency – Role of government in the economy.** Supported a US federal agency to redefine its engagement with the private sector and to develop a strategy regarding new investments, divestments, and new operating models. Strategy included a due diligence phase covering the market relevant to the agency’s mission, exploring both the current and future demand for products and services and current and future supplier offerings to meet that demand (technologies, services). The work built scenarios for how the market could develop and the likely effects of different scenarios on the agency’s mission. Based on this scenario analysis, a set of initiatives was developed, including investments in technologies of high potential value but currently commercially nonviable, divestments of activities more efficiently done by the private sector, and a set of new roles to consider, including quality regulation and subsidies for equitable provision, to be weighed against the current state of direct service provision by the government.
- **National government – Economic Development.** Supported a national government in development of an economic development plan, including six sectors to target (including manufacturing, tourism and real estate) and recommendations on necessary enablers, including changes to current systems for taxation, immigration, training, environmental regulations, energy, and capital investments. Resultant changes include a redesigned investment promotion authority, a new tax policy, a MOU with major investors, a major new tourism deal worth \$200M+, and a sale of an underperforming asset in progress
- **State department of transportation - Transformation.** Supported a state department of transportation through a performance transformation across central office and eight districts (touching 6,400 employees), optimizing the portfolio of projects based on a federal and state regulatory review, creating an organizational structure to drive change, and designing and implementing a leaner project delivery process across the agency’s \$10 billion budget, which resulted in a reduction in project delivery times of 60-75%
- **State government - Innovation.** Supported a state government to develop and implement a state health innovation plan, with a focus on achieving better outcomes at a lower cost
- **Federal agency –Transformation.** Designed and implemented multiple stages of a federal agency’s performance transformation, instituting principles of lean operations and a new organizational structure across HQ and 50+ offices, in addition to crafting and implementing a new hiring process – cutting the time to hire in half

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Princeton University	Master in Public Affairs; Economics, Urban Policy and Planning	2013
Tulane University	B.A.; Political Science, Public Policy	2009

Work History

Employer	Role	Date
McKinsey & Company	Associate Partner	2013-present
Princeton University	Lecturer	2013
US Department of Education	Fellow	2012
White House Domestic Policy Council	Team Lead – Strong Cities, Strong Communities	2011-2012
US Department of Housing and Urban Development	Special Assistant, Office of the Secretary	2010-2011
City of New Orleans	Mayor's Office of Public Advocacy, Associate	2009

Steve Van Kuiken

Senior Client Lead

Key Experience:

- Leads McKinsey's Business Technology Office in North America and the Healthcare Information Technology Practice
- 25+ years of relevant experience advising clients in the public and private sector on technology-enabled performance transformations
- Developed economic growth and investment strategies for the State of New Jersey, including the Energy Resilience Bank, the New Brunswick Development Corporation, and the Community Foundation of New Jersey
- Defined the vision and operating model for a \$1 billion investment fund established by the Federal government to foster healthcare IT innovations.
- Developed a strategic plan for modernizing the service operations and technology plans for one of the Federal Government's largest agencies.
- Led McKinsey's collaboration with the U.S. CTO to analyze the impact of the Federal Government's Open Data Initiative on private sector innovation in the U.S. Healthcare Industry



Steven Van Kuiken is a Senior Partner with McKinsey's New Jersey Office and a leader of McKinsey's Business Technology Practice. He focuses largely on public sector and healthcare clients in the areas of strategy development, organization, operations, and technology. He has led numerous major technology-enabled performance transformations for large organizations in both the private and public sectors. Additionally, he has spearheaded large public finance and economic development initiatives, including the Energy Resilience Bank for the State of New Jersey.

As a leader of McKinsey's Business Technology Practice, Steve is responsible for a global group of partners and consultants who focus their client activities on Public Sector and Healthcare Technology. He also leads the research and knowledge development strategy for the Firm in Business Technology. In this role, Steve is a frequent contributor to leading publications and conferences.

Relevant Experience:

- **State of New Jersey.** Served DEVCO (New Brunswick Development Corporation) along with EDA and a group of stakeholders in the creation of a plan to build an Innovation Hub in New Brunswick. Deliverables included case studies of successful Innovation Hubs, pitch packs for corporate and university partners, operational and financial model, and plan with next steps.
- **State of New Jersey.** Served the Community Foundation of New Jersey on the development of a deep-dive diagnostic analysis of the New Jersey economy and on collection of economic development best practices from other states, with a focus on life science, clean energy, high tech, and logistics industries as well as on the enablers of workforce development, transportation, economic development organization, and customer experience improvements for small businesses.

- **State of New Jersey.** Served the New Jersey Board of Public Utilities to analyze the economics of clean and resilient distributed energy infrastructure in critical facilities (e.g., hospitals and wastewater treatment plants) after Superstorm Sandy, build the strategy for a clean and resilient energy finance facility, and plan for implementation of the finance facility (Resilience Bank).
- **US State – Confidential Investment Attraction Strategy.** Helped a State develop a value proposition to attract the headquarters of a major multi-billion-dollar global employer, with a specific focus on talent strategies to address the current and future direct and indirect talent needs created by the employer relocation.
- **Department of Veterans Affairs – SDE Transformation.** Steve is serving as a subject matter expert for the two-year strategic support services effort to transform the organization, governance, and operations of SDE. This includes optimizing the Field Operations organization, establishing strong performance and accountability with appropriate metrics and dashboards, delivering mission-critical programs (e.g., assessing the business case for datacenter consolidation and cloud migration), and other changes to align with MyVA and improve the Veteran experience.
- **Large Pharmaceutical Company – IT Function Turnaround.** Steve led a multi-year effort that included reviewing, assessing, and providing recommendations on critical initiatives in addition to reorganizing and consolidating the global function to align with the client's strategic plans. As part of this process, Steve analyzed program management and the IT function's costs, deployment, and sustainment. He assessed the baseline and target performance and performed business case analysis. His work reduced costs by 30 percent, off-shoring a large portion of legacy maintenance, developing a new IT strategy, and supporting the development of major IT-enabled business capabilities.
- **Centers for Medicare and Medicaid Services (CMS) – IT Strategy.** Steve developed a strategy that defined the new operations and technology capabilities required by CMS to meet the demands of healthcare reform. In this work, he performed an operational and strategic assessment, and provided analysis and recommendations. The strategy encompassed a broad set of requirements ranging from refreshed sourcing and acquisition capabilities to new shared services and agency-wide IT services. In developing the strategy, Steve applied his expertise in governance, management, strategy and transformation planning. The strategy effort has set CMS's roadmap for operations and technology changes for the next few years. This provides CMS important alignment of their IT strategy with their business priorities and plans, and a roadmap that details the technology requirements, considered alternatives, the as-is and to-be processes, the resource and budget requirements, and the anticipated roadblocks and mitigation plan to successfully implement the strategy.
- **Leading Healthcare Services Company – Operational Transformation, Governance, and Management.** Steve led the effort to transform the operations of a \$90 billion revenue healthcare services company, preparing the company for a rapidly changing competitive environment. The effort included dramatically reducing cost by reorganizing the company from a collection of independent operations to a more unified organization with shared, company-wide services. This work involved assessing the governance and management methodologies and the portfolio of

initiatives to provide recommendations for how to balance short-term and long-term needs and prioritize initiatives. Steve's work improved core operations (e.g., revenue collection) and built new technology-enabled capabilities like expanded online channels for consumers, improved data analytics, more flexible staffing models and better performance metrics. The company realized operating model improvements, including a 30 percent reduction in cost, while improving customer service and realizing new healthcare reform-related opportunities.

- **Pharmaceutical Industry IT Services Provider – Strategic Sourcing/Vendor Utilization.** Steve assessed the competitive landscape for a provider of IT and data services solutions to the pharmaceutical industry. In this work, he used a holistic view of requirements and best practices to provide recommendations for strategic sourcing. This included analyzing the demand element and using the competitive assessment insights to sharpen the company's value proposition. He worked with the client to address pain points and build account plans for major opportunities to achieve near-term and long-term objectives.
- **Leading Clinical Systems Provider – Delivering Mission-Critical Programs.** Steve assisted in turning around a large physician practice management and clinical systems provider. This involved reviewing, assessing and providing recommendations on how to resolve the issues with these critical programs, and analyzing program management processes, costs and deployment and sustainment needs. He helped the client reshape their product portfolio and develop a new value proposition to the marketplace.
- **US Healthcare Payor firm – IT Strategy.** Steve participated in the development an IT and operations strategy for a mid-sized payor. This effort aligned the client's IT strategy with their business priorities and plans. As part of his work to remove obstacles and reduce risk to achieve success, Steve helped redirect a failing large-scale systems overhaul into a series of more manageable and higher-return IT initiatives. Through this effort, the client gained a roadmap for implementing these initiatives to achieve their IT strategic objectives.
- **Academic Medical Centers – IT Organization, Management, and Governance.** Steve worked with two major academic medical centers to de-merge their combined IT capability. This included designing new IT organizations and operating models, defining strategic investment priorities based on identifying major gaps against best practices, and selecting IT components to be outsourced. As part of this work, Steve reviewed the governance and management methodologies in place across the two centers, evaluating their portfolio of initiatives, and performing strategic and transformation planning to support the organizational health of their respective IT capabilities.
- **Large Health Ministry – IT Strategy.** Steve assisted in creating an information management strategy for a large provincial health ministry. In this work, he assessed the Ministry's overall needs and how those aligned to their IT strategy, priorities and plans, and helped define the key investments required over a three-year period to meet the strategic goals. He also defined the vision and operating model for a \$1 billion investment fund established by the federal government to foster innovations in healthcare IT. This included assessing the needed planning, programming,

budgeting and execution capability, and developing the technology roadmap to achieve the end state.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Hope College	B.A., Economics and History	1985

Work History

Employer	Role	Date
McKinsey & Company	Senior Partner	1998-present
Baxter/Allegiance Healthcare	Healthcare Vice President of IT, Healthcare Service Division	1993-1998
Andersen Consulting	Consultant	1985-1993

John-Paul (JP) Julien

Engagement Manager

Key Experience:

- Designed revenue-generating strategies worth \$200+ million to help a state government close its fiscal budget gap
- Analyzed efficacy and impact of a state's economic development efforts, including how its workforce development programs, incentives packages, and key industry sectors compared to peer states
- Developed business attraction strategy and new incentive program for city in collaboration with local economic development organization
- Created expansion and operational improvement strategies for 5 startups across the US



JP is an Engagement Manager in McKinsey & Company's Philadelphia office who focuses on public sector and social sector clients. He has advised city, state, and federal clients on economic development strategy, capital allocation, asset monetization, and enablement of the innovation economy. JP is passionate about helping public and social sector organizations better serve their constituents and bring about long-term, inclusive economic growth. Born and raised in New Jersey, JP is particularly excited by the opportunity to serve his home state.

Relevant Experience:

- **State of New Jersey.** Served DEVCO (New Brunswick Development Corporation) along with EDA and a group of stakeholders in the creation of a plan to build an Innovation Hub in New Brunswick. Deliverables included case studies of successful Innovation Hubs, pitch packs for corporate and university partners, operational and financial model, and plan with next steps.
- **City Economic Development Organization – Business Attraction and Incentive Design.** Assisted city in development of its business attraction strategy and submitting a proposal to accelerate its technology economy. Created innovative tax incentive proposal to assist in attraction opportunity.
- **State Economic Development Organization – Performance Assessment.** Analyzed spend, efficacy, and impact of state incentives in their ability to grow the state's economy relative to peers. Compared state workforce development programs and recommended improvements to increase impact of current workforce offerings.
- **City Chamber of Commerce – Assessment of the Middle Market Economy.** Helped city to understand size, scale, and unique challenges facing companies with \$10 million to \$1 billion in annual revenue, working with local chamber to identify tangible solutions to support economic growth for this segment of the regional economy.
- **State Government – Budget Redesign and Asset Monetization.** Developed concrete strategies to help state agencies monetize state-owned assets to support balanced fiscal budget. Identified opportunities for state to reduce operating costs in state-owned enterprises.

- **State Government – Capital Allocation and Bond Financing Redesign.** Assessed bond allocation process across 16+ state agencies and developed a new, end-to-end process to reduce state interest spend, increase compliance across agencies, and reduce complexity and time spent by agency employees.
- **Real Estate Development Organization – Innovation Hub Design.** Developed operating and financial strategy for university-anchored innovation hub, helping university, state economic development leaders, and local real estate players identify best practices from other hubs and assess its potential impact for planned real estate asset.
- **The Collective (Social Enterprise) – Strategic and Financial Planning.** Designed operating model and funding strategy for social enterprise dedicated to helping young adults who are out of work and out of school in Memphis, TN get reconnected to meaningful educational and employment opportunities. Still in its first year, the organization has already successfully trained and employed 40+ students.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Yale School of Management	M.B.A.	2016
Yale School of Public Health	M.P.H.	2016
University of Pennsylvania	B.A., Health Economics	2011

Work History

Employer	Role	Date
McKinsey & Company	Engagement Manager Associate	2018-present 2016-2018
M.B.A.s Across America	Fellow	2015
Mercer	Senior Health & Benefits Analyst	2011-2013

Dany Matar

Backup Engagement Manager

Key Experience:

- Washington, DC-based Engagement Manager with experience serving state and local clients on topics related to strategic planning operational assessment, process improvement, talent management, implementation and change management in areas such as transportation, economic development, workforce development, and healthcare
- Strong background in program-related matters, state operations, and management issues
- Deep understanding of state operations and management, having supported states and state agencies in undergoing assessment of current policies and processes, including performing best practice research and benchmarking, designing and testing implementable solution, and training the organization on new processes



Dany is an Engagement Manager McKinsey's Washington, DC Office. He is part of the State and Local Government Practice, with a specific focus on economic development, workforce development, and infrastructure strategies. Dany has worked with multiple clients at the state levels on a range of transformation, strategy, organizational, talent management, and performance management improvement issues.

Relevant Experience:

- **US State – Confidential Investment Attraction Strategy.** Helped a State develop a value proposition to attract the headquarters of a major multi-billion-dollar global employer, with a specific focus on talent strategies to address the current and future direct and indirect talent needs created by the employer relocation.
- **Virginia Economic Development Partnership – Economic Development Strategic and Investment Attraction Plan.** Worked with Virginia's economic development agency on a broad and ambitious economic development strategy. Virginia sought to return to the top 10 US states for job growth, implying 45,000 new jobs per year for 10 years over projections. McKinsey's work included a roadmap for job creation and support for the Commonwealth in putting together a bid to attract a large, multi-billion-dollar investment. Developed a portfolio of talent initiatives in partnership with major universities to strengthen the State's workforce. Engaged and generated alignment of 50+ stakeholders throughout all phases of the work.
- **West Virginia University – Economic Development Strategic Plan.** The University worked to develop a State strategy to diversify the economy, create jobs and improve the underlying economic environment. We performed an analysis of the State's current performance, compared it to a relevant set of peers, interview 70+ experts and internal stakeholders, assembled case studies of successful interventions, and developed recommendations for the State and the university. The team also helped convene and mobilize the State's largest educational institutions as well as its Commerce Department to launch a partnership for implementing the findings of the effort and develop an aspiration to reverse the State's current economic prospects.

- **State Department of Transportation – Capital planning, capital portfolio optimization and operational improvement.** A State's DOT engaged McKinsey to perform a capital diagnostic with three primary objectives: review its capital planning process, portfolio allocation and management, and project delivery process, identify portfolio optimization and process efficiency opportunities, and create implementation plans, change management strategies and training program to roll-out new processes across the organization. Dany was the Project Manager, leading the team that analyzed existing agency processes, analyzed current workflows, measured and benchmarked current performance and performed best practices research. The team worked closely with agency leadership and frontline workers to design new processes, develop implementation and change management plans and train the organizations. The work helped increase project programming by \$33B over 10 years, reduce complex project development time by 20-25%, and create a process to tie portfolio allocation to system performance and return on investment.
- **Greater Washington Partnership – Organization Design and Economic Development Strategic.** Supported the Greater Washington Partnership, a civic alliance of CEOs of leading employers in the Baltimore-Washington D.C.-Richmond region that is committed to economic development in the area. From an organizational perspective, the McKinsey team helped set up and establish the governance structure of the Partnership, as well as its operating model. Programmatically, we supported the organization on a diagnostic of the Region's economic competitiveness as well as workforce supply and demand trends.
- **Drug Manufacturing Company – Operational Efficiency Transformation.** Worked as a team member for an engagement where the animal health drug manufacturer was looking to improve its current operations to reduce production costs and meet its new quality targets in its manufacturing plants. Dany led a team in one of the plants. He worked with frontline workers on reviewing and observing existing processes, mapping workflows, identifying opportunities for improvement, designing and testing new processes and developing the required accountability programs and quality assurance protocols that ensure quality improvements and efficiency gains can be realized and sustained. The findings were estimated to help the company achieve its quality targets while reducing costs by more than 20%

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Université Saint-Joseph (Lebanon)	M.D.	2013
Johns Hopkins University	Master of Public Health (M.P.H.)	2011
Université Saint-Joseph (Lebanon)	B.S. in Medical Sciences, B.A. in Sociology and Anthropology	2008 2012

Work History

Employer	Role	Date
McKinsey & Company	Engagement Manager	2014-present
Johns Hopkins School of Medicine	Postdoc fellow in kidney transplant	2013-2014

Christian Gonzales

Senior Research and Analytics Lead

Key Experience:

- Economic development specialist at McKinsey with experience in 10+ regions
- Designed economic development strategies for private- and public-sector clients in cities, states, and countries
- Leveraged advanced analytics to create the Economic Competitiveness Intelligence Tool (ECIT)
- Published a book and multiple reports in collaboration with leading economic development experts
- Performed big data analytics for economic development while working for the World Bank



Christian is a McKinsey economic development specialist who has served public and private sector clients worldwide. Prior to McKinsey, he was a researcher at the International Monetary Fund, where he published a book on economic growth and multiple reports in the areas of debt policy, gender inequality, income inequality, and macro-structural reforms. He also worked for the World Bank, where he specialized in big data analytics for economic development.

Relevant Experience:

- **State of New Jersey.** Served DEVCO (New Brunswick Development Corporation) along with EDA and a group of stakeholders in the creation of a plan to build an Innovation Hub in New Brunswick. Deliverables included case studies of successful Innovation Hubs, pitch packs for corporate and university partners, operational and financial model, and plan with next steps.
- **JobsOhio – Independent Performance Assessment.** McKinsey undertook a performance evaluation of the state of Ohio's economic development function through extensive, objective, and data-driven review and analysis of operations, organization, internal outputs and outcomes for the overall economy of Ohio. We analyzed the evolution of Ohio's economy and of JobsOhio's nine target industries, and benchmark JobsOhio against regional and competitive peers on outcome indicators most commonly report and used to measure the performance of EDOs (e.g., deals, jobs, capex, payroll) as well as inputs indicators (e.g., incentives, resources, programs). The team further compared performance on operating model components of the organization (e.g., health, structure, talent), processes (e.g., deal making, reimbursement, hiring, IT procurement), and engagement (e.g., customer experience, transparency).
- **Florida Council of 100 – Economic Development Strategic Plan, Incentive Program Redesign, and Investment Attraction Strategy.** Advised a council of CEOs from the fastest growing state in the US on a strategy for sustainable growth. Prepared a competitive assessment of the state's economy, a list of prioritized sectors resilient to shocks, a human capital strategy, a plan to redesign its incentives program, and a web-based application that measures the ROI of state incentives. The final deliverables included 6 strategies, 20 policy options, and 75 initiatives.
- **US State – Confidential Investment Attraction Strategy.** Helped a State develop a value proposition to attract the headquarters of a major multi-billion-dollar global

employer, with a specific focus on talent strategies to address the current and future direct and indirect talent needs created by the employer relocation.

- **Virginia Economic Development Partnership – Economic Development Strategic and Investment Attraction Plan.** Worked with Virginia's economic development agency on a broad and ambitious economic development strategy. Virginia sought to return to the top 10 US states for job growth, implying 45,000 new jobs per year for 10 years over projections. McKinsey's work included a roadmap for job creation and support for the Commonwealth in putting together a bid to attract a large, multi-billion dollar investment. Developed a portfolio of talent initiatives in partnership with major universities to strengthen the State's workforce. Engaged and generated alignment of 50+ stakeholders throughout all phases of the work.
- **Midwestern State – Economic Development Strategic Plan.** Completed a comprehensive diagnostic of the state economy, including prioritizing key industry clusters. Prepared a market analysis of the major trends (e.g., automation, income inequality, migration) impacting the state's future economy, including projections of their impact if left unmanaged. Developed a set of strategies and initiatives aimed at creating nearly one million new jobs and helping the state become a trillion-dollar economy.
- **Large Energy Company in Mid-Atlantic State – Economic Development Strategic Plan.** Developed a state-level strategy to foster economic development by better leveraging energy resources, driving internal demand and ensuring competitive supply.
- **Latin American Country – Industry Growth Strategy.** Designed a growth strategy for the apparel and textile industry cluster, an export/investment promotion strategy, and set up a delivery unit to execute on the strategies. The cluster strategy was presented to leading multinationals in the industry, and as a direct result, they announced plans to open three facilities in the country, generating over 50 thousand new jobs. The overall strategy is on track to generate 600 thousand jobs by 2020.
- **Greater Washington Partnership – Organization Design and Economic Development Strategic.** Supported the Greater Washington Partnership, a civic alliance of CEOs of leading employers in the Baltimore-Washington D.C.-Richmond region that is committed to economic development in the area. From an organizational perspective, the McKinsey team helped set up and establish the governance structure of the Partnership, as well as its operating model. Programmatically, we supported the organization on a diagnostic of the Region's economic competitiveness as well as workforce supply and demand trends.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Johns Hopkins University	MS, Applied Economics	2014
Syracuse University	MA, International Relations	2011
Berea College	BA, BS, Economics, Finance, Mathematics	2010

Work History

Employer	Role	Date
McKinsey & Company	Knowledge Specialist	2015-present

Employer	Role	Date
International Monetary Fund	Research Analyst	2013-2015
The World Bank	Junior Professional Associate	2011-2013
United Nations	Government Affairs Intern	2011

Marcel Bock

Senior Industry Lead

Key Experience:

- Supported the creation of a state economic development strategy focusing on aspiration, key sectors, and enablers
- Built a global growth strategy for major nonprofit education organization
- Led the analytics work stream health crisis response management in a developing market context
- Assists organizations in defining their global and economic growth strategies



Marcel is an Associate based in McKinsey's New Jersey office since his 2017 relocation from the Frankfurt, Germany office. His areas of focus are strategy and growth topics in economic development, education, and global health. Marcel has work experience with public and private sector organizations in China, Colombia, Germany, Saudi Arabia, Switzerland, and the United States.

Relevant Experience:

- **State of New Jersey.** Served the Community Foundation of New Jersey on the development of a deep-dive diagnostic analysis of the New Jersey economy and on collection of economic development best practices from other states, with a focus on life science, clean energy, high tech, and logistics industries as well as on the enablers of workforce development, transportation, economic development organization, and customer experience improvements for small businesses.
- **Nonprofit Education Organization – Global growth strategy.** Assisted a major nonprofit organization to redefine their global growth strategy across PK-12, higher education, and workforce. Helped identify target countries and attractive submarkets and helped develop actionable initiatives for Europe, Middle East, and Africa. Identified potential partners and acquisition target for high priority initiatives.
- **Philanthropy – Strategy under uncertainty.** Helped the global health division of a major foundation to define a long-term (15-20 year time frame) strategy across disease areas to inform its future research and funding priorities. Specifically, worked with teams across 4 of the disease areas, each consisting of leading international researchers in the respective field of global health and their staff. The strategy was presented to and accepted by the foundation's board and used in communications with various national and international stakeholders
- **European government – Integrated refugee management.** Managed major elements of an end-to-end strategy for the asylum-seeking process for a European government in the light of the recent refugee crisis. Specifically, Marcel implemented of the strategy across 2 major locations through leading client teams consisting of 8-10 people each, including the respective location head as well as middle management. Responsible for creating a skill-building workshop concept for the countrywide implementation of the next phase of the strategy as well as conducting the workshop at the client's headquarters with the client's internal consulting team
- **Middle Eastern Government – health crisis management.** Managed the analytics work stream of a health crisis response management engagement for a ministry of

health in the Middle East. Set up situation rooms across two locations and training the respective staff. Led the conceptual design and development process of more than 10 advanced analytics dashboards to be used in these situation rooms and directly accessible by senior government officials

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Columbia University, School of International and Public Affairs	M.A. in International Affairs (Economic and Political Development concentration)	2017
University of Mannheim, Germany	M.Sc. in Business Administration (Corporate Finance & Entrepreneurship)	2013
University of Mannheim, Germany	B.Sc. in Business Administration	2010

Work History

Employer	Role	Date
McKinsey & Company	Associate	2013-present
Ernst & Young Hua Ming, China	Intern	2011
E&Y Corporate Finance Beratung	Intern	2009
Metro AG	Intern	2009

Jon Law

Expert – Economic Development

Key Experience:

- Leader in McKinsey State and Local Government Practice and head of McKinsey US Economic Development Service Line, leading a variety of ambitious economic development initiatives throughout the country
- Developed and implemented sector strategies for the Western New York region as part of the Buffalo Billion, including workforce development initiatives to support high growth sectors
- Led a consortium to develop Skillfull, an innovative skill-based online tool to connect job seekers, employers, and educators, in collaboration with the Markle Foundation, the State of Colorado, the City of Phoenix, LinkedIn, and Arizona State University
- Designed and helped implement Open SUNY, the State University of New York's initiative that scales up online learning across the system's 64 campuses to help students gain the credentials they need to meet employer needs



Jon Law is a Partner with McKinsey based in the New York Office. He is a leader of the State and Local Government Practice, the leader of McKinsey's US Economic Development Service Line, and a member of the Firm's Higher Education Practice. The US Economic Development Service Line works with states, regions, and cities around the country to develop and implement comprehensive economic and jobs growth plans. Jon works with public, private, and social sector organizations on a range of strategy, organizational, and operational issues, particularly in the fields of economic development, workforce development, and education to employment.

Relevant Experience:

- **New York State – “Buffalo Billion” economic development initiative.** Led a team that worked with the state economic development agency and the local community to develop an economic development strategy for the Western New York region, including Buffalo. Following the governor's commitment of \$1 billion, the team was engaged to identify priority strategies and create a set of initiatives to help put a legacy city back on track, including the creation of an income mobility initiative that focused on developing new labor-market intermediary, the Skills Broker. Overall, the team designed initiatives to create or retain 25,000 jobs and to increase gross domestic product (GDP) by 3.6 percent and helped launch the Skills Broker initiative with over 60 employers and 700 job applicants. Buffalo's unemployment rate dropped to its lowest since the recession (5.1% in December 2015); 11,000 new direct and indirect jobs were created; total regional wages increased 4%; over 800 firms moved to the region; \$10 billion in new private dollars were invested; and the region saw a 3.8% increase in the population of young people, reversing a decades-long decline.
- **The Capital Region of NY – Economic Development Plan Project.** Led a team to develop an integrated portfolio of strategic economic development initiatives for New York's Capital Region (eight counties located around Albany) aimed at creating

40,000 more local jobs, attracting 10,000 more residents to the region, employing 4,500 unemployed residents, and lifting 20,000 local residents out of poverty. He developed a comprehensive diagnostic of the region's challenges and opportunities through detailed quantitative analysis and interviews and focus groups across private, public, and community stakeholders.

- **US State – Confidential Investment Attraction Strategy.** Helped a State develop a value proposition to attract the headquarters of a major multi-billion-dollar global employer, with a specific focus on talent strategies to address the current and future direct and indirect talent needs created by the employer relocation.
- **Markle Foundation – Skillful Initiative.** Led a consortium to develop Skillfull, an innovative skill-based online tool to connect job seekers, employers, and educators, in collaboration with the Markle Foundation, the State of Colorado, the City of Phoenix, LinkedIn, and Arizona State University.
- **The Partnership of New York City – Economic development research and analysis.** Led the team that undertook the analysis that informed a blueprint of actions and initiatives championed by the Partnership, a leading business organization composed of a select group of 200 CEOs from the top corporate, investment, and entrepreneurial firms, to ensure the continued strength of the City's economy. Jon also led the team that helped identify high-growth industries in New York City and projected the educational requirements for the workforce in these industries. The fact base and recommendations were shared and endorsed by the Partnership's membership, including CEOs from leading New York City-based companies across all industries.
- **JobsOhio – Investment Attraction.** Led an effort to establish a clear strategy and outline organizational best practices and capabilities required to enable the agency to attract large deals that would create over 500 jobs and lead to over \$500 Million of capital investment. The effort included establishing and applying data-based criteria to identify fast growth sectors that would meet the strategic goals of the organization and developing individual sector strategies for each which isolated specific areas of job intensity and a prioritized target list. To pursue the targets, we created individual value propositions in each sector for the State based on detailed feedback and input from industry stakeholders and State representatives to map needs to offerings and outlined specific communication and implementation plans. In parallel we identified the best practices for organizational structure, design and capabilities for outreach and engagement to ensure high rates of success.
- **Virginia Economic Development Partnership – Economic Development Strategic and Investment Attraction Plan.** Worked with Virginia's economic development agency on a broad and ambitious economic development strategy. Virginia sought to return to the top 10 US states for job growth, implying 45,000 new jobs per year for 10 years over projections. McKinsey's work included a roadmap for job creation and support for the Commonwealth in putting together a bid to attract a large, multi-billion dollar investment. Developed a portfolio of talent initiatives in partnership with major universities to strengthen the State's workforce. Engaged and generated alignment of 50+ stakeholders throughout all phases of the work.
- **Midwestern State – Economic Development Strategic Plan.** Completed a comprehensive diagnostic of the state economy, including prioritizing key industry

clusters. Prepared a market analysis of the major trends (e.g., automation, income inequality, migration) impacting the state's future economy, including projections of their impact if left unmanaged. Developed a set of strategies and initiatives aimed at creating one million new jobs and helping the state become a trillion-dollar economy.

- **Greater Washington Partnership – Organization Design and Economic Development Strategic.** Supported the Greater Washington Partnership, a civic alliance of CEOs of leading employers in the Baltimore-Washington D.C.-Richmond region that is committed to economic development in the area. From an organizational perspective, the McKinsey team helped set up and establish the governance structure of the Partnership, as well as its operating model. Programmatically, we supported the organization on a diagnostic of the Region's economic competitiveness as well as workforce supply and demand trends.
- **Large Energy Company in Mid-Atlantic State – Economic Development Strategic Plan.** Developed a state-level strategy to foster economic development by better leveraging energy resources, driving internal demand and ensuring competitive supply.
- **State University of New York (SUNY) - Online education strategy.** Led a team in the design of a University-wide digital strategy and the implementation of an initiative that aims to enroll 100,000 new students over the coming years. A central objective of the strategy is to support working New Yorkers in attaining higher education degrees so that they can advance their career and earn more over their lifetime. State University of New York (SUNY) is the largest comprehensive public university system in the US with over 460,000 students across 64 campuses.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Columbia University Law School	J.D., Law	2007
Harvard University	B.A., Social Studies, <i>magna cum laude</i>	2001

Work History

Employer	Role	Date
McKinsey & Company	Principal	2007-present 2001-2003
New York City Economic Development Corporation	Project Manager	2004
United Nations	Associate Program Officer	2003-2004

Wan-Lae Cheng

Expert – Workforce

Key Experience:

- Engaged stakeholders throughout a state to create a capability program for state workforce centers to enhance economic development and workforce competitiveness
- Identified options for potential economic growth and entry into the US education market, defining business implications of the Higher Education Act and Gainful Employment
- Served both for-profit and non-profit education institutions and systems, focusing on economic growth strategies, innovation and implementation



Wan-Lae is an Associate Principal in McKinsey's Stamford, CT office. Wan-Lae is a leader in both the Public Sector practice and the Education practice, working on issues related to economic development by creating innovative approaches to strategic planning and benchmarking best practices across states. She serves organizations across the public, private, and social sectors and has expertise in education, education to employment issues, economic development strategy initiatives and functional experience in Operations. Wan-Lae recently supported a leading Foundation in helping define a set of innovative strategies that will impact economic growth and career development at both a regional and national scale. She served NYC DOE in their support services transformation and worked with State Education departments on the implementation of Common Core assessments. Additionally, Wan-Lae has served both for-profit and non-profit education systems, focusing on growth strategy and organizational and operational redesign. Prior to McKinsey, Wan-Lae worked at MDRC, a public policy firm, where she helped lead the site selection process and the design and piloting of new welfare-to-work programs with California and Oregon's Departments of Health and Human Services.

Relevant Experience:

- **Florida Council of 100 – Economic Development Strategic Plan, Incentive Program Redesign, and Investment Attraction Strategy.** Advised a council of CEOs from the fastest growing state in the US on a strategy for sustainable growth. Prepared a competitive assessment of the state's economy, a list of prioritized sectors resilient to shocks, a human capital strategy, a plan to redesign its incentives program, and a web-based application that measures the ROI of state incentives. The final deliverables included 6 strategies, 20 policy options, and 75 initiatives.
- **Top public university - Global strategic planning.** Supported Chancellor and task force of notable alumni, deans, and faculty leaders to define a set of signature Global initiatives that span research, student engagement, and operational enablers. Engaged key stakeholders across schools and external experts to create a set of distinctive ideas that will propel University's global impact and brand and will be launched as part of university's larger global strategy and capital campaign.
- **Markle Foundation, Chief Operating Officer - Workforce innovation.** Led, developed and implemented portfolio of workforce innovation pilots in state of Colorado. Worked with employers in IT and Advanced Manufacturing to implement skills-based hiring practices. Partnered with LinkedIn to bring to market a new

Training Finder tool for individuals without college degrees. Built grassroots campaigns to engage middle-skill jobseekers, and led the design of a capability-building program and toolkit for state workforce coaches. Secured \$25M financial partnership with Microsoft.

- **Comprehensive higher education system - Online learning.** Built a scalable operational and business model for online learning for SUNY, including a suite of innovative opt-in shared services designed to leverage the combined scale and scattered expertise across the 90+ campuses of the university system.
- **New York City (NYC) Department of Education (DOE) - Organizational Support Services Transformation.** Supported NYC DOE through defining a new capacity framework to provide a holistic, research-based approach to school support and accountability. The "Framework for Great Schools" recognizes schools' strengths and diagnoses areas for improvement across six core elements to support school leaders and drive student achievement. We developed the model through extensive stakeholder engagement, detailed analysis of current and past models, and a review of other urban districts nationally.
- **US Higher Education Institution - College Completion Strategy.** Designed predictive model that identifies at-risk student mindsets and relationship to college completion, and a corresponding playbook of interventions
- **For Profit Educational Services Company - Growth Strategy.** Facilitated strategy planning process across C-Suite and key divisions of educational services company to identify potential areas for product, services, and geographic growth.
- **Australian For-Profit Educational Services Company - Market Entry Strategy.** Identified options for potential growth and entry into the US education market, including defining business implications of the Higher Education Act and Gainful Employment.
- **US Foundation - Implementation of Common Core Assessments by 2015.** Led year-long effort working with 20+ Education Chiefs/Commissioners, leading NGOs, and Foundations, to design a sustainable business model that could manage \$100M+ in contracts and fees and an implementation plan to successfully deliver next generation high-stakes exams across the United States in 2015.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Columbia University Graduate School of Business	M.B.A.	2008
University of Virginia	B.A. Foreign Affairs	2003

Work History

Employer	Role	Date
McKinsey & Company	Associate Principal	2008 – Present
Markle Foundation	Chief Operating Officer	2015 - 2017
MDRC	Public Policy Research and Operations	2004 - 2006
International Rescue Committee	International Resettlement	2003 - 2004

Sree Ramaswamy

Expert – Incentives

Key Experience:

- Supports economic development strategic planning engagements for public sector institutions, leveraging insights gained from leading business and economics research at McKinsey Global Institute (MGI)
- Co-leads McKinsey Global Institute's research on North America, including the changing economy and globalization
- Frequent author and speaker at business and policy conferences on global economic forces, technology, trade, and investment



Sree Ramaswamy is a Partner at the McKinsey Global Institute (MGI), McKinsey's business and economics research arm. He leads research on the economics of digitization and the economics of multinational corporations. He is responsible for shaping MGI's research initiatives, leading research on trends in competition, technology, and global forces influencing multinationals.

Sree is also a co-leader of MGI's research on North America and has authored reports and articles on the ongoing digital transformation of the US economy, on new investment opportunities, on opportunities and challenges for the NAFTA region, and the role of US multinational firms in the global economy. Sree is a frequent speaker at conferences, policymaker, business, and media roundtables, and media briefings on topics related to his core research and to MGI's broader themes around global forces, technology, trade, and investment, and the global and US economic outlook. His research is frequently cited in the *Economist*, *Financial Times*, *Harvard Business Review*, and *Wall Street Journal* among other publications.

Prior to joining McKinsey, Sree spent a decade in the US telecom and aerospace sector. He worked in regulatory affairs and engineering research for broadband satellite networks and holds three patents. He has an M.B.A. and Master's and Bachelor's degrees in engineering and telecommunications. Sree is based in Washington, DC.

Relevant Experience:

- **State of New Jersey.** Served the Community Foundation of New Jersey on the development of a deep-dive diagnostic analysis of the New Jersey economy and on collection of economic development best practices from other states, with a focus on life science, clean energy, high tech, and logistics industries as well as on the enablers of workforce development, transportation, economic development organization, and customer experience improvements for small businesses.
- **US State – Confidential Investment Attraction Strategy.** Helped a State develop a value proposition to attract the headquarters of a major multi-billion-dollar global employer, with a specific focus on talent strategies to address the current and future direct and indirect talent needs created by the employer relocation.
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sectors resilient to shocks, a human capital strategy, a plan to redesign its incentives program, and a web-based application that measures the ROI of state incentives. The final deliverables included 6 strategies, 20 policy options, and 75 initiatives.

- **Greater Washington Partnership – Organization Design and Economic Development Strategic.** Supported the Greater Washington Partnership, a civic alliance of CEOs of leading employers in the Baltimore-Washington D.C.-Richmond region that is committed to economic development in the area. From an organizational perspective, the McKinsey team helped set up and establish the governance structure of the Partnership, as well as its operating model. Programmatically, we supported the organization on a diagnostic of the Region's economic competitiveness as well as workforce supply and demand trends.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Columbia University Graduate School of Business	M.B.A.	2008
University of Pittsburgh	M.S. Telecommunications, Technology Policy	1997
University of Poona	B.E. Computer Engineering, Electrical Engineering	1995

Work History

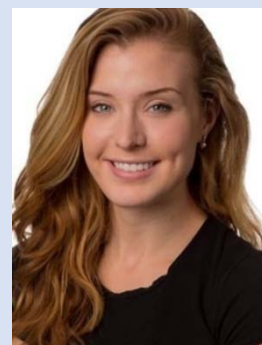
Employer	Role	Date
SES Americom	Manager, Spectrum Development	2005-2006
Hughes / DirectTV	Systems Engineer	1999-2005
University of Maryland	Research Assistant	1997-1999

Shannon Gombos

Expert – Site Selection

Key Experience:

- Senior Analyst on the US & Canada Geographic Research Team with a focus on helping governments identify strategic opportunities for growth and business attraction. Recent work includes several strategy engagements with US State clients, an industrial trade association targeting regional growth, and a CEO Council hoping to bolster cybersecurity in its area
- Deep knowledge of corporate site selection, business attraction, and economic development incentives
- Broader work on corporate site selection with private sector clients to help identify where to set up their new advanced manufacturing facilities, office headquarters, and R&D centers



Shannon is a Senior Analyst in McKinsey's Waltham, MA office. She works with public, social, and private sector organizations to identify and assess strategic opportunities for growth. Shannon has worked with federal, state and local public-sector clients on regional economic development strategies and with private sector clients to determine top locations for their business expansion and relocation initiatives. Shannon's expertise with governments is primarily around regional economic growth strategies. She typically conducts analysis around performance of economic development incentives. Shannon's work has helped multiple government clients assess its return on investment and identify its core weaknesses in its incentives strategy; this work has led to legislation and actionable next steps. Prior to McKinsey, Shannon worked for Harvard Business School doing research for two professors in the Accounting and Management Department. Shannon's research focused on corporate sustainability – including analyzing corporate governance and operations – to identify how such initiatives impacted overall corporate performance.

Relevant Experience:

- **JobsOhio – Independent Performance Assessment.** McKinsey undertook a performance evaluation of the state of Ohio's economic development function through extensive, objective, and data-driven review and analysis of operations, organization, internal outputs and outcomes for the overall economy of Ohio. We analyzed the evolution of Ohio's economy and of JobsOhio's nine target industries, and benchmark JobsOhio against regional and competitive peers on outcome indicators most commonly report and used to measure the performance of EDOs (e.g., deals, jobs, capex, payroll) as well as inputs indicators (e.g., incentives, resources, programs). The team further compared performance on operating model components of the organization (e.g., health, structure, talent), processes (e.g., deal making, reimbursement, hiring, IT procurement), and engagement (e.g., customer experience, transparency).
- **Northeastern State – Economic development diagnostic.** Designed a diagnostic to benchmark economic development incentives to determine State performance. Conducted a performance assessment of corporate incentives against peers.
- **Virginia Economic Development Partnership – Economic Development Strategic and Investment Attraction Plan.** Worked with Virginia's economic

development agency on a broad and ambitious economic development strategy. Virginia sought to return to the top 10 US states for job growth, implying 45,000 new jobs per year for 10 years over projections. McKinsey's work included a roadmap for job creation and support for the Commonwealth in putting together a bid to attract a large, multi-billion dollar investment. Developed a portfolio of talent initiatives in partnership with major universities to strengthen the State's workforce. Engaged and generated alignment of 50+ stakeholders throughout all phases of the work.

- **Rural US State – Industry attraction strategy.** Identified aspirational peers based on strong performance history and similar industry attraction strategies.
- **Regional CEO Council – State performance benchmark.** Analyzed the State's performance against peers to identify ROI, potential inefficiencies, and success stories.
- **Greater Washington Partnership – Organization Design and Economic Development Strategic.** Supported the Greater Washington Partnership, a civic alliance of CEOs of leading employers in the Baltimore-Washington D.C.-Richmond region that is committed to economic development in the area. From an organizational perspective, the McKinsey team helped set up and establish the governance structure of the Partnership, as well as its operating model. Programmatically, we supported the organization on a diagnostic of the Region's economic competitiveness as well as workforce supply and demand trends.
- **US State – Confidential Investment Attraction Strategy.** Helped a State develop a value proposition to attract the headquarters of a major multi-billion-dollar global employer, with a specific focus on talent strategies to address the current and future direct and indirect talent needs created by the employer relocation.
- **Canadian Metropolitan Area – Business incentives strategy.** Presented a targeted incentives strategy for an international public-sector client hoping to attract a large corporation to its region. Analyzed trends in incentives rewards, identified the historical offerings of competitors, and looked at the corporation's specific deals to understand the company's level of sophistication in negotiations.
- **BioNJ – Investment Attraction Strategy.** Supported a regional industry trade association to target and bring biopharma corporations to the region. Conducted economic impact analysis to help prioritize which corporations to attract as well as what levers to invest in.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Providence College	B.A.; Economics, English	2012

Work History

Employer	Role	Date
McKinsey & Company	Senior Analyst	2015-present
Harvard Business School	Research Associate	2014-2015
National Grain and Feed Association	Manager of Arbitration and Mediation Services	2012-2014

Aaron Bielenberg

Expert – Green Energy Financing

Key Experience:

- More than 14 years of experience advising on economic and private sector development, infrastructure, energy, banking, health systems & services sectors.
- Leads McKinsey's work in infrastructure finance and P3
- Deep expertise in structuring and completing public private partnerships, concessions, acquisitions, financings, developments and turnarounds involving airports, ports, power and roads with investors, financiers and public-sector clients



Aaron Bielenberg is an Associate Principal based in Washington D.C. with more than 14 years of experience advising on economic and private sector development, infrastructure, energy, banking, health systems & services sectors. Aaron leads the firm's work on infrastructure finance, economic development, and public-private partnerships, and has led several economic development-focused engagements in both the developed and emerging markets. He has worked extensively on structuring and completing public private partnerships, concessions, acquisitions, financings, developments and turnarounds involving airports, ports, power and roads with investors, financiers and public-sector clients.

Prior to joining McKinsey, Aaron spent 12 years working on a variety of complex infrastructure and energy projects as a financial advisor and counsel where he led the designing, drafting, and negotiation of various public-private partnerships. Aaron has significant project management experience including, assuming an interim senior executive role delivering a large-scale transformation at hospital private-public partnership.

Aaron speaks and publishes regularly on the topics of public-private partnerships, infrastructure finance, economic development, and power and cleantech investing and financing.

Relevant Experience:

- **Puerto Rico – Fiscal Oversight Board.** Led design of the Oversight Board's organization and development of its operational plans through a program management office and through analysis of benchmarks from other oversight boards. Supported colleagues focused on identification of specific savings opportunities.
- **Confidential Real Estate and Infrastructure Investor.** Led the team developing a US strategy for mixed use real estate and large-scale infrastructure investment. Developed a pipeline of investment opportunities and developed macro and micro development and financing plans.
- **International Finance Corporation (World Bank).** Led the development of a diagnostic framework to assess opportunities for sector transformation in the water sector. The framework incorporated private sector investment considerations and codified private sector evaluation criteria into a framework to be used by investors in the water sector.

- **Confidential State-Owned Utility Private Financing.** Advised a state-owned utility on various options for partnering with private finance providers. Conducted due diligence on project portfolio, assessed capital markets available for projects and key requirements and limitations of capital. Designed a set of financing structures to enable the utility to significantly increase volume of private capital available and reduce cost.
- **Millennium Challenge Corporation, Power Africa-Liberian Electricity Corporation.** Led the Power Africa engagement developing a set of public private partnership and management options for the Liberian Electricity Corporation. Output was a baseline analysis of the Liberian power sector and the state-owned utility, the Liberian Electricity Corporation. Conducted a global comparative analysis of utility management and ownership structures and working with a Government of Liberia steering committee developed a set of management options. Additionally, developed a set of interim stabilization initiatives to support achievement of Liberia's power sector strategy. Currently serving as the Utility Financial Specialist and leading the follow-on work with LEC and the MCC.
- **USAID, Power Africa-Kenyan Power Sector.** Led the Power Africa engagement developing financing solutions and private sector investment options for the Kenyan Power Sector. This engagement established a steering committee of leading Kenya based CEOs from financiers and corporates in the power sector and worked closely with this steering committee to prioritize 6 funding instruments, public private partnership structures and programs to increase funding to the power sector in Kenya.
- **Government of Sierra Leone Energy Ministry.** Led the DFID supported engagement developing a pipeline of power sector projects and initiatives with the Government of Sierra Leone Energy Ministry. The engagement involved designing a post-Ebola recovery plan for the power sector, prioritizing key projects, establishing a donor coordination group, developing detailed implementation plans for priority projects and matching projects with donor funders and private sector partners. The engagement involved extensive due diligence and program and PPP design.
- **Better Finance – Benchmarking.** Requested by DFID, United Kingdom, Sweden and others to develop an assessment of the barriers and opportunities for private sector financing of sustainable infrastructure. Conducted detailed evaluation of various infrastructure sub-sectors and available capital for infrastructure to assess barriers to increasing financing flows and design a suite of solutions. This work was published in Financing Change: Mobilizing Private Sector Capital into Sustainable Infrastructure.
- **Dubai Salik Toll Road – Public-Private Partnership.** Developed from inception, designed, documented and negotiated an innovative public private partnership to raise financing for the Government of Dubai against the Salik Toll Road revenues. Financing was oversubscribed and won Project Finance Magazine Middle East Transport Deal of the Year Award.
- **Government of Dubai – Financial Restructuring.** Represented the Dubai Financial Support Fund and the Government of Dubai in the financial restructuring of \$30 billion of debt held by Dubai World and its subsidiaries (including Nakheel and DryDocks); developed Dubai's Decree 57, the innovative insolvency legal regime

instituted in 2010; led financing and restructuring transactions in Egypt, Jordan, Qatar, South Africa, UAE, Canada and the US.

- **Government of Dubai.** Advised on the financing of a major airport development
- **Globeleq.** Advised sponsors on the project financing of 5 wind and solar projects in South Africa.
- **Confidential Banks.** Advised underwriters on the first power project bond financing in the Middle East
- **KGL.** Representation of a bidding consortium on development of the New Port in Aqaba on a PPP
- **City of Chicago.** Advising the City of Chicago on the privatization planning for Midway Airport
- **Brazilian Port Operator.** Advisor to Empresa Brasileira de Terminais Portuários developer of the largest greenfield container port in Brazil
- **Guadalajara Toll Road Project:** Representation of Morgan Stanley as lead arranger
- **Indiana Toll Road.** Representation of bidders in connection with acquisition of the concession for the Indiana Toll Road.
- **LS Power.** Representation of sponsor in connection with its \$1.6 billion acquisition of nine gas-fired power plants in the United States.
- **Credit Suisse.** Represented the lead arrangers in connection with the refinancing of a 1,160 MW power plant in the middle-United States.
- **Confidential Clients.** Regularly advises renewable energy developers and investors and sits on the board of an emerging market distributed energy company

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Columbia University School of Law	J.D.	2002
Brown University	B.A., Business	1997

Work History

Employer	Role	Date
McKinsey & Company	Associate Partner	2011-present

David Frankel

Partner – Renewables

Key Experience:

- San Francisco-based Partner and leader of the Firm's Clean Tech and Electric Power Practices
- Has served clients on related topics such as renewable energy strategy and go-to-market strategy



David is a Principal in our San Francisco office and serves power players and investors on topics of strategy, project and corporate finance, new business building, and product commercialization. He is a leader of the Firm's Clean Tech and Electric Power practices, and has deep expertise in solar energy, mass markets energy efficiency, deregulated power, and power market dynamics. He has led several of McKinsey's knowledge development efforts in clean technologies, including a recent refresh of McKinsey's market perspectives on solar power.

Relevant Experience:

- **Energy company.** Led the go-to-market strategy development of a solar product offering, including a product economics assessment, a cost reduction diagnostic, and primary customer research to test product interest
- **Large Energy Company.** Supported the formation of a solar project development relationship between an international industrial player and major energy company, including opportunities to reduce renewables project cost of capital & commercialize new technologies via innovative financing mechanisms
- **Utility Company.** Led the corporate restructuring of a distressed independent power producer, including identifying opportunities in solar, wind, gas, energy trading, and coal
- **Leading Aerospace & Defense Company.** Supported a leading aerospace & defense company to develop a microgrid offering for the US Department of Defense, including product economics and key US Government contracting / financing structures as part of the go-to-market strategy
- **Large Energy Company.** Refreshed the renewable energy strategy for one of the world's oil majors, including wind project development, solar manufacturing, and CCS

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Wharton, University of Pennsylvania	M.B.A.	2009
Pomona College	B.A., Sociology	2004

Work History

Employer	Role	Date
McKinsey & Company	Principal	2009-present

Employer	Role	Date
Bel Air Investment Advisors	Equity Analyst	2005-2007
The Capital Group	Results Associate	2004-2005

German Galvan

Expert – International Business Attraction

Key Experience:

- Co-leader of the McKinsey's Public Sector and Capital Productivity & Infrastructure Practices in Latin America
- Leader of McKinsey's Organization Practice in Mexico
- Experience across Latin American countries, including: Brazil, Dominican Republic, Guatemala, Honduras, Mexico, and Peru
- Direct client engagement experience on economic development strategy, incentive strategy, clean energy finance, and foreign direct investment attraction



Germán Galván is a Partner based in Mexico City focused in large organizational transformations, as well as economic development and infrastructure projects for both the public and private sectors. Since joining the Firm in 2008, he has served clients in the U.S., Mexico, and other Latin American countries (e.g., Brazil, Peru, Ecuador, Guatemala, Honduras, and the Dominican Republic). Germán leads McKinsey's Organization practice hub in Mexico and co-leads Public Sector and Capital Productivity & Infrastructure efforts there.

Relevant Experience:

- **National government – Economic development strategic plan.** Led a joint effort between leaders of the public and private sectors of an emerging country to develop a five-year national growth and employment plan, identifying opportunities of up to \$10 billion in exports and 600,000 new jobs.
- **Regional development bank – Economic development strategic plan.** Led an economic development engagement in a Caribbean country with a development bank to prioritize the highest potential export-led economic sectors to maximize growth and job creation in the short term
- **National government – Transport infrastructure mega project.** Prepared the business plan, social cost-benefit analysis, and environmental master plan for a ~\$15B, highly regulated transport infrastructure mega project.
- **National government – Regional economic development strategic plan.** Designed the strategic plan for a regional economic development program, leveraging transport infrastructure and benefiting a population of ~20 million.
- **National social security system – 10-year infrastructure plan.** Constructed the 10-year infrastructure plan for a national social security system with over 10 million beneficiaries and multiple healthcare and financial services.
- **US EPC – 5-year growth strategy.** Developed a 5-year growth strategy for a US EPC, including the identification of new project opportunities, and a detailed value proposition to capture them.
- **Multi-national EPC – Financing evaluation.** Evaluated financing alternatives for a multi-national EPC, including packaging of mature assets to be monetized, and detailed analysis of the offers received (sell-side DD).
- **Major oil refining company – Procurement strategy.** Identified and quantified savings opportunities in the procurement process of a major oil refining company. Designed a new supply strategy for several key goods categories

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
UNC Kenan-Flagler School of Business	M.B.A., Sustainable Enterprise	2009
Instituto Tecnológico Autónomo de México	B.A., Business Administration (Finance) B.S., Accounting (Corporate Advisory)	2001

Work History

Employer	Role	Date
McKinsey & Company	Partner	2008-present
Citigroup	Manager, Corporate Controllershship	2004-2007
National Banking and Securities Commission of Mexico	Analyst, Special Projects	2001-2004

Tilman Tacke

Expert – International Business Attraction

Key Experience:

- Co-leader of global economic development work for McKinsey, having served more than 10 national governments on economic development and foreign direct investment (FDI) projects
- Expert on climate change-compatible development, sustainable investment programs, and institutional transformations for emerging economies
- Broad experience in designing programs to spur private-sector investment in key sectors of the economy



Dr. Tilman Tacke is a Partner at McKinsey in Munich, Germany where he co-leads global economic development work for the firm. He is McKinsey's global expert on foreign direct investment (FDI) attraction and has served more than 10 national governments on questions related to FDI. Typical projects related to FDI include the development of sectoral value propositions and concrete investment opportunities in priority sectors, the identification of likely investors as well as the development of outreach plans to engage these investors. Moreover, Tilman has supported governments in improving their services related to FDI implementation ("one-stop-shops" for investor servicing and aftercare). Tilman is a thought leader on setting up investment promotion agencies. Through his work he has developed proprietary McKinsey tools and methods to help governments address the challenges of increasing FDI, including defining best practices in helping governments develop leadership capabilities for promoting investment and outlining strategies for integrating into global value chains.

Tilman has advised governments on climate compatible economic development and institutional transformations. He has developed tools and methods for leveraging SMEs as a key source of economic growth and employment for countries worldwide. He has focused on working with government to design interventions and support the entire ecosystem to scale-up SME growth initiatives. Tilman is a thought leader and has worked on green growth, especially for developing economies which offers huge upside potential in terms of resource efficiency in times of rising resource prices and access to international development finance. He also co-authored the McKinsey Global Institute report "How to compete and grow: A guide to sector policy", which offers policymakers a pragmatic guide to improve the quality of their decision-making, particularly around identifying trade-offs in project appraisal and selection.

Relevant Experience:

- **Government of Germany.** Developed a strategy to increase investments in Africa by the European private sector with the objective to create stable employment opportunities within selected African reform partner countries.
- **Government of Ethiopia.** Development of flagship investment opportunities by completing and redesigning three industrial parks. The work included the identification of priority sectors and likely investors as well as an estimation of the

required investments to increase competitiveness of infrastructure and services related to the three industrial parks.

- **Kenyan Mission of Industrialization.** Led the development and implementation of Kenya's new industrialization roadmap with the Ministry of Industrialization, focusing on developing four manufacturing sectors. The project involves driving Ease of Doing Business reforms in the country to improve the business climate for industrialization initiatives as well as identifying flagship projects to drive GDP growth and job creation in the country. Provided implementation support to the Ministry for the flagship projects, helping to build up their capabilities to deliver future initiatives under the strategy.
- **East African Country.** Designed sector development blueprints for 6 sectors to promote industrialization of a major Eastern African economy. Developed concrete investment opportunities to attract foreign investors as well as a SME development program to support promising local companies across most industrial sectors. Developed a SME support program and capabilities and investment pipeline in FDI attraction. Initial large-scale investment in textiles has been successfully launched and has closed, and the program is progressing to phase two.
- **DFID Sierra Leone.** Developing initiatives and setting up a delivery mechanism involving the President, 6 line ministries, and 14 district governments to drive recovery and transformative growth.
- **International Development Agency.** Developed a strategy for an international development agency to incentivize private sector investment in key sectors facing chronic underfunding following a major crisis in affected countries. The work involved highlighting barriers and opportunities for private investment in the sectors, identifying the necessary steps to unleash investment, as well as identify case study examples that could be replicated by the agency and potential private sector players.
- **Government of Ethiopia.** Supported the Ethiopian Government in developing a green growth program, involving 5 ministries and the Prime Minister's Office. The program had two objectives: to define a low carbon growth path for Ethiopia and to protect the economy and population against the adverse effects of climate change. Worked directly with senior ministers in six federal ministries, including the Ministry of Water, Irrigation and Energy and the Ministry of Mines. Based on the project, the country attracted 500 million USD in donor pledges.
- **Central Asian Ministry of Finance.** Supported a Ministry of Finance in Central Asia on a study to mobilize foreign direct investment from non-traditional source countries in Asia and the Middle East. Worked with the Minister of Finance and the head of the country's sovereign wealth fund to analyze the strength and weaknesses of the country's economy to identify six sectors with local competitive advantages. Developed a tailored strategy identifying flagship projects and value propositions in all six sectors to mobilize foreign investment. The project resulted in an immediate Expression of Interest for a major investment in one of the flagship opportunities.
- **Eastern European Country.** Led the team that developed an FDI diagnostic for senior government leaders covering high potential sectors for investment attraction in the country. Developed an institutional structure, required capabilities and best practices processes for the client to implement and execute their FDI strategy effectively.

- **Central American Government.** Identified the most promising sectors for growth and job creation and development of sector strategies and flagship projects. The project also determined the priorities for Government Ministers, areas for high impact public investment, strategic environmental scanning and insights are provided to economic policy decision makers.
- **Eastern European Country.** Led the engagement to develop an economic productivity and sector competitiveness assessment for an Eastern European nation. Developed a plan for prioritized sector level growth strategies and investment prioritization.
- **South East Asian Central Government.** Supported the government of an emerging South East Asian government in the development of a climate compatible growth strategy. Supported the government in setting up a new high-powered delivery unit to manage the delivery of the strategy and coordinate among all stakeholder institutions involved in the program. The project has resulted in the delivery of new climate protection measures such as coastal flooding early warning systems, which have already withstood the challenges of a major environmental event.
- **Eastern European Government.** Led the engagement to develop an economic productivity and sector competitiveness assessment for an Eastern European nation. Developed a plan for prioritized sector level growth strategies and investment prioritization.
- **Middle Eastern Government.** Developed a food, energy and water security strategy for a Middle Eastern Government. The project included outlining the overall business case for the government, identifying strategic initiatives, and establishing the delivery roadmap for the government. The program included assessing second order benefits in terms of economic development and environmental sustainability.
- **Latin American Real Estate Developer.** Advised the client on their real estate development & ownership strategy and ways to improve capital productivity across their real estate investment portfolio. Also advised on the design of their future development strategy in the market place.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
University of Rome	Ph.D., Economics	2009
Albert Ludwigs University of Freiburg	B.S., Economics	2002

Work History

Employer	Role	Date
McKinsey & Company	Partner, Capability-Building Expert	2004-present
JP Morgan	Intern	2003

April DuBois

Expert – International Business Attraction

Selected Expertise:

- 20 years of experience as an economic development practitioner
- Deep understanding of New Jersey's economic climate and assets, including employment trends, and industry clusters
- Experience developing US and global economic development and business attraction strategies
- Strong relationships within Fortune 500 companies, site selection firms, and industry associations, including CoreNet and IEDC



April DuBois is an Advisor with McKinsey and core member of the McKinsey Public Sector Practice. April has more than 20 years of experience as an economic development practitioner, developing strategies to address economic development and business attraction challenges. Her partners and clients have included state economic development agencies; US and global site selection and real estate firms; Fortune 500 companies; economic development agencies in the UK, Ireland, France, Germany, Spain, Israel, and Australia; and global development organizations.

Relevant Experience:

- **New Jersey – Export & Foreign Direct Investment Strategy.** April authored several US Department of Commerce publications on exporting and foreign direct investment best practices and created a multi-state roundtable for states, including New Jersey, to exchange best practices. New Jersey leaders leveraged these publications and best practices to develop the state's first public-private collaboration models for business attraction and exporting.
- **Virginia, Maryland, and District of Columbia – Global Business Attraction.** April built the first global business attraction practice for the DC/MD/VA metro region, attracting thousands of corporate headquarters and generating more than \$350 million/year in new economic impact. She developed a series of global conferences which matched global businesses with businesses in DC, MD, and VA to jointly pursue federal government business opportunities. She also developed an annual regional 'asset inventory' and marketing materials to showcase the region's major assets such as: economic and tax incentive programs, academic institutions and degree programs, research labs, venture capitalists, workforce demographics, corporate headquarters, industry clusters, associations, etc. She also created the first regional 'familiarization tour' for site selection consultants--the first of its kind bringing together 2 states and 20+ cities/counties for global site selectors.
- **Pennsylvania – Global Business Attraction.** As a special advisor for the Pennsylvania Department of Community and Economic Development, April supported the reshaping, renewal, and implementation of its global business attraction, export assistance strategy, and Governor's Action Plan. April also received an economic development excellence award from the US Department of Commerce/Economic Development Administration (USDOC/EDA) for authoring

Taking on the World, a nationally recognized publication focused on exporting and business attraction.

- **US State – Economic Development Strategy and Business Attraction Plan.** April worked with a state economic development agency to develop their economic development strategy. This work included engaging with more than 50 different stakeholders to create a job creation roadmap, business attraction strategy, portfolio of initiatives with major universities to strengthen the State's workforce, and support for a bid to attract a large, multi-billion dollar investment.
- **Greater Washington Partnership – Organization Design and Economic Development Strategic.** April served as a strategic advisor to the Board of Directors and McKinsey during the design and creation of the Greater Washington Partnership, a civic alliance of CEOs of leading employers in the Baltimore-Washington D.C.-Richmond region. She advised on the Partnership's governance structure and operating model and supported the creation of a diagnostic of the Region's economic competitiveness and workforce trends.
- **MasterCard – Economic Inclusion.** April developed the company's first economic inclusion strategy. As part of this strategy, April developed the first ever public-private risk-share facility (\$250 million) to open up new economic opportunities for entrepreneurs in disadvantaged communities. April also developed MasterCard's flagship partnerships with organizations including the Bill & Melinda Gates Foundation, launching the first-ever Lab for Financial Inclusion aimed at solving some of the world's most challenging economic problems. April also created and patented MasterCard Aid, a solution that provides critical economic assistance to communities impacted by natural disaster, conflict, and other socio-political situations.

Education

Institution	Degree	Year
Messiah College	BA, Spanish, International Business	1997

Work History

Employer	Role	Date
McKinsey & Company	Advisor	2016-present
MasterCard	Vice President, International Development & Public Private Partnerships	2012-2016
Opportunity International	Vice President, International Business Development	2007-2011
Greater Washington Initiative	Vice President, International Business Development	2002-2007

Jonathan Woetzel

Expert – International Business Attraction

Key Experience:

- Designed urban transformation for Kingdom of Saudi Arabia to move from resource to productivity-based growth
- Redefined citizen services, housing and transit services portfolio for city of Seoul to establish fiscal solvency
- Advised regional governments in over 20 Chinese cities on economic development approaches and investor attraction
- Defined a new organizational structure for one of the largest transport infrastructure projects in North America
- Accomplished the largest listing of foreign state-owned assets on the New York Stock Exchange at the time



Dr. Jonathan Woetzel is a Senior Partner in McKinsey's Los Angeles office and founder of McKinsey's Shanghai Office. Having been with the firm for 32 years, he helps cities and regions create sustainable growth and supports the transformation of companies into global leaders. Jonathan is also a director of the McKinsey Global Institute (MGI), McKinsey's business and economics research arm. At MGI, Jonathan has led numerous research efforts on global economic trends, including growth and productivity, urbanization, affordable housing, energy and sustainability, e-commerce, and the economic impact of the Internet, as well as on productivity growth and economic development in China and Asia.

He is a highly experienced practitioner of city and infrastructure development and planning, with a global track record of delivering superior quality mega projects. Jonathan serves as a Director of the McKinsey Global Institute (MGI), McKinsey's business and economics research arm. He also leads McKinsey's Cities Special Initiative and is responsible for convening McKinsey's work with city, regional, and national authorities in more than 40 geographies around the world. Key projects he has been involved in include over 25 major industrial and technology parks in China, the world's largest greenfield port city, and the largest rail project in the developed world. Jonathan specializes in city-related infrastructure including the development of major real estate platforms such as CBDs, tourist zones, high tech parks, and suburban areas, as well as working with regulators to help cities grow and manage themselves with a keener eye on the bottom line.

Relevant Experience:

- **Kingdom of Saudi Arabia – Urban Economic and Spatial Development.** Established and led core strategy for urban economic and spatial development, including establishment of delivery unit and definition of high impact initiatives to improve citizen services and raise productivity Kingdom-wide.
- **Major Southern California City – Affordable housing.** Jonathan defined an actionable strategy to enable public and private stakeholders to effectively address the region's housing challenge—which is critical for improving social equality, enhancing quality of life, and boosting regional economic competitiveness.

- **European mega-city – Mobility transformation.** Led successful multi-year efforts to transform mobility in a European mega-city leading to giving a week a year back to the average resident through effective management of capital expenditures, use of technology and integration of private management approaches into public context
- **City of Seoul – Urban housing.** Supported mayor of Seoul to restructure urban housing, transit and services agencies to achieve fiscal solvency and establish basis for sustainable growth
- **Leading Chinese oil company – Mega-project capital expenditure management.** Advised China's leading oil company to assist in diagnosing, recommending and supporting the execution of a change program to create greater accountability and transparency in mega-project (>\$2 billion) capital expenditure management
- **McKinsey Global Institute research – Affordable housing.** Led McKinsey Global Institute research on affordable housing including in-depth modeling of affordable housing economics and value capture opportunities.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
University of Southern California	Ph.D. Political Science	1987
University of Southern California	M.A. Political Science	1985
University of Southern California	B.A., Interdisciplinary	1984

Work History

Employer	Role	Date
McKinsey & Company	Senior Partner	1985-present

Gene DePrez

Senior Advisor

Key Experience:

- Advises on global business location strategy and site selection for companies across all sectors
- Leads development of competitive economic development strategies for numerous states and cities
- Develops best practice growth models for universities and technology parks
- Served as executive for comprehensive economic development organizations



Gene DePrez is a founding partner of Global Innovation Partners, a strategic US/UK international consulting practice of highly experienced transformation strategists and innovation champions assisting businesses, cities, regions, states, and universities increase their global competitiveness. He is based in Northern New Jersey where he was Co-Global and Americas Leader for IBM's Global Business Location and Economic Development Strategies consulting practice, associate partner in IBM's Strategy & Change Management practice, and a member IBM's Global Innovation Team. He held similar business site selection roles at PricewaterhouseCoopers prior to IBM's acquisition of PwC's management consulting practice. Gene also served as chief innovation officer for the UK's first comprehensive city-region economic development company following a worldwide search.

For over 35 years, he has advised hundreds of the world's leading organizations to transform their business strategies and decide where to invest and locate their headquarters, research centers, advanced manufacturing, and other major business units. Past clients include Citigroup, Novartis, Merck, Becton Dickinson, P&G/Gillette, Hertz Corporation, Shire Pharmaceuticals, Master Card, VISA, and UPS among hundreds of others across all sectors.

Gene has led development of competitive economic development strategy action plans for numerous states and city-regions throughout North America and the UK. Clients have included Virginia, Pennsylvania, Texas, Louisiana, Florida, Maryland, Michigan, North Carolina, New York, and New Jersey, and metro areas of St. Louis, Phoenix, Toledo, Baltimore, the Toronto, the Okanagan (BC) and Halton (ON) regions in Canada and Sheffield, and Hull city-regions in the UK among many others. He has also led the development of best practice growth models for universities and technology parks, among them the world class Research Triangle Park in Raleigh-Durham, NC.

Gene also served as Vice President of PHH Fantus, Principal of Fluor Daniel Consulting, and President/CEO of Partnerships DataNet, a Washington, DC-based independent national collaborative development initiative formed by the White House, the National Association of Manufacturers, the National Civic League, United Way, and other business and association leaders. Earlier, Gene was President//CEO of a multi university/public media consortium for community development, special assistant to the

President, Rochester Institute of Technology and its director of university communications, and held marketing communications positions at Eastman Kodak.

He was honored with the Chairman's Award for Excellence in Economic Development from the International Economic Development Council, where he is also a Visiting Senior Fellow.

Relevant Experience:

- **Novartis – Consolidation and Location of Global BioMed Research Center.** Led a consulting team completing needs analysis and location selection for worldwide consolidation of bio research; 12 tracks of work involving over 50 client executives and scientists and a consulting team of 15, resulting in the establishment of the Novartis Institutes for BioMedical Research in the Cambridge, MA area, now employing over 3,000 scientists and technical personnel.
- **United Parcel Service – Corporate Headquarters Location.** Led comprehensive consulting team that worked with CEO, and C suite executives in determining selection criteria, assessing potential city locations across the USA, and in making the final selection for the 1,000-person move. Developed the policies and incentives that resulted in over 90% of employees at all levels making the move to Atlanta.
- **MasterCard International – Global Headquarters Location Feasibility and Selection.** Led a consulting team working with the CEO, SVP and other C-suite executives to determine the feasibility of relocating its 2,000-person corporate headquarters to Asia, Europe, or elsewhere in North America. Gene's analysis resulted in a decision to remain in the NY metro area.
- **Citicorp – Global strategy and location selection for regional headquarters, middle office, and shared services operations centers.** Led a consulting team that worked with Citicorp executives over several years to develop scenarios and assess locations for a global portfolio of diverse operational needs. Developed and helped implement site selection decisions.
- **Becton Dickinson – Global location strategy for deploying new biomed delivery device manufacturing in various regions of the world.** Worked with C-level, finance, research, and manufacturing executives to develop scenarios and primary manufacturing location candidates.
- **Merck – Location of Shared Services Centers.** Worked with company executives to determine the optimal location of a portfolio of new middle office shared services.
- **Commonwealth of Virginia – Strategic Economic Development Plan.** Senior Location Advisor to a joint McKinsey-IBM team developing a comprehensive opportunity assessment and strategy for the Commonwealth and its regions with emphasis on competitive positioning.
- **Commonwealth of Pennsylvania – Benchmarking and Competitive Positioning of the state and its regions against other regions in North America and elsewhere in the world.** Led an international consulting team that worked with the Governor, Secretary of Community and Economic Development, Executive Deputy Secretary and their teams to benchmark, define competitive positions for each of the regions across the state, and recommend priority product development and marketing strategies that would improve their global and domestic competitiveness.

- **Business Leaders for Michigan (The Statewide CEO Council) – Economic Development Best Practices Analysis and Recommendations.** Developed a global best practices model for economic development strategy and delivery, and then in consultation with state and regional economic development leaders developed a set of collaborative inter-agency organizational and delivery principles to facilitate statewide cooperation. Presented to and adopted by the CEO Council, recommended and accepted by the Governor for implementation.
- **State of Maryland – Benchmarking and Competitive Positioning of the state and its regions against other regions in North America and elsewhere in the world.** Led an international consulting team that worked with the Governor, Secretary of Economic Development, Deputy Secretary and their teams and regional leaders to benchmark, define competitive positions for each of the regions across the state, and recommend priority product development and marketing strategies that would improve their global and domestic competitiveness.
- **State of New Jersey – Economic Development Strategy.** Facilitated a national consulting team working with the Governor and state and private sector leaders to develop a Comprehensive Economic Development Strategy for the State. This work led to the formation of a business led private-public partnership model for delivery – Prosperity NJ, which later was modified to become what is now known as Choose NJ.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Rochester Institute of Technology,	M.F.A., Communications Design B.F.A., Communications Design	1968
Syracuse University	Post Grad Studies - Community Development & Urban Affairs	1977-78

Work History

Employer	Role	Date
Global Innovation Partners	Managing Partner & Founder	2010-present
Creative Sheffield UK City-Region Development, Ltd.	Chief Innovation Officer	2008-2010
IBM Business Consulting Services	Co-Global Leader, Global Location Strategies, Strategy & Change Practice	2002-2007
PricewaterhouseCoopers	Americas Leader, Global Location Strategy, Management Consulting Services	1996-2002

Anthony E. Shorris

Senior Advisor

Key Experience:

- Served as First Deputy Mayor of New York City from 2014 to 2018, directing its operations and budget
- Developed Mayor Koch's Ten-Year Housing Plan as Deputy Budget Director of New York City
- Led regional policy research at the Woodrow Wilson School of Public and International Affairs at Princeton University
- Served as First Deputy Executive Director of the Port Authority of New York and New Jersey



Anthony E. Shorris, Senior Advisor at McKinsey & Company, is currently John L. Weinberg/Goldman Sachs Visiting Professor at the Woodrow Wilson School of Public and International Affairs at Princeton University. He most recently served as the First Deputy Mayor of New York City from 2014-18 where he was responsible for the day to day work of New York's 375,000 public employees and its \$88 billion annual operating budget. Prior to that, he was Vice Dean, Senior Vice President and Chief of Staff of the New York University Langone Medical Center, including its hospitals and medical school. Before serving at the Medical Center, Shorris was a member of the faculty of the Robert F. Wagner School of Public Service and Director of its Rudin Center for Transportation Policy. From 2003 to 2007, he taught at the Woodrow Wilson School of Public and International Affairs where he also directed the Policy Research Institute for the Region. He held the Frederick H. Schultz Class of 1951 Professor of International Economic Policy chair at Princeton from 2003 to 2004. Shorris has taught classes on homelessness, education economics, poverty and public policy, and crisis management during his time at the Woodrow Wilson School.

From 1984 to 1988, Shorris served as New York City's Deputy Budget Director, acting as an architect of Mayor Edward I. Koch's Ten-Year Housing Plan. Under Mayor Koch, he served as the New York's Commissioner of Finance from 1987 to 1989.

From 1991 to 1995, Shorris served as First Deputy Executive Director of the Port Authority of New York and New Jersey, the oldest public authority in the nation and one of its largest. He subsequently served as the 11th Executive Director of the Port Authority from 2007 to 2008. During his tenure, the agency acquired Stewart Airport and continued the reconstruction of the World Trade Center.

From 2000 to 2003, Shorris served as Deputy Chancellor for Operations and Policy at the Board of Education of the City of New York, the largest public school system in the nation, where he worked with Chancellors Harold O. Levy and Joel I. Klein. In 2006 to 2007, he also led the development of Governor Eliot Spitzer's education reform initiative while serving as Senior Policy Advisor to the gubernatorial transition.

Anthony's work on education, infrastructure, and financial management has been published by *The New York Times*, *The Newark Star-Ledger*, *The Nation Magazine*, and by The Century Foundation. He has consulted widely with public and non-profit organizations. He is a member of the boards of the Regional Plan Association, Columbia University World Projects, and represents the City of New York on the New York City Ballet board.

Education, Professional Licenses, and Certifications

Institution	Degree or Certification	Date
Princeton University	M.P.A., Urban Policy	1979
Harvard University	A.B., Government	1977

Work History

Employer	Role	Date
McKinsey & Company	Senior Advisor	2018-present
New York City	First Deputy Mayor of New York City	2014-2018
New York University Langone Medical Center	Vice Dean, Senior Vice President, and Chief of Staff	2010-2013
New York University, Rudin Center for Transportation Policy	Professor and Director	2008-2010
Port Authority of New York and New Jersey	Executive Director	2007-2008
Woodrow Wilson School of Public and International Affairs	Professor and Director	2003-2006
Board of Education of the City of New York	Deputy Chancellor for Operations and Policy	2001-2003
Healthfirst	Executive Vice President and Chief Operating Officer	1995-2001
Port Authority of New York and New Jersey	First Deputy Executive Director	1991-1995
HR&A	Partner	1990-1991
City of New York	Commissioner of Finance	1988-1989
New York City Mayor's Office of Management and Budget	Deputy Director	1982-1984
City of New York	Director, Management Analysis, Department of General Services	1979-1982

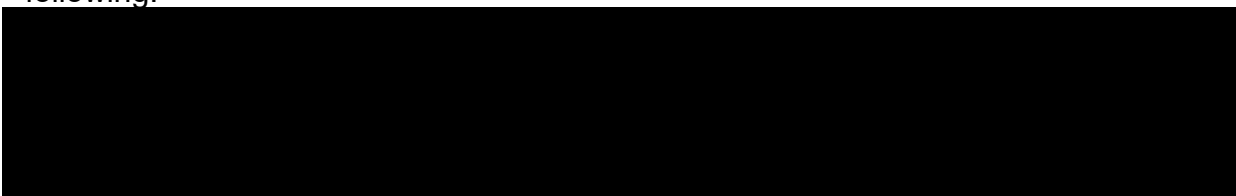
3.3 Uninterrupted Services During Vacation/Illness/Emergencies (4.4.4.5)

We have a rigorous process for selecting people to join McKinsey and each consultant follows an integrated plan for development that blends client work, structured feedback, and training. Our well-established staffing process ensures that our consultants have the relevant knowledge, appropriate skills, and specific experience needed to meet or exceed NJ requirements. We recruit people with outstanding qualifications and have been in the top two of the Universum survey of US M.B.A. students in recent years. Our recruiting process tests core consulting skills (e.g., problem solving and financial analysis) and rigorously probes experience, leadership potential and personal impact. We also follow a rigorous interview process that includes interviews with at least [REDACTED] consultants [REDACTED] at partner level before a candidate receives an offer to join McKinsey. We use a consistent process for recruitment in all of our offices. This ensures that our personnel bring a similar set of core competencies regardless of the region. We systematically review and revise our recruitment process to identify consultants who will provide consistently high client impact.

We also recognize that while recruiting personnel is critical for growing our organization to serve clients, retaining excellent talent is also a critical piece of success for our clients. We offer a generous program of benefits for our consultant and place a strong emphasis on personal and professional development opportunities. We provide exceptional training and coaching opportunities, devoting approximately [REDACTED] per year per consultant to professional development. Our consultants continuously develop their professional skills and competencies through formal training, on-the-job coaching and feedback. Consultants also attend internal and external conferences applicable to their areas of specialization.

retaining top talent is a key priority for McKinsey, resulting in low voluntary turnover among our consultants. However, as part of our risk management approach, we seek to identify risks before potential problems affect performance. During our engagement with the [REDACTED], we will regularly assess our progress and staffing needs. Should staff leave the Firm prior to completion of the project, McKinsey can easily provide resources from across our organization's [REDACTED] industries, [REDACTED] business areas, and [REDACTED] consultants. Our [REDACTED] model and organizational structure allows us to quickly deliver the right team with the right experience and expertise wherever it is needed.

Many consulting firms serve government clients in siloed units that prevent cross-pollination of expertise that prevent public sector teams from accessing private sector experience. With McKinsey, NJ has a partner who can provide expert counsel based on our full complement of real-life experience from both the public and private sectors. Our leadership will work closely with NJ to maintain communications on upcoming needs and quickly respond to engage new team members on active projects through the following:



- Our firm will flex to deliver the exact personnel when needed. We are incentivized internally to solve our client's toughest issues – not to manage engagements for profit and loss. This gives McKinsey a uniquely collaborative environment where staff at all levels are driven to best meet client's needs, remain agile in scheduling, and place priority on communication and responsiveness. Our internal staffing process facilitates rapidly deploying personnel, including experts in areas such as analytics, while our senior leaders (Partners/Senior Partners, Experts/Senior Experts) have full discretion to engage in client efforts wherever their help is needed. Our project teams are fully empowered to involve experts at any time, making the depth and breadth of our firm's expertise literally a phone call or e-mail away.

McKinsey has large higher education, public sector, organization, and operations practices with a significant number of experts with hands-on experience in organizational design, process improvement, project delivery, and higher education. In the unlikely event that one of our team members needs to be replaced, our staffing model allows us to quickly find the relevant replacement expert from our global pool of consultants. We will work with the State to ensure the replacement personnel is satisfactory and the transition is seamless.

3.4 Experience with Contracts of Similar Size and Scope, Including References (4.4.4.6)

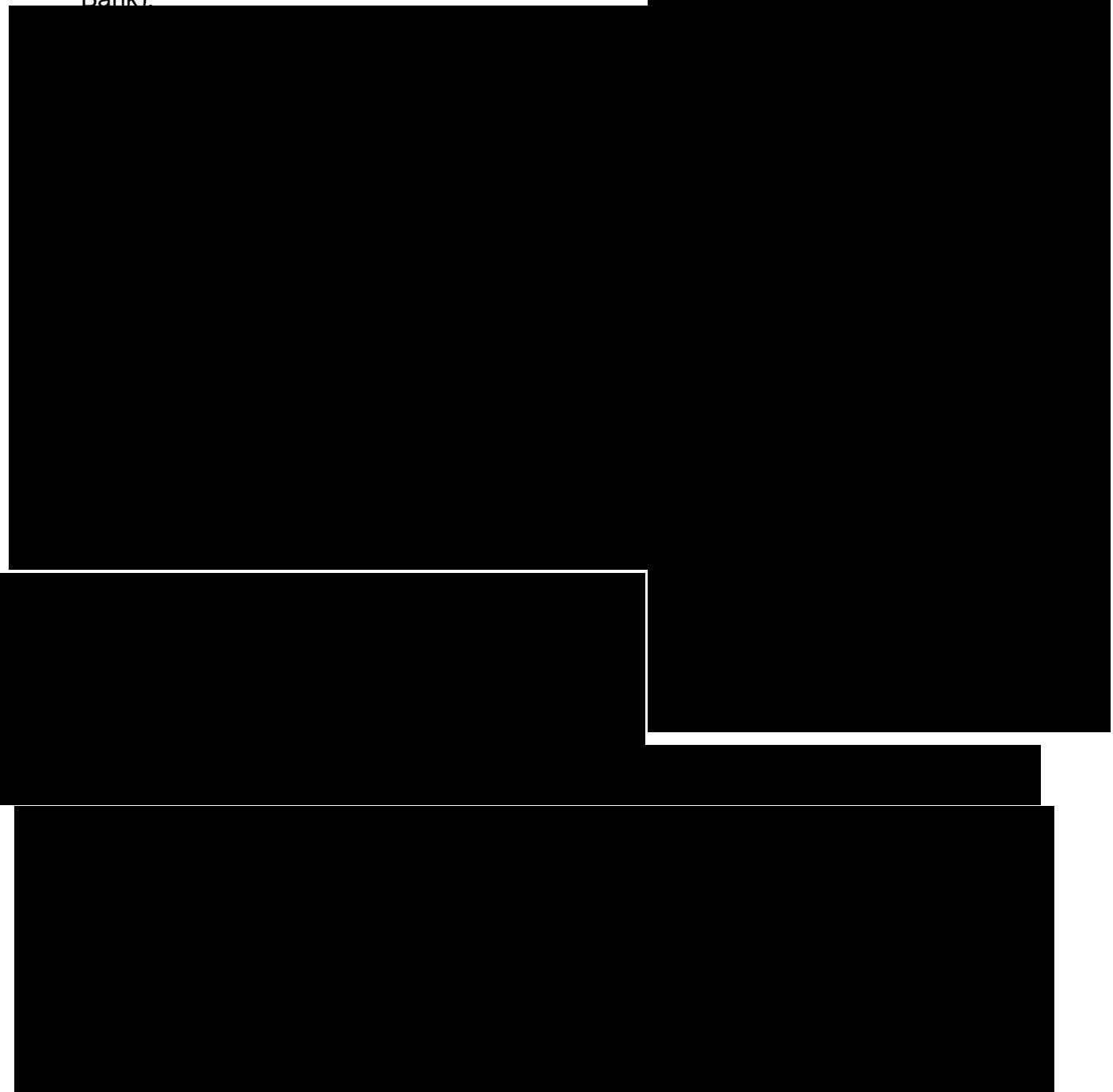
In the last _____ years, we performed _____ of similar engagements in over _____ countries. Our work spans urban, semi-rural, and rural regions, as well as regions and countries with both advanced industries and resource-based economies. In short, we know what works and what does not work in economic development. For all engagements, we bring a thoroughly tested approach that we adapt to address the local context.

McKinsey has received overwhelmingly positive reviews from the government clients we have served. Of all the U.S. Government Contractor Performance Assessment Reports (CPARs) received as of January 2018, 100 percent of Contract Officers wrote that they would definitely work with McKinsey again. Against the six dimensions of ratings (quality, schedule, cost control, management, utilization of small business, regulatory compliance), McKinsey consistently receives ratings of "Exceptional" and "Very Good."

We have extensive experience in the areas of strategic economic development plans, incentives program redesign, clean energy financing, and international business attraction. In addition to the detailed cases requested in the RFQ, some examples of recent work we have conducted in the U.S. include:

- **New Jersey.** Served DEVCO (New Brunswick Development Corporation) along with EDA and a group of stakeholders in the creation of a plan to build an Innovation Hub in New Brunswick. Deliverables included case studies of successful Innovation Hubs, pitch packs for corporate and university partners, operational and financial model, and plan with next steps. Served the Community Foundation of New Jersey on the development of a deep-dive diagnostic analysis of the New Jersey economy and on collection of economic development best practices from other states, with a focus on life science, clean energy, high tech, and logistics industries as well as on the enablers of workforce development, transportation, economic development

organization, and customer experience improvements for small businesses. Served the New Jersey Board of Public Utilities to analyze the economics of clean and resilient distributed energy infrastructure in critical facilities (e.g., hospitals and wastewater treatment plants) after Superstorm Sandy, build the strategy for a clean and resilient energy finance facility, and plan for implementation of the finance facility (Resilience Bank).



3.5 Financial Capability of the Proposer (4.4.4.7)

McKinsey has provided a financial comfort letter below. We believe this demonstrates our financial ability to perform work for the State throughout the term of the contract.

McKinsey&Company

July 3, 2018

Ann Marie Wiedemann
Senior Procurement Officer
New Jersey Economic Development Authority (NJEDA)
PO Box 990
Trenton, New Jersey, 08625-0990

Re: Request for Qualifications/Proposal 2018-GSA-RFQ-080, Economic Development Strategic Planning Consulting Services for the State of New Jersey

Dear Ann Marie Wiedemann:

Please do not hesitate to contact me should you require any additional information. I can be reached at

Regards.

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.

McKinsey & Company, Inc.
711 3rd Avenue New York New York 10017 United States
Telephone +1 212 446 7000 Fax +1 212 688 9521

AMENDMENT NO. 4

CONTRACT FOR ECONOMIC DEVELOPMENT STRATEGIC PLANNING CONSULTING SERVICES FOR THE STATE OF NEW JERSEY DATED – August 9, 2018 (2018-GSA-RFQ 080)

This FOURTH AMENDMENT is made the 19th day of MAY 2020 by MCKINSEY & COMPANY, INC. WASHINGTON D.C. (“MCKINSEY”) and the NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY (the “AUTHORITY”) (MCKINSEY and AUTHORITY may collectively be referred to herein as “Parties”).

WHEREAS, the Parties entered into a certain CONTRACT FOR CONSULTING SERVICES (the “Contract”) dated August 9, 2018;

WHEREAS, the Parties entered into a certain Contract Amendment No. 1 dated July 23, 2019, wherein the original contract amount of \$1,895,000, was increased by an additional amount of \$217,282.90 to a revised maximum not to exceed amount of \$2,112,282.90;

WHEREAS, the Parties entered into a certain Contract Amendment No. 2 dated August 1, 2019, wherein the revised contract amount of \$2,112,282.90, was increased by an additional amount of \$365,987.84 (per Best and Final Offer (BAFO) letter, dated June 26, 2019-Offshore Wind Port Feasibility Study, 1st port location – South Amboy to a revised maximum not to exceed amount of \$2,478,270.74 to perform consulting services to prepare an Offshore Wind Port Feasibility Study, as provided for by 2018-GSA-RFQ 080, Section 3.2 Additional Consulting Services – Requirement Basis clause;

WHEREAS, the Parties entered into a certain Contract Amendment No. 3 dated August 27, 2019, wherein the revised contract amount of \$2,478,270.74, was increased by an additional amount of \$240,380.94, per McKinsey’s proposal dated August 16, 2019- Offshore Wind Port Feasibility Study, 2nd port location – Hope Creek to a revised maximum not to exceed amount of \$2,718,651.68 to perform consulting services to prepare an Offshore Wind Port Feasibility Study, as provided for by 2018-GSA-RFQ 080, Section 3.2 Additional Consulting Services – Requirement Basis clause; and

WHEREAS, MCKINSEY and the AUTHORITY wish to modify and amend the Contract as more fully set forth below.

NOW, THEREFORE, in consideration of the mutual covenants herein stated the parties do agree as follows:

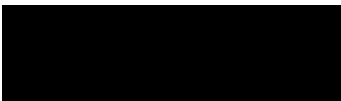
1. MCKINSEY shall provide external consulting services on an emerging basis related to COVID 19, per the Scope of Work tasks and their Proposal, dated April 29, 2020.
2. The revised contract amount of \$2,718,651.68, is increased by an additional amount of \$2,475,000.00, per McKinsey's proposal dated April 29, 2020. Pricing is in accordance with the applicable "lower" COVID 19 Weekly Rates for both Fee Schedules, Section 1 - Fee Schedule (Not to Exceed \$250,000.00) in the amount of \$242,000.00 and Section 2- Balance of Work Fee Schedule, Option 3 (Base period plus additional 22 weeks of Tasks 3-7 support) in the amount of \$2,233,000.00 combined, total \$2,475,000.00. Both Fee Schedules pricing, [REDACTED] and [REDACTED] to perform the complex COVID 19 consulting services required, as provided for by 2018-GSA-RFQ 080, Section 3.2 Additional Consulting Services – Requirement Basis clause. The revised maximum amount not to exceed \$5,193,651.68.
3. Upon satisfactory and timely completion of the services, and upon the AUTHORITY'S receipt of sufficiently detailed invoices and acceptable back up documentation, the AUTHORITY will pay MCKINSEY & COMPANY, INC. WASHINGTON D.C.'s invoices. Invoices must be submitted along with the appropriate detail.
4. Except as expressly stated herein, all terms and conditions of the Agreement are hereby confirmed and shall continue to be effective between the parties with respect to the subject matter of the Agreement.
5. This Amendment and all documents and actions related hereto shall be governed by the laws of the State of New Jersey, without regard to conflict of laws. The courts of New Jersey shall have exclusive jurisdiction.
6. This Amendment may be executed in counterparts, each of which shall be deemed to be an original, and such counterparts when taken together shall constitute but one agreement. However, the document shall not take effect until executed by the CEO of the AUTHORITY.

IN WITNESS WHEREOF, intending to be legally bound hereby, MCKINSEY & COMPANY, INC. WASHINGTON D.C. and the AUTHORITY have hereunto affixed their hands and seals to this Fourth Amendment to the Contract for Economic Development Strategic Planning Consulting Services for the State of New Jersey, for the day and year first above written.

ATTEST:




MCKINSEY & COMPANY, INC.
WASHINGTON D.C

By: _____

Name: Sarah Tucker-Ray

Title: Partner

ATTEST:

_____

NEW JERSEY ECONOMIC
DEVELOPMENT AUTHORITY

By: _____
Tim Sullivan
Chief Executive Officer

EXHIBIT A

CONTRACT FOR PROFESSIONAL SERVICES

ECONOMIC DEVELOPMENT STRATEGIC PLANNING CONSULTING SERVICES

(reference 2018-GSA-RFQ 080 REV. FINAL - 8-9-18)

AGREEMENT made this 9th day of August, 2018, by and between the NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY (the "Authority or NJEDA"), having its address at 36 West State Street, P.O. Box 990, Trenton, New Jersey 08625-0990, and McKinsey & Company, Inc. Washington D.C. (the "Vendor"), having its address at 1200 19th St. NW #1100, Washington, D.C. 20036.

The Authority and the Vendor agree as follows:

1. **The Work.** The Vendor shall perform or shall provide the services as specifically detailed in the Vendor's Proposal, dated JULY 9, 2018 and the Authority's revised Request for Quotations ("RFQ"), dated JUNE 12, 2018, which are attached hereto and made a part of this Contract.

2. **Time.** The Vendor shall render the services described in the Vendor's Proposal and RFQ as required by the Authority and generally pursuant to the Fee Schedule included therein.

The term of this Contract shall be two (2) years from date of execution. Pricing shall remain firm throughout the term of the contract.

Notwithstanding the expiration or termination of this agreement, the Authority reserves the right at its sole discretion to extend this agreement on a month-to-month basis beyond expiration or termination until a replacement contract is entered into by the Authority and replacement Vendor is prepared to engage in the Work.

3. **Contract Price.** The Authority shall pay the Vendor for the performance of the Work based on the prices stated in the Fee Schedule set forth in the Vendor's Proposal. The Authority may require services in addition to those agreed to in the RFQ and the Proposal. Compensation to the Vendor shall be reasonable and customary amounts as negotiated by the Parties.

4. **Ownership and Use of Documents.** All data, technical information, materials, reports and other deliverables, that vendor prepares and furnishes to the Authority in the performance of the contract ("Deliverables"), including, but not limited to, all reports, surveys, plans, charts, literature,

brochures, mailings, recordings (video and / or audio), pictures, drawings, analyses, graphic representations, software computer programs and accompanying documentation and print-outs, notes and memoranda, written procedures and documents, which are a result of the services required under this contract ("Services") shall be and remain the property of the Authority and shall be delivered to the Authority upon thirty (30) days' notice by the Authority. Regarding software computer programs and / or source codes first developed solely for the Authority, the work shall be considered "work for hire," that is, the Authority, not the Vendor or subcontractor, shall have full and complete ownership of all software computer programs and / or source codes developed. To the extent that any of such materials may not, by operation of the law, be a work made for hire in accordance with the terms of this Agreement, the Vendor or subcontractor(s) hereby assigns to the Authority all right, title and interest in and to any such material, and the Authority shall have the right to obtain and hold in its own name and copyrights, registrations and any other proprietary rights that may be available, except for Vendor's Background Intellectual Property.

Any materials, including concepts analyses, know-how, tools, questionnaires and assessments, modules, courses, frameworks, software, algorithms, databases, content, models, publications, research, and industry perspectives which existed prior to the performance of the Services or were developed or enhanced outside of or in conjunction with the Services shall be considered Background Intellectual Property, and shall be owned by the Vendor. For the avoidance of doubt, any materials created, developed, modified, improved, or enhanced solely due to the Services shall not be Background Intellectual Property. When providing materials to the Authority, Vendor shall include a confidentiality marker on materials containing Background Intellectual Property.

This contract, grants to the Authority, a non-exclusive, non-transferable, non-sublicensable, worldwide, royalty-free license to use any of the Vendor's Background Intellectual Property delivered to the Authority solely for the purposes contemplated by the contract and any extensions thereto, and subject to the limitations herein on the use of Vendor's name and Deliverables.

5. **Manner of Payment.** As specified in the RFQ and the Fee Schedule, the Vendor shall submit to the Authority an original invoice and any other documentation, as may be required by the Authority to process payment. The Authority will make prompt payment to the Vendor, following receipt of and

approval of the documentation. The Vendor must submit a Bi-Weekly Status Report to the Authority. Invoices will not be processed unless accompanied by the latest Status Report.

6. **Indemnification.** The Vendor shall defend, indemnify, protect and hold harmless the Authority, and its officers, agents, servants and employees from and against any and all third party suits, claims, demands, losses or damages of any kind arising out of or claimed to arise out of any negligent or willful act, error, or omission on the part of the Vendor, its officers, agents, servants, employees and subcontractors in the performance of services under this Contract. The Vendor shall, at its own expense, appear, defend and pay all charges for attorneys and all costs and other expenses arising from such suit or claim or incurred in connection therewith. If any judgment shall be rendered against the Authority or its officers, agents, servants, and employees for which indemnification is provided under this Section 6, the Vendor shall, at its own expense, satisfy and discharge the same.

The Vendor shall be liable to the Authority for any reasonable costs incurred by the Authority to correct, modify, or redesign any technical information, reports, findings, analyses, surveys or drawings generated or produced by Vendor or any Work performed by the Vendor or its subcontractor(s) that is found to be defective or not in accordance with the provisions of the Contract as a result of any negligent act, error, or omission on the part of the Vendor, its officers, agents, servants, employees and subcontractors. The Vendor shall be given a reasonable opportunity to correct any deficiency.

The indemnification obligation set forth in Section 6 is not limited in any way by the insurance coverage required pursuant to Section 7 of this Contract and shall survive the terms of this contract.

The Services shall not be deemed investment, legal, tax, accounting, or other regulated advice. Vendor does not supplant the Authority's management or other decision-making bodies and does not guarantee results. The Authority remains solely responsible for its decisions, actions, use of the Deliverables and compliance with applicable laws, rules, and regulations. Neither party will be liable for any lost profits or other indirect, consequential, incidental, punitive or special damages.

7. **Insurance.** The Vendor shall procure and maintain, at its own expense, liability insurance for damages of the kinds and in the amounts hereinafter provided, from insurance companies licensed, admitted, and approved to do business in the State of New Jersey. The Vendor shall obtain this coverage

from A VII or better - rated companies as determined by A.M. Best Company. The types and minimum amounts of insurance required are as follows:

(a) **Commercial General Liability Insurance.**

The minimum limits of liability for this insurance shall be \$1,000,000 per occurrence and \$2,000,000 in the aggregate and cover liability based on property damage, death and bodily injury.

The Commercial General Liability Insurance policy shall name the Authority and as additional insured. The coverage to be provided under this policy shall be on the CG 00 01 04/13 Commercial General Liability policy, or equivalent, and shall include contractual liability coverage.

(b) **Workers' Compensation and Employers' Liability.**

Workers' Compensation Insurance shall be provided in accordance with the requirements of the laws of this State and shall include an endorsement to extend coverage to any State, which may be interpreted to have legal jurisdiction. Employers' Liability Insurance shall also be provided in the amount of \$1,000,000.

(c) **Professional Liability Insurance.**

The Vendor shall carry Errors and Omissions and/or Professional Liability Insurance sufficient to protect the Vendor from any liability arising out of professional obligations performed pursuant to this Contract. The insurance shall be in the amount of \$1,000,000 each claim and in such policy form as shall be approved by the Authority.

Professional Liability Insurance shall include coverage for Contingent Bodily Injury and Property Damage.

If coverage is written on a claims-made basis; the Vendor shall maintain continuous claims-made coverage for the life of the contract and any extensions thereto and for a period of two (2) years beyond the expiration of the contract. If continuous claims-made coverage is not maintained, Tail Coverage shall be purchased to cover claims received up to two (2) years beyond the expiration of the contract.

(d) **Cyber Liability Insurance.**

The Vendor shall carry Cyber Liability Insurance in the amount of \$2,000,000 each claim which shall include coverage for breach of the Privacy Act or HIPAA regulations. This coverage will be either a part of or separate from the Professional Liability Insurance. Vendor represents that its current Cyber Liability Insurance is not written on a claims-made basis. However, if, during the term of this contract or any extensions thereto, Vendor's Cyber Liability insurance is written on a claims-made basis, the Vendor shall maintain continuous claims-made coverage for the life of the contract and any extensions thereto and for a period of two (2) years beyond the expiration of the contract. If continuous claims-made coverage is not maintained, Tail Coverage shall be purchased to cover claims received up to two (2) years beyond the expiration of the contract.

(e) **Automobile Liability Insurance.**

The Consultant Firm shall carry Commercial Automobile Liability insurance, at all times. The policy shall cover any owned, hired or non-owned automobiles / vehicles used by the insured or its staff with minimum limits for liability for bodily injury and property damage shall not be less than \$1 million per occurrence as a combined single limit.

Limits indicated above may be provided through a combination of underlying and excess policies as needed.

ACORD Certificates of Insurance acceptable to the Authority in respect to each of the aforementioned policies shall be filed with the Authority prior to commencement of Work. All policies and corresponding certificates must show thirty (30) days prior written notice of cancellation (10 days' notice for non-payment cancellation) to the Authority. If the insurance policies cannot be endorsed to provide notice of cancellation to third parties, then it is the responsibility of the Vendor to provide notice of cancellation to the Authority within forty-eight (48) hours of receipt of notification from their insurance company.

8. **Termination.** The Authority shall have the right without cause and in its complete discretion to terminate the Contract at any time upon thirty (30) days' advance written notice to the Vendor. In such

event, absent a default on the part of the Vendor, the Vendor shall be entitled to compensation for all services properly provided to the Authority pursuant to the Contract prior to such termination.

In addition to other remedies available under law to the non-defaulting party, this Contract may be terminated by either party upon thirty (30) days advance written notice should the other party fail substantially to perform in accordance with its terms through no fault of the party initiating the termination.

9. Confidential Information of the Authority. In connection with performing the Work, the Vendor, its employees and subcontractors may receive, review and become aware of proprietary, personnel, commercial, and financial information of the Authority, its employees, members, borrowers or business associates that is confidential and/or proprietary in nature ("Confidential Information"). The Vendor agrees that the use and handling of Confidential Information by the Vendor, its employees, and subcontractors, shall be done in a responsible manner and solely for furtherance of the Work. Other than to its employees and subcontractors who have a need to know Confidential Information in connection with performance of the Work, the Vendor agrees not to disclose any Confidential Information, without the prior written consent of the Authority. The Vendor shall be responsible to assure that its employees and subcontractors do not disclose any Confidential Information without the prior written consent of the Authority. The Vendor shall inform each of its employees and subcontractors that receives any Confidential Information of the requirements of this Section 9 of the Contract and shall require each such employees and subcontractors to comply with such requirements.

Notwithstanding the foregoing, the term Confidential Information shall not include information which: (i) is already known to the Vendor, its employees, and subcontractors from sources other than the Authority; (ii) is or becomes generally available to the public other than as a result of a disclosure by the Vendor, its employees and subcontractors; or (iii) is required to be disclosed by law or by regulatory or judicial process. The Vendor, its employees and subcontractors may be required to execute a Non-Disclosure Confidentiality Agreement, as may be deemed be appropriate by the Authority, in its sole discretion.

Subject to its confidentiality obligations where the agreed upon Services include benchmarking services Vendor may also incorporate Confidential Information into its benchmarking databases for use in reporting on sanitized or aggregate trends and metrics without attribution to the Authority. To bring the best

of Vendor's global resources to serve the Authority, the Authority agrees that Vendor may transfer Confidential Information to geographies other than those in which it was collected or received, including to Vendor affiliates and sub-processors that comprise, or support Vendor's infrastructure and maintenance functions to facilitate any activities authorized by the Authority, provided that at all times Confidential Information will be treated as confidential and protected in accordance with the terms of this agreement. In performing the Services, Vendor will use and rely primarily on information available from public sources and the Confidential Information, and Authority acknowledges that it is authorized to provide Vendor with such Confidential Information for its use in connection with the agreed Services and that Vendor will have no obligation to independently verify such information. At the Authority's election and notification to Vendor, Vendor shall promptly return or destroy any Confidential Information, including any personal data, in its possession or control when the same is no longer necessary for the provision of the Services, provided that Vendor may retain such Confidential Information only as required by applicable law, regulation or documented professional archival policy or as otherwise authorized or instructed by the Authority. Any Confidential Information so retained shall at times remain subject to the terms and conditions of this agreement, including with respect to confidentiality, security, and non-disclosure.

Pursuant to *Section 6 Indemnification* of the Contract, the Vendor shall indemnify and hold the Authority, its employees, and members harmless for any breach of *Section 9 "Confidential Information of the Authority"*, by the Vendor, its employees, or subcontractors.

10. **Debarment Liability.** The Vendor acknowledges that it shall be rendered liable to debarment in the public interest, pursuant to procedures established by Executive Order No. 34 (1976), and updated by Executive Order No. 189 (1988), and pursuant to N.J.A.C. 19:30-2, for violating any of the following provisions:

- a. No Vendor shall pay, offer to pay, or agree to pay, either directly or indirectly, any fee, commission, compensation, gift, gratuity, or other thing of value of any kind to any Authority officer or employee or special Authority officer or employee, as defined by N.J.S.A. 52:13D-13(b) and (e), with which such Vendor transacts or offers or proposes to transact business, or to any member of the immediate family, as defined by N.J.S.A. 52:13D-13(i), of any such officer or employee, or any

- partnership, firm or corporation with which they are employed or associated, or in which such officer or employee has an interest within the meaning of N.J.S.A. 52:13D-13(g).
- b. The solicitation of any fee, commission, compensation, gift, gratuity, or other thing of value by any Authority officer or employee or special Authority officer or employee from any Authority Vendor shall be reported in writing forthwith by the Vendor to the Attorney General of New Jersey and the Executive Commission on Ethical Standards.
 - c. No Vendor may, directly or indirectly, undertake any private business, commercial or entrepreneurial relationship with, whether or not pursuant to employment, contract or other agreement, express or implied, or sell any interest in such Vendor to, any Authority officer or employee or special Authority officer or employee having any duties or responsibilities in connection with the purchase, acquisition or sale of any property or services by or to the Authority, or with any person, firm or entity with which he or she is employed or associated or in which he or she has an interest within the meaning of N.J.S.A. 52:13D-13(g). Any relationships subject to this subsection shall be reported in writing forthwith to the Executive Commission on Ethical Standards, which may grant a waiver of this restriction upon application of the Authority officer or employee or special Authority officer or employee upon a finding that the present or proposed relationship does not present the potential, actuality or appearance of a conflict of interest.
 - d. No Vendor shall influence, or attempt to influence or cause to be influenced, any Authority officer or employee or special Authority officer or employee in his or her official capacity in any manner which might tend to impair the objectivity or independence of judgment of said officer or employee.
 - e. No Vendor shall cause or influence, or attempt to cause or influence, any Authority officer or employee or special Authority officer or employee to use, or attempt to use, his or her official position to secure unwarranted privileges or advantages for the Vendor or any other person.

11. **Time for Completion and Damages.** The time for beginning and the time for completion of the Work are essential conditions of the Contract.

The Vendor shall proceed with the Work at such rate of progress to insure full completion as set forth in the *RFQ* and the Vendor's Proposal.

For reasons within the Vendor's control, if the Vendor shall fail to complete the Work, or shall be responsible for a delay which results in the failure to complete the Work within the time specified, or extension of time granted by the Authority, then the Vendor will pay the Authority an amount sufficient to compensate the Authority for its damages incurred as a result of such failure to complete.

12. **Contractual Liability Act.** Notwithstanding any provision in this Contract or in the New Jersey Contractual Liability Act, N.J.S.A. 59:13-1 et seq., to the contrary, the parties hereto agree that any and all claims made by the Vendor against the State of New Jersey and/or the Authority for damages, including, but not limited to costs and expenses, shall be governed by and subject to the provisions of the New Jersey Contractual Liability Act.

13. **Political Campaign Contributions.**

13.1 For the purpose of this Section 13, the following shall be defined as follows:

a) "Contribution" - means a contribution reportable by a recipient under "The New Jersey Campaign Contributions and Expenditures Reporting Act" P.L. 1973, c. 83 (C.10:44A-1 et seq.), and implementing regulations set forth at N.J.A.C. 19:25-7 and N.J.A.C. 19:25-10.1 et seq. Currently, contributions in excess of \$300 during a reporting period are deemed "reportable" under these laws.

b) "Business Entity" - means any natural or legal person, business corporation, professional services corporation, limited liability company, partnership, limited partnership, business trust, association or any other legal commercial entity organized under the laws of New Jersey or any other state or foreign jurisdiction. It also includes (i) all principals who own or control more than 10 percent of the profits or assets of a business entity or 10 percent of the stock in the case of a business entity that is a corporation for profit, as appropriate; (ii) any subsidiaries directly or indirectly controlled by the business entity; (iii) any political organization organized under 26 U.S.C.A. 527 that is directly or indirectly controlled by the business entity, other than a candidate committee, election fund, or political party committee; and (iv) if a business entity is a natural person, that person's spouse or child, residing in the same household.

c) P.L. 2005, c. 51 - means Public Law 2005, chapter 51 (C. 19:44A-20.13 through C. 19:44A-20.25, inclusive).

13.2 The terms, restrictions, requirements, and prohibitions set forth in P.L. 2005, c. 51 are incorporated into this Agreement by reference as material terms of this Agreement with the same force and

effect as if P.L. 2005, c. 51 were stated herein its entirety. Compliance with P.L. 2005, c. 51 by Vendor shall be a material term of this Agreement.

13.3 Vendor hereby certifies to the Authority that commencing on and after October 15, 2004, Vendor (and each of its principals, subsidiaries and political organizations included within the definition of Business Entity) has not solicited or made any Contribution of money, pledge of Contribution, including in-kind Contributions, that would bar a contract agreement between Vendor and the Authority pursuant to P.L. 2005, c. 51. Vendor hereby further certifies to the Authority that any and all certifications and disclosures delivered to the Authority by Vendor (and each of its principals, subsidiaries and political organizations included within the definition of Business Entity) are accurate, complete and reliable. The certifications made herein are intended to and shall be a material term of this Agreement and if the Treasurer of the State of New Jersey determines that any Contribution has been made in violation of P.L. 2005, c. 51, the Authority shall have the right to declare this Agreement to be in default.

13.4 Vendor hereby covenants that Vendor (and each of its principals, subsidiaries and political organizations included within the definition of Business Entity) shall not knowingly solicit or make any contributions of money, or pledge of a contribution, including in-kind contributions, to a candidate committee or election fund of any candidate or holder of the public office of Governor of New Jersey or to any New Jersey state or county political party committee prior to the expiration or earlier termination of this Agreement. The provisions of this Paragraph 13.4 are intended to and shall be a material term of this Agreement and if the Treasurer of the State of New Jersey determines that any Contribution has been made by Vendor (and each of its principals, subsidiaries and political organizations included within the definition of Business Entity) in violation of P.L. 2005, c. 51, the Authority shall have the right to declare this Agreement to be in default.

13.5 In addition to any other Event of Default specified in the Contract Documents, the Authority shall have the right to declare an event of default under this Agreement if: (i) Vendor (or any of its principals, subsidiaries and political organizations included within the definition of Business Entity) makes or solicits a Contribution in violation of P.L. 2005, c. 51, (ii) Vendor (or any of its principals, subsidiaries and political organizations included within the definition of Business Entity) knowingly conceals or misrepresents a Contribution given or received; (iii) Vendor (or any of its principals, subsidiaries and political organizations

included within the definition of Business Entity) makes or solicits Contributions through intermediaries for the purpose of concealing or misrepresenting the source of the Contribution; (iv) Vendor (or any of its principals, subsidiaries and political organizations included within the definition of Business Entity) makes or solicits any Contribution on the condition or with the agreement that it will be contributed to a campaign committee or any candidate or holder of the public office of Governor, or to any State or county party committee; (v) Vendor (or any of its principals, subsidiaries and political organizations included within the definition of Business Entity) engages or employs a lobbyist or consultant with the intent or understanding that such lobbyist or consultant would make or solicit any Contribution, which if made or solicited by Vendor (or any of its principals, subsidiaries and political organizations included within the definition of Business Entity) directly would violate the restrictions of P.L. 2005, c. 51; (vi) Vendor (or any of its principals, subsidiaries and political organizations included within the definition of Business Entity) funds Contributions made by third parties, including consultants, attorneys, family members, and employees; (vii) Vendor (or any of its principals, subsidiaries and political organizations included within the definition of Business Entity) engages in any exchange of Contributions to circumvent the intent of P.L. 2005, c. 51; (viii) Vendor (or any of its principals, subsidiaries and political organizations included within the definition of Business Entity) directly or indirectly through or by any other person or means, does any act which would violate the restrictions of P.L. 2005, c. 51; or (ix) any material misrepresentation exists in any Political Campaign Contribution Certification and Disclosure which was delivered by Vendor to the Authority in connection with this Agreement.

13.6 Vendor hereby acknowledges and agrees that pursuant to P.L. 2005, c. 51, Vendor shall have a continuing obligation to report to the Office of the State Treasurer, Political Campaign Contribution Review Unit of any Contributions it makes during the term of this Agreement. If after the effective date of this Agreement and before the entire Contract Price is paid by the Authority, any Contribution is made by Vendor and the Treasurer of the State of New Jersey determines such Contribution to be a conflict of interest in violation of P.L. 2005, c. 51, the Authority shall have the right to declare this Agreement to be in default.

14. General Conditions.

A. The Work shall be performed in a professional manner, in accordance with the standards generally expected or required within the profession and the Work shall also be performed in accordance with all applicable state, federal and local laws, rules, regulations, and ordinances.

B. The Vendor shall provide such reports, certificates, and documents as the Authority may reasonably require.

C. The Vendor shall provide to the Authority, at Vendor's expense, copies of all reports, schedules, charts, graphs, and/or other documents incorporated into the Deliverables.

D. If the Authority or Vendor observes or otherwise becomes aware of any fault or defect in the Project or nonconformance with any of the Contract Documents, prompt written notice thereof shall be given by the party discovering the defect to the other.

E. In order to be able to complete the Services within the agreed timeframe and budget and to fulfill its responsibilities on a timely basis, the Authority shall furnish all information available to the Authority, and reasonably required for the performance of the Work to Vendor, to perform any tasks or responsibilities assigned to the Authority and to notify Vendor of any issues or concerns the Authority may have relating to the Services, and to render approvals and decisions and make available personnel as expeditiously as possible for the orderly progress of the Vendor's services and of the Work. During the course of the Services, priorities may shift, or unexpected events may occur which may necessitate changes to the Services. In this event, the parties will jointly discuss the anticipated impact on the Services and agree on any appropriate adjustments, including to the scope of work, timeframe, and budget.

F. The Vendor shall comply with the affirmative action requirements set forth in the Law Against Discrimination, N.J.S.A. 10:5-31 et seq., and the regulations promulgated thereunder by the State Department of Treasury.

G. The Vendor is required to comply with the requirements of N.J.S.A. 10:5-31 et seq. and N.J.A.C. 17:27 et seq., which are expressly included within the terms of this Contract.

The Vendor agrees that:

a. In the hiring of persons for the performance of work under this contract or any subcontract hereunder, or for the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under this contract, no contractor, nor any person acting on behalf of such

contractor or subcontractor, shall, by reason of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex, discriminate against any person who is qualified and available to perform the work to which the employment relates;

b. No contractor, subcontractor, nor any person on his behalf shall, in any manner, discriminate against or intimidate any employee engaged in the performance of work under this contract or any subcontract hereunder, or engaged in the procurement, manufacture, assembling or furnishing of any such materials, equipment, supplies or services to be acquired under such contract, on account of race, creed, color, national origin, ancestry, marital status, gender identity or expression, affectional or sexual orientation or sex;

c. There may be deducted from the amount payable to the contractor by the contracting public agency, under this contract, a penalty of \$ 50.00 for each person for each calendar day during which such person is discriminated against or intimidated in violation of the provisions of the contract; and

d. This contract may be canceled or terminated by the contracting public agency, and all money due or to become due hereunder may be forfeited, for any violation of this section of the contract occurring after notice to the contractor from the contracting public agency of any prior violation of this section of the contract.

H. In accordance with Public Law 2004, Chapter 57, a subcontractor shall provide a copy of its business registration to any Vendor who shall forward it to the Authority. No contract with a subconsultant shall be entered into by any Vendor unless the subconsultant first provides proof of valid business registrations. The Vendor shall provide written notice to all subconsultants that they are required to submit a copy of their business registration to the Vendor. The Vendor shall maintain a list of the names of any subconsultants and their current addresses, updated as necessary during the course of the contract performance. The Vendor shall submit to the Authority a copy of the list of subconsultants, updated as necessary during the course of performance of the contract. The Vendor shall submit a complete and accurate list of the subconsultants to the Authority before a request for final payment is made to the Authority. The Vendor and any subconsultant providing goods or performing services under this contract, and each of their affiliates, shall, during the term of the contract, collect and remit to the Director of the Division of Taxation in the Department of the Treasury the use tax due pursuant to the "Sales and Use Tax Act", P.L. 1966, c. 30 (N.J.S.A. 54:32B-1 et seq.) on all their sales of tangible personal property delivered into the State.

I. In accordance with the requirements of N.J.S.A. 52:32-17 et seq. N.J.A.C. 17:13-1.2 et seq., and N.J.A.C. 17:14-1.2 et seq., as amended, the Authority is required to develop a set-aside plan for Small Businesses. The Vendor agrees that, if awarded a contract based on this plan, it shall comply with all requirements of these provisions. If the Vendor fails to comply with the requirements of these provisions, the Authority may declare this Contract void.

J. Pursuant to N.J.S.A. 52:34-13.2, all Work and all subcontractor services performed in connection with or as part of the Work shall be performed within the United States.

K. Pursuant to N.J.S.A. 52:15C-14(d), relevant records of private vendors or other persons entering into contracts with the Authority are subject to audit or review by the New Jersey Office of the State Comptroller. Therefore, the Vendor shall maintain such relevant records, under this contract for a period of five years from the date of final payment. Such relevant records shall be made available to the New Jersey Office of the State Comptroller upon request. In accordance with N.J.S.A. 52:15C-14(d), the State Comptroller shall not disclose any document or information to which access is provided that is confidential or proprietary.

The Vendor shall not disclose to any third party the contents of the information, reports, findings, analysis, surveys, drawings and creative elements generated or produced in performance of this Contract, and incorporated into the final Deliverables or provide copies of same, without the prior written consent of the Authority, except where such information, reports, etc. are legally required by order of court or administrative agency, state or federal.

L. The Authority and the Vendor, respectively, bind themselves, their partners, successors, assigns and legal representatives to the other party of this Contract and to the partners, successors, assigns and legal representatives of such other party with respect to all covenants of this Contract. Neither the Authority nor the Vendor shall assign, sublet, or transfer any interest in this Contract without the prior written consent of the other party.

M. Any notices required to be given under this Contract shall be mailed to:
New Jersey Economic Development Authority
P.O. Box 990
Trenton, New Jersey 08625-0990
Attn: Designated Contract Manager
AND
Vendor Name

N. To the extent that there is any conflict between the terms and conditions of the Vendor's Proposal and the terms and conditions of the Contract and the Authority's RFQ, the Contract and RFQ shall control over the proposal, and the Contract shall prevail over the RFQ.

O. This Contract shall be construed under the laws of the State of New Jersey.

P. The headings of the various paragraphs of this Contract are inserted for the convenience of reference only, and in no way, define, describe or limit the scope or intent of this Contract or any of the provisions hereof, and shall not affect the interpretation of this Contract or any of the provisions hereof.

Q. RESERVED

R. In the event that any portion of this Contract is found to be contrary to law and unenforceable; the validity of remaining covenants, agreements, terms and provisions contained in this Contract, shall be in no way affected, prejudiced or disturbed thereby.

S. This Contract constitutes the entire agreement between the parties. Any changes or amendments to the Contract must be in writing and signed by the Vendor and an authorized representative of the Authority.

T. The parties hereto represent that they have the proper authority to sign on behalf of the entities entering this Contract and they fully intend for the Authority and Vendor to be legally bound.

U. Pursuant to N.J.S.A. 54:49-19, and notwithstanding the provision of another law to the contrary, whenever any taxpayer, partnership or S corporation under contract to provide goods or services or construction projects to the State of New Jersey or its agencies or instrumentalities, including the legislative and judicial branches of state government, is entitled to payment for those good or services at the same time a taxpayer, partner or shareholder of that entity is indebted for any state tax, the Director of the Division of Taxation shall seek to set off so much of that payment as shall be necessary to satisfy the indebtedness. The amount set-off shall not allow for the deduction of any expense or other deduction which might be attributable to the taxpayer partner or shareholder subsection of set-off under this Act. The Director of the Division of Taxation shall give notice of the set-off to the taxpayer, partner or shareholder and provide an opportunity for a hearing within (30) days of such notice under the procedures for protests established under N.J.S.A. 54:49-19. No request for conference, protest, or subsequent appeal to the Tax Court from any protest shall stay the collection of the indebtedness.

V. In consideration for the services, the Authority agrees not to use Vendor's name or trademark, without Vendor's prior written permission and understands that Vendor will not advocate, present findings, or speak on the Government's behalf in any public forum without specific written authorization and agreement. Notwithstanding, Vendor understands and acknowledges that the Authority has legal obligations to disclose such information (e.g. as required under Public Disclosure or Freedom of Information Laws), but requests that the Authority provide prior notice to Vendor in such a circumstance.

W. This letter, agreement may be executed in any number of counterparts, any one of which need not contain the signatures of more than one party, but all of such counterparts together shall constitute one agreement. The counterparts of this Agreement may be executed and delivered by facsimile or other electronic means by any of the parties to any other party and the receiving party may rely on the receipt of such document so executed and delivered by facsimile or other electronic means as if the original had been received.

This Contract for Professional Services – ECONOMIC DEVELOPMENT STRATEGIC PLANNING CONSULTING SERVICES is entered into as of the day and year first written above.

ATTEST:

By: Allison Kopicki
ALLISON KOPICKI
VICE PRESIDENT

NEW JERSEY ECONOMIC
DEVELOPMENT AUTHORITY

By: Timothy Sullivan
Timothy Sullivan
Chief Executive Officer

ATTEST:

By: [Redacted]
Gregory Bradford
Contracts Manager

McKINSEY & COMPANY, INC.
WASHINGTON D.C.

By: [Redacted]
Name: Nora Gardner
Title: Senior Partner



NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY

2018 - GSA-RFQ 080

REVISED: 6/12/18 - Per Memorandum R2 (FINAL)

ECONOMIC DEVELOPMENT STRATEGIC PLANNING CONSULTING SERVICES FOR THE STATE OF NEW JERSEY

FEE SCHEDULE A

TEAM/WEEKLY PRICING PER GSA SCHEDULE - SIN 874-1

INSTRUCTIONS TO PROPOSERS:

The Proposer shall provide pricing and information, requested below for PHASE I, SECTIONS 1 & 2 and PHASE II, SECTIONS 3 & 4. Proposers cannot modify or change the Fee Schedule in any way.

Failure to complete the Fee Schedule, as required could result in the rejection of the proposal.

PROPOSERS PRICING MUST BE IN ACCORDANCE WITH THEIR GSA SCHEDULE - SIN 874-1, "CEILING" PRICING. SEE RFQ SECTIONS 4.4.1.4 FEE SCHEDULE/PRICING; 4.4.5 FEE SCHEDULE AND 6.7.2 PROPOSER'S FEE SCHEDULE.

A	B	C	D	E	F	G	H
PHASE & SECTION Per RFQ-SECTION 3.0 Scope of Work	INDICATE TEAM BEING UTILIZED, PER GSA SIN 874-1	INDICATE ONE (1) WEEKLY "CEILING" COST FOR INDICATED TEAM, per GSA- SIN 874-1	INDICATE "LOWER" WEEKLY COST FOR INDICATED TEAM	INDICATE TOTAL NUMBER OF HOURS/WEEK FOR TEAM COST PROVIDED	INDICATE TOTAL NUMBER OF BUSINESS WEEKS REQUIRED FOR EACH TEAM FOR EACH PHASE/SECTION	TOTAL TEAM COST FOR EACH PHASE/SECTION (NOTE: If offering a "LOWER" Weekly Rate, Column D, use this cost for the TOTAL COST CALCULATION)	REQUIRED ATTACHMENTS TO FEE SCHEDULE A-TEAM/WEEKLY
PHASE I - SECTION 1 (Completion 1-3 months)	Team B	\$172,608	\$99,750	300-410	7	\$698,250.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK. "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
PHASE I - SECTION 2 (Completion 1-3 months)	Team B	\$172,608	\$99,750	315-430	7	\$698,250.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK. "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
PHASE II - SECTION 3 (Completion 4-6 months)	Team A	\$137,192	\$81,375	255-350	2	\$162,750.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK. "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
PHASE II - SECTION 3 (Completion 4-6 months)	Team E	\$58,408	\$34,125	195-270	4	\$136,500.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK. "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
PHASE II - SECTION 4 (Completion 4-6 months)	Team A	\$137,192	\$81,375	255-350	2	\$162,750.00	ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK. "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)

PHASE II - SECTION 4 (Completion 4-6 months)							ATTACH A SEPARATE SHEET (PHASE I-SECTION 1), INDICATING COMPANY NAME, NAME(S) & TITLE(S) OF ALL INDIVIDUALS COMPRISING EACH TEAM FOR EACH PHASE/SECTION AND THE NUMBER OF HOURS/WEEK EACH TEAM MEMBER WILL WORK. "If known. If not known at the time of RFQ submission, list "Others" with as much detail as possible to evaluate the weekly team composition." (NOTE: Make sure you provide a resume for each person named)
	Team E	\$58,408	\$34,125	195-270	4	\$136,500.00	
GRAND TEAM/WEEKLY TOTAL FOR ALL PHASES/SECTIONS						\$1,995,000.00	
POTENTIAL CONTRACT EXTENSION - ESCALATION COSTS, PER SECTION 4.4.5 FEE SCHEDULE & 5.2 CONTRACT TERM & EXTENSION							
<p>THE RFQ ALLOWS FOR POTENTIAL PRICE ESCALATIONS IN THE THREE (3), ONE (1) YEAR CONTRACT EXTENSION OPTIONS, IF EXERCISED BY THE AUTHORITY. PROPOSER'S ARE TO INDICATE IN THE BOX BELOW, IF THEY ARE PROVIDING A PRICE ESCALATION AND ATTACH A SEPARATE PRICE ESCALATION SHEET TITLED: PRICE ESCALATIONS FOR (COMPANY NAME) FOR POTENTIAL GSA-RFQ 080 CONTRACT EXTENSION, INDICATING THEIR "CEILING" ESCALATION COSTS, IN A FORMAT CONSISTANT WITH THEIR GSA, SIN SCHEDULE. IF PROPOSER'S DO NOT WISH TO PROVIDE FOR AN ANNUAL ESCALATION RATE, THEY SHOULD INDICATE A "0" IN THE BOX BELOW.</p> <p>NOTE: THESE COSTS WILL NOT BE INCLUDED IN THE FEE SCHEDULE WEIGHTING FOR THIS CONTRACT AWARD, BUT NEED TO BE PROVIDED IN THE EVENT THE AUTHORITY EXERCISES ANY OF THE EXTENSION OPTIONS.</p>							
Proposer to indicate in the box to the right, if they are attaching a separate Price Escalation Sheet. If Proposer is NOT submitting a Price Escalation Sheet, indicate a "0".						3.75%	
IMPORTANT: Fee Schedule MUST be SIGNED IN INK by an Authorized Representative of the Proposing Entity							
Proposing Entity's Name:	McKinsey & Company, Inc. Washington D C						
Proposer's Address:	1200 19th Street NW, Suite 1100		Washington, DC 20036				
	Street Address		City / State / Zip Code				
Authorized Representative:	Tony D'Em d'o		Partner				
	Authorized Representative's Name		Title				
	[Redacted Signature]		7/6/2018				
	Authorized Representative's Signature		Date				

McKINSEY'S
FINAL
BAFO

July 24, 2018

Ann Marie Wiedemann, Sr. Procurement Official
New Jersey Economic Development Authority
Internal Process Management-Procurement
36 West State Street
P.O. Box 990
Trenton, NJ 08625-0990

RE: BAFO - 2018-GSA RFQ-080 Strategic Plan Consulting Services

Dear Ms. Wiedemann,

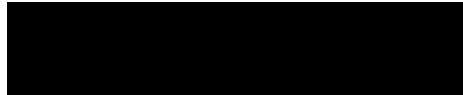
Thank you for the opportunity to provide a BAFO for the 2018-GSA RFQ-080 Strategic Plan Consulting Services. We are very excited about this opportunity and have provided the New Jersey Economic Development Authority ("EDA") a further discount of \$100,000.00 to our pricing for the defined Scope of Services for Phases I and II, under Section 3.1 of the RFQ, of the contract to demonstrate our strong interest in working together. Our additional discount for this BAFO amounts to a 5 percent reduction versus our initial price proposal. This BAFO price reduction is in addition to the reduction of \$1,437,544, or close to 41.9%, we have already offered below our ceiling rates for the base period and the defined Scope of Services in our initial proposal of July 9th. This amounts to a total reduction of \$1,537,544 or 44.8 percent below our ceiling rates for the base period and the defined Scope of Services.

We have provided our revised pricing below:

PHASE	SECTION	TEAM BEING UTILIZED SIN 874-1	GSA	PROPSAL "LOWER WEEKLY COST FOR INDICATED TEAM"	TOTAL "LOWER WEEKLY COST FOR INDICATED TEAM"	BAFO "LOWER WEEKLY COST FOR INDICATED TEAM"	BAFO "TOTAL TEAM COST FOR EACH PHASE/SECTION (BAFO "LOWER" Weekly Rate, use this cost for the BAFO "TOTAL COST CALCULATION")
1	1	Team B		\$99,750.00	\$698,250.00	\$84,750.00	\$663,250.00
1	2	Team B		\$99,750.00	\$698,250.00	\$84,750.00	\$663,250.00
2	3	Team A		\$81,375.00	\$162,750.00	\$77,297.00	\$154,594.00
2	3	Team E		\$34,125.00	\$136,500.00	\$32,414.00	\$129,658.00
2	4	Team A		\$81,375.00	\$162,750.00	\$77,297.00	\$154,594.00
2	4	Team E		\$34,125.00	\$136,500.00	\$32,414.00	\$129,658.00
TOTAL COST							\$1,695,000.00

Please let us know if you have any questions, which we are happy to discuss at your convenience.

Sincerely,



Tyler Duvall, Partner
McKinsey & Company, Inc. Washington D.C.
[\[REDACTED\]@mckinsey.com](mailto:[REDACTED]@mckinsey.com)



MEMORANDUM

TO: Members of the Authority
FROM: Timothy Sullivan
Chief Executive Officer
DATE: May 12, 2020
SUBJECT: Agenda for Board Meeting of the Authority May 12, 2020

Notice of Public Meeting

Roll Call

Approval of Previous Month's Minutes

CEO's Report to the Board

Authority Matters

Incentives

Loans/Grants/Guarantees

Real Estate

Board Memoranda

Public Comment

Adjournment

NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY

April 14, 2020

MINUTES OF THE MEETING

The Meeting was held by teleconference call.

Members of the Authority present via conference call: Chairman Kevin Quinn; Commissioner Robert Asaro-Angelo of the Department of Labor and Workforce Development; Commissioner Marlene Caride of the Department of Banking and Insurance; Jane Rosenblatt representing Commissioner Catherine McCabe of the Department of Environmental Protection; Catherine Brennan representing State Treasurer Elizabeth Muoio; Public Members: Charles Sarlo, Vice Chairman; Philip Alagia, Virginia Bauer, Fred Dumont, Aisha Glover, Marcia Marley, Robert Shimko, First Alternate Public Member; and Rosemari Hicks, Second Alternate Public Member.

Also present via conference call: Timothy Sullivan, Chief Executive Officer of the Authority; Assistant Attorney General Gabriel Chacon; Stephanie Brown, Governor's Authorities Unit; and staff.

Absent: Public Member Massiel Medina Ferrara.

Mr. Quinn called the meeting to order at 10:03 am.

In accordance with the Open Public Meetings Act, Mr. Sullivan announced that notice of this meeting has been sent to the *Star Ledger* and the *Trenton Times* at least 48 hours prior to the meeting, and that a meeting notice has been duly posted on the Secretary of State's bulletin board.

MINUTES OF AUTHORITY MEETING

The next item of business was the approval of the March 10, 2020 meeting minutes. A motion was made to approve the minutes by Ms. Brennan, and seconded by Commissioner Angelo, and was approved by the 13 voting members present.

The next item of business was the approval of the March 10, 2020 executive session meeting minutes. A motion was made to approve the minutes by Commissioner Caride, and seconded by Mr. Dumont, and was approved by the 13 voting members present.

The next item of business was the approval of the March 26, 2020 special meeting minutes. A motion was made to approve the minutes by Ms. Bauer, and seconded by Mr. Shimko, and was approved by the 13 voting members present.

FOR INFORMATION ONLY: The next item was the presentation of the Chairman's Report to the Board.

FOR INFORMATION ONLY: The next item was the presentation of the Chief Executive Officer's Monthly Report to the Board.

AUTHORITY MATTERS

ITEM: 21ST CENTURY REDEVELOPMENT PROGRAM

REQUEST: To approve re-opening the application window for the 21st Century Redevelopment Program for a period of 45-days after a return to normal business operations.

MOTION TO APPROVE: Mr. Dumont **SECOND:** Ms. Marley **AYES: 13**

RESOLUTION ATTACHED AND MARKED EXHIBIT: 1

OFFICE OF ECONOMIC TRANSFORMATION

ITEM: NJ IGNITE UPDATE AND COVID-19 RESPONSE

REQUEST: To approve clarification and updates to program definitions and approval of temporary modifications to address the impacts of COVID-19 and effective management of the program.

MOTION TO APPROVE: Ms. Glover **SECOND:** Ms. Bauer **AYES: 12**

RESOLUTION ATTACHED AND MARKED EXHIBIT: 2

Ms. Hicks recused herself because she owns a company that has qualified as an eligible co-working space although the company has not applied for or received any benefit.

INCENTIVE PROGRAMS

Grow New Jersey Assistance Program and Urban Transit Hub Tax Credit Program

ITEM: MODIFICATION OF THE YEARLY AVERAGE OF EMPLOYMENT RULES FOR HUB AND GROW AS A RESULT OF EXECUTIVE ORDER 107

REQUEST: To approve a modification of the rules for the HUB and GROW programs to exclude months in the yearly average of employment for businesses adhering to Executive Order 107.

MOTION TO APPROVE: Ms. Bauer **SECOND:** Ms. Hicks **AYES: 13**

RESOLUTION ATTACHED AND MARKED EXHIBIT: 3

Economic Redevelopment & Growth Grant Program – Modification

ITEM: KINGSLAND STREET URBAN RENEWAL LLC PROD.#42840

REQUEST: To approve a modification to the applicant's approved ERG project, including an increase in size of total project, an increase total project costs, and an increase eligible project costs.

MOTION TO APPROVE: Mr. Dumont **SECOND:** Mr. Shimko **AYES: 13**

RESOLUTION ATTACHED AND MARKED EXHIBIT: 4

BOND PROJECTS:

Bond Resolutions

ITEM: NEW JERSEY AMERICAN WATER COMPANY, INC. PROD.#00188329
LOCATION: Various locations
PROCEEDS FOR: Refunding
FINANCING: \$151,710,000
MOTION TO APPROVE: Ms. Bauer **SECOND:** Commissioner Angelo **AYES: 13**
RESOLUTION ATTACHED AND MARKED EXHIBIT: 5

REAL ESTATE

ITEM: NJ BIOSCIENCE CENTER RENT DEFERMENT AS A RESULT OF EXECUTIVE ORDER 107
REQUEST: To approve rent deferral and waiver of fees to mitigate the impacts of COVID-19.
MOTION TO APPROVE: Ms. Glover **SECOND:** Mr. Dumont **AYES: 13**
RESOLUTION ATTACHED AND MARKED EXHIBIT: 6

BOARD MEMORANDUMS:

FOR INFORMATION ONLY: March 2020 Credit Underwriting Delegated Authority Approvals.

Micro Business Loan Program

PROJECT: Hayday Partners LLC DBA Hayday Coffee (“Hayday”) (PROD-0088310)
LOCATION: Atlantic City, Atlantic County
PROCEEDS FOR: Purchase of business equipment
FINANCING: \$50,000 loan

Premier Lender Program

PROJECT: 2 Municipal LLC (PROD-00188230)
LOCATION: Fredon Township, Sussex County
PROCEEDS FOR: Purchase of project property
FINANCING: M&T Bank \$1,170,000 loan with a (48.72%) \$570,000 Authority participation

FOR INFORMATION ONLY: 2020 Q1 Real Estate Delegated Authority Approvals

PUBLIC COMMENT

There were no public comments.

There being no further business, on a motion by Mr. Quinn, and seconded by Ms. Bauer, the meeting was adjourned at 10:58 am.

Certification:

The foregoing and attachments represent a true and complete summary of the actions taken by the New Jersey Economic Development Authority at its meeting.



Danielle Esser, Director
Governance & Strategic Initiatives



MEMORANDUM

To: Members of the Authority

From: Tim Sullivan

Date: May 12, 2020

Re: May 2020 Board Meeting

As we enter the third month of the COVID-19 crisis, the NJEDA is emerging as a pillar of New Jersey's response to the outbreak. Businesses and workers are facing multiple, simultaneous crises, and our work to support them is vital to New Jersey's ability to withstand and eventually recover from this unprecedented challenge.

Since our last meeting, the NJEDA has awarded more than \$5 million in grants to 1,515 small businesses across all 21 counties through our Small Business Emergency Assistance Grant Program. We also launched the Small Business Emergency Assistance Loan Program and received more than 3,500 applications seeking more than \$250 million in financing. We have already approved 3 companies for \$206,191 in financing and are working every day to get financing to businesses in need as quickly as possible, while complying with our standards for transparency and accountability. See the attached Appendix for a comprehensive update on our COVID-19 programs.

In addition to providing resources directly to small businesses through these programs, we also launched partnerships with six Community Development Financial Institutions (CDFIs). New Jersey Community Capital (NJCC), UCEDC, Regional Business Assistance Corporation (RBAC), Cooperative Business Assistance Corporation (CBAC), Greater Newark Enterprise Corporation (GNAC), and 1st Bergen Federal Credit Union are all participating in the CDFI Emergency Loan Loss Reserve Fund, and all but 1st Bergen Federal Credit Union are also taking part in the new CDFI Emergency Assistance Grant Program. Together, these partnerships will provide between \$20 and \$30 million to small and microbusinesses that often struggle to access traditional bank financing during the best economic times.

While supporting small businesses is central to our COVID-19 response, it is also crucial that we provide resources for companies and investors in New Jersey's innovation ecosystem. On April 22, we launched the NJ Entrepreneur Support Program to help Garden State entrepreneurs with limited funding navigate COVID-19-related cashflow constraints. Supporting these companies is vital not only keeping New Jersey's innovation economy strong during this crisis, but also to paving the way to rapid economic growth that puts residents back to work in good-paying jobs.

The NJEDA's initial COVID-19 response has proven we can act quickly to address the pressing economic challenges this virus has brought to New Jersey. Looking ahead, it is critical that we continue to think creatively and work with partners throughout the state and across the country to provide immediate support for communities that need it and pave the way for a robust recovery.



No one knows how long the challenges of COVID-19 will last. All we know for sure is that to make it through we must work together, support one another, and look beyond our immediate interest to do what is best for New Jersey in the long-term.

A handwritten signature in dark ink, appearing to be "T. L.", is written above a solid horizontal line. The signature is fluid and cursive, with a long, sweeping horizontal stroke at the end.



APPENDIX

MAY 2020 COVID PROGRAMS UPDATE

The **Small Business Emergency Assistance Grant Program** launched on April 3, 2020. Since then, the NJEDA has received 34,403 applications for the Small Business Emergency Assistance Grant Program. We have approved 1,515 applications totaling \$5,078,000 and have distributed 1,483 awards totaling \$4,978,000.

The **Small Business Emergency Assistance Loan Program** launched on April 17, 2020. Since then, the NJEDA has received more than 3,500 applications totaling more than \$250 million. We have approved 3 applications totaling \$206,191.

The **NJ Entrepreneur Support Program** launched on April 22, 2020. So far, the NJEDA has received 45 applications seeking a total of \$2,870,336 in guarantees. The NJEDA is also offering rent deferral relief to tenants at the NJ Bioscience Center. Nine of 17 tenants at the Incubator and four of five tenants at the Step-Out Labs have opted to participate in the program.

There are currently six community development financial institutions participating in the **CDFI Loan Loss Reserve Fund**: New Jersey Community Capital (NJCC), UCEDC, Regional Business Assistance Corporate (RBAC), Cooperative Business Assistance Corporation (CBAC), Greater Newark Enterprise Corporation (GNAC), and 1st Bergen Federal Credit Union. All but 1st Bergen Federal Credit Union are also participating in the **CDFI Emergency Assistance Grant Program**.

The NJEDA distributed 10 press releases related to COVID-19 programs and NJEDA staff participated in 43 webinars and other public forums to promote our COVID-19 response programs. These events were a source of feedback that will help to inform the next phase of our response.

AUTHORITY MATTERS



MEMORANDUM

TO: Members of the Board

FROM: Tim Sullivan
CEO

DATE: May 12, 2020

RE: COVID-19 Consulting Contract

Summary

Members are asked to approve Amendment #4 to the Authority's existing contract: NJEDA-2018-GSA-RFQ080 with McKinsey and Company, Inc. Washington, D.C. (McKinsey). The contract amendment will enable the Authority to obtain consulting services needed to help analyze and address the economic impact of the COVID-19 pandemic in New Jersey and to update the 2018 economic development plan to address the current and evolving situation in the State.

Background

On March 9, 2020, Governor Phil Murphy issued Executive Order 103, declaring a State of Emergency and a Public Health Emergency to ramp up New Jersey's efforts to contain the spread of the COVID-19. Subsequent containment measures were announced and are continuing to be announced, including restrictions on public gatherings and limited operating hours for non-essential businesses. While these measures are consistent with similar measures being taken nationally that are expected to limit the public's exposure to the COVID-19, there is already and will continue to be an adverse economic impact on the State's economy.

There is an immediate need for consultant services to analyze the economic impacts of the COVID-19 pandemic in New Jersey. The effect on governmental function and private business is profound, happening in real time. Data needs to be gathered and analyzed. The Authority does not have the staff or other resources to do this work; it must, without any delay, obtain an experienced consultant with a known, demonstrable, and reliable track record in dealing with crises, for the purposes of compiling and analyzing data on the economic impacts and providing guidance and helping structure and staff New Jersey's short- and long-term economic recovery plans. The scope of the need and urgency is demonstrated by the unprecedented demand for grants and loans, as well as the sheer number of unemployment claims. In order to address the economic impacts on the State, the Authority must have data readily available, be able to analyze

that data and determine the most appropriate ways to respond. Any delay in gathering data, analyzing that data, and responding appropriately would be detrimental to the State.

In order to analyze the emerging and continuing economic impact of the COVID-19 pandemic in New Jersey and to provide support for the State's response, recovery and mitigation plan, the Authority seeks to enter into an agreement with McKinsey & Company, Inc. ("McKinsey") to allow the Authority to obtain consulting services on an emergent basis. This agreement is based on the Authority's processes for Federal General Services Administration (GSA) Contracts and Other Federally-Based Contracts, which is authorized under State law. To expedite this agreement, the arrangement will be done as an amendment to the existing contract with McKinsey and will utilize the discounted COVID-19 rates provided. McKinsey has significant experience working with governments and public-sector institutions on economic development and stabilization strategies and deploying rapid-response resources strategically in the aftermath of complex emergencies. McKinsey also has existing experience and knowledge of the State's economy through its prior work aiding in the development of the Governor's 2018 economic development plan entitled *The State of Innovation: Building A Stronger And Fairer Economy in New Jersey*. Moreover, McKinsey has already begun work analyzing the economic impacts of COVID-19, and identifying opportunities to accelerate preparedness and appropriate responses. Finally, McKinsey is available and can start the necessary work without delay.

For context, the original contract related to NJEDA-2018-GSA-RFQ080 "Economic Development Strategic Planning Consulting Services for the State of New Jersey" was in the amount of \$1,895,000. The contract has been amended three times for specific economic studies. The total value of the contract to date has been \$2,718,651.68.

A request for cost proposal containing a detailed scope of work was sent to McKinsey on April 27, 2020 (attached). McKinsey responded on April 29, 2020 with its total cost proposal of \$2,475,000 for a base period of 8 weeks, with a sustained period of 6 months. Staff have reviewed the cost proposal and determined that it is consistent with the contract and reasonable under the circumstances. As required by the Authority's GSA process and State law (N.J.S.A. 52:34-6.3), the contract as amended, which will incorporate the cost proposal, includes rates that are no greater than those offered to federal agencies and requires that the Authority benefit from any federally mandated price reductions during the term of the contract. Additionally, staff compared prices and terms available under another State contract (specifically the Department of the Treasury, Division of Purchase and Property's contract M4005 – NCPA Strategic Management Consulting Services), and determined that utilizing the Authority's existing contract with McKinsey offers better prices and terms. If approved by the Members, once the amendment is executed, staff will file the amendment and any other relevant documentation with the State Treasurer.

Authority is sought to amend the McKinsey contract to increase the not-to-exceed value and include much-needed consulting services to analyze the emerging and continuing economic impacts of the COVID-19 pandemic in New Jersey, to provide support for the State's response, recovery and mitigation plan, and to update the Governor's 2018 economic development plan entitled *The State of Innovation: Building A Stronger And Fairer Economy in New Jersey*.

Recommendation

Approval is requested for Amendment #4 to Contract NJEDA-2018-GSA-RFQ080 with McKinsey and Company, Inc. Washington, D.C. increasing the not-to-exceed value of that contract by \$2,475,000 for an aggregate contract value of \$5,193,651.68.



Tim Sullivan
Chief Executive Officer

Prepared by: Christine Baker/Fred Cole

Attachment:
Request for Cost Proposal

April 27, 2020

REVISED SOW & FEE SCHEDULES - 2018-GSA-RFQ 080 –MCKINSEY & CO. - ADDITIONAL WORK CLAUSE FOR ECONOMIC CONSULTING SERVICES FOR COVID-19 VIRUS

Proposal and Fee Schedules due on or before: Wednesday, April 29, 2020 at 5:00pm.

Request for Cost Proposal

The Authority is requesting McKinsey and Company to provide a revised proposal and pricing in accordance with NJEDA-2018-GSA-RFQ 080 (Contract) between the New Jersey Economic Development Authority (NJEDA or the Authority) and McKinsey and Company, Inc. Washington, D.C. (McKinsey), per the Additional Work (as defined in the Contract), based upon the same terms and conditions as in the Contract.

Below is a revised Scope of Work, broken down by Tasks related to the COVID 19 pandemic.

The proposal submitted must address and provide detail for each of the twelve (12) Tasks listed below, per the attached two (2) Fee Schedules. **Section 1-Initial Fee Schedule, NOT to exceed \$250,000.00** is for initial work to get started but cannot exceed a total of \$250,000 and **Section 2: Balance of Work Fee Schedule** to complete the project, subject to approval by the Authority's board.

Attached is a revised Federal Statement of Assurances.

Background

On March 9, 2020, Governor Phil Murphy issued Executive Order 103, declaring a State of Emergency and a Public Health Emergency to ramp up New Jersey's efforts to contain the spread of the COVID-19. Subsequent containment measures were announced and are continuing to be announced, including restrictions on public gatherings and limited operating hours for non-essential businesses. While these measures are consistent with similar measures being taken nationally that are expected to limit the public's exposure to the COVID-19, there is already and will continue to be an adverse economic impact on our nation's economy. Within New Jersey, small businesses, and residents employed by these businesses, are facing economic challenges as businesses have difficulties meeting payroll obligations and supporting basic operating expenses that are expected to increase during a prolonged period of restricted operation or closing. Without a source of immediate relief, small businesses are being forced to furlough or lay off employees.

In response to the economic challenges being faced by New Jersey small businesses, the Authority needs to amend the existing contract (2018 GSA-RFQ 080) with McKinsey to allow the Authority to obtain consulting services related to the COVID 19 pandemic on an emergent basis.

The contract was originally procured utilizing the Authority's processes for Federal General Services Administration (GSA) Contracts and Other Federally Based Contracts. The original contract related to NJEDA-2018-GSA-RFQ 080 "Economic Development Strategic Planning Consulting Services for the State of New Jersey" was in the amount of \$1,895,000.

The contract has been amended three times:

Amend 1 - India Trade (Increased \$217,282.90)

████████████████████ (Increased \$365,987.84)

████████████████████ (Increased \$240,380.94)

The total value of the contract to date has been \$2,718,651.68.

A. COVID 19 Additional Scope of Work

The Proposal response must address and provide detail per the twelve (12) tasks, listed below, including the turnaround timeframes:

1. Contractor shall work with the Authority's designee(s) in analyzing the economic impact of the Covid-19 pandemic and the related state of emergency on the state economy;
2. An analysis of job losses and firm closures by industry, lost wages and income – personal and corporate – by industry, contracting of specific industries, and general economic impacts throughout the state;
3. Any and all economic and fiscal impacts not listed above as the pandemic is currently ongoing and the full extent of its reach is currently unknown;
4. Contractor shall provide strategic support to the Authority in all facets of New Jersey's recovery (except for employer guidelines, sequencing, enables and other items already within the scope of work for Office of Emergency Management);
5. Contractor shall research and advise on resources for appropriate resolution services to assist in the State's economic recovery;
6. Contractor shall provide guidance and planning; structuring, organizing and staffing for New Jersey's short-and long-term economic recovery plans;
7. Contractor shall work closely with the Office of the Governor in providing planning advice and execution of the response, recovery and mitigation plan in conjunction with the Governor's designee;
8. Contractor shall advise on productive working relationships with non-governmental organizations, including but not limited to, charities, philanthropies, and aide groups, to secure assistance needed by New Jersey residents and firms;
9. Contractor shall advise on productive relationship with statewide and local business groups including; but not limited to, business associations, chambers of commerce, trade groups, etc.;
10. Contractor shall support the Authority in the revision and refining of the 2018 State of Innovation: A Stronger and Fairer NJ Economy comprehensive economic development strategy to reflect the short and long-term impact of the pandemic (note: this will be a work in progress across several months and the impacts and outlook become better understood);
11. Contractor shall support the Authority and any interagency working groups focused on developing and implementing and economic recovery strategy; and
12. Contractor shall assist the Authority in identifying new programs and policies to provide support for impacted segment of New Jersey's economy, including but not limited to: micro, small and midsize firms; displaced workers; the innovation economy.

B. Fee Schedule

There are two (2) Fee Schedules, attached requesting contract pricing for all twelve (12) tasks, listed above. Costs must be in accordance with **2018 GSA RFQ 080** Team/Weekly ceiling pricing, per SIN 874-1 and the BAFO'd contract costs. Discounted pricing is requested for any new Team/Weekly rates bid for this Scope of Work.

SECTION 1-INITIAL FEE SCHEDULE, NOT to exceed \$250,000.00: Cost for initial work to get started for each task listed, if applicable, including the team(s) proposed for each task, the Team/Weekly rates requested, and the number of weeks required for the team indicated.

The total cost of the initial work cannot exceed a total of \$250,000. Tasks that are not included on the Initial Fee Schedule should be marked N/A.

SECTION 2: BALANCE OF WORK FEE SCHEDULE: Cost to complete the project tasks, subject to approval by the Authority's board.

NOTE: Tasks 3 – 7 require pricing to be offered for consulting services for the following timeframes, less than two (2) months, two (2) months, four (4) months and six (6) months. The Authority may or may not award all of these timeframes.

Reporting and Documentation

The Contractor shall provide and submit to the State all reports and documents as may be necessary to adequately document the emergency response, management, and recover services; and

The Contractor shall be responsible for providing protective storage of daily or pandemic-related documents and reports during the pandemic event and shall be available to the State upon request.

INCENTIVE PROGRAMS

**GROW NEW JERSEY ASSISTANCE PROGRAM (GROW NJ)
MODIFICATION**



MEMORANDUM

TO: Members of the Authority

FROM: Tim Sullivan
Chief Executive Officer

DATE: May 12, 2020

SUBJECT: H&M Hennes & Mauritz, LP. ("H&M")
\$4,250,000 Grow NJ - Modification

Request:

Because of the reduction of eligible jobs from 155 to 109, approval is requested from the Members to affirm that the project has not otherwise materially changed to allow staff to complete its certification of project completion. Additionally, as staff is still reviewing the job certification and the number of jobs may still be reduced, staff requests delegated authority to approve a further 10% reduction from the current number of 109 (11).

All other terms and conditions of the Grow NJ award will be consistent with the current approval.

Background:

H&M is a subsidiary of H&M Hennes & Mauritz, AB, a designer and retailer of women's, men's, and children's fashion that in addition to its retail operations has an on-line ecommerce presence.

On June 14, 2016, EDA's Board approved H&M for a \$4,250,000, 10-year Grow NJ award to incent 45 new jobs and retain 110 non-retail jobs at risk of leaving the State. Statewide employment, which per the Grow NJ regulations does not include retail jobs, was 128. The qualified business facility ("QBF") was at a non-industrial 48,500 sf office space located in Secaucus which required a minimum capital investment of \$1,940,000. Prior to executing the incentive agreement in May 2017, H&M confirmed the size of the QBF to be 49,116 sf which increased the minimum capital investment to \$1,964,640. H&M anticipated to expend \$4,539,500 in capital investment.

H&M was approved for two six-month extensions to certify project completion pursuant to delegated authority and in June 2019, H&M requested certification of its project completion. The independent CPA certified capital investment of \$4,921,255 which exceeded the minimum requirement of \$1,964,640. The company certified it retained 109 of the 110 anticipated retained full-time jobs, which exceeds the program minimum of 50 retained jobs; however, none of the anticipated 45 new full-time jobs were created. Therefore, the company has lost its ability to be incented for new full-time jobs under this Grow NJ award as the program minimum of 35 new full times has not been met.

Stefan Vos, CFO of H&M North America attributed the reduction of jobs to the changes in retail landscape, which resulted in less of a need for corporate support staff. Staff informed the company that if the statewide employment in any tax period is below 80% of the statewide employment as of the last tax period prior to the initial Board approval, H&M would forfeit the tax credit for that tax period and each subsequent tax period until the first tax period in which statewide employment has been restored. In addition, if the full-time employment at the QBF drops below 80% of the eligible Grow Jobs in the project certification, H&M would forfeit the tax credit for that tax period and each subsequent tax period until the first tax period in which Grow Jobs has been restored.

Based on the \$4,921,255 of certified capital investment and the 109 retained jobs, the amount of the Grow NJ award will be reduced to \$2,316,250. Since jobs were reduced by more than 25% from what was approved, the net benefit to the State over 20 years was recalculated using the current net benefit model. Although the net benefit to the State over 20 years (net of award) was reduced from \$24,915,277 to \$13,624,032, the project continues to satisfy program requirements of being 110% of the award. If the Board approves, Staff will make its final decision on the approval of the project completion certification no later than the 4-year expiration of the award on June 14, 2020.

Staff requests that the Board agree that, other than as described in this memorandum, the Grow NJ award has not materially changed since the company expended \$4,921,255 in capital investment at the approved QBF, the company continues the operations as described to the Board at approval, the company retained jobs at the QBF, and the project continues to satisfy 110% net benefit to the State.

SUMMARY OF PROJECT CHANGES

	At Approval	At Certification
Proposed/Actual Jobs:	45 (New) 110 (Retained)	0 (New) 109 (Retained)
Eligible Min. New Jobs	35	35
Eligible Min. Retained Jobs	50	50
Eligible Min. Cap-Ex	\$1,940,000	\$1,964,640
Anticipated Cap-Ex	\$4,539,500	\$4,921,255
Base Amount:	\$4,000	\$4,000
Bonus Increases:		
Jobs w/Salary in Excess of County Average	\$ 250	\$ 250
Total Amount per Incented Employee	\$4,250	\$4,250
Annual Award:		
New:	45 x \$4,250 = \$191,250	0 x \$4,250 = \$0
Retained:	110 x \$2,125 = \$233,750	109 x \$2,125 = \$231,625
Total:	\$425,000	\$231,625
Total Award:	\$4,250,000	\$2,316,250

Gross Benefit to the State (over 20 years)	\$29,165,277	\$15,940,282
Net Benefit to the State (over 20 years, Net of award)	\$24,915,277	\$13,624,032

Recommendation:

Because of the reduction of eligible jobs from 155 to 109, approval is requested from the Members to affirm that the project has not otherwise materially changed to allow staff to complete its certification of project completion. Additionally, as staff is still reviewing the job certification and the number of jobs may still be reduced, staff requests delegated authority to approve a further 10% reduction from the current number of 109 (11).

All other terms and conditions of the Grow NJ award will be consistent with the current approval.



Prepared by: Thomas McCusker

LOANS/GRANTS/GUARANTEES

PETROLEUM UNDERGROUND STORAGE TANK (PUST)



MEMORANDUM

TO: Members of the Authority

FROM: Tim Sullivan, Chief Executive Officer

DATE: May 12, 2020

SUBJECT: NJDEP Petroleum UST Remediation, Upgrade & Closure Fund Program

The following residential project has been approved by the Department of Environmental Protection to perform closure/upgrade and site remediation activities. The scope of work is described on the attached project summary:

PUST Residential Grant:

Prod 188182	Michael Lapi and Kathy Lapi	\$6,951.80
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Total UST Funding – May 2020	\$6,951.80
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Tim Sullivan

Prepared by: Kathy Junghans

NEW JERSEY ECONOMIC DEVELOPMENT AUTHORITY**Underground Storage Tank - Residential****APPLICANT:** Michael Lapi and Kathy Lapi

PROD-00188182

PROJECT USER(S): Same as applicant**PROJECT LOCATION:** 271 W. Main Street Bergenfield Borough Bergen County**APPLICANT BACKGROUND:**

Between July 2016 and January 2019, Michael Lapi and Kathy Lapi received an initial grant in the amount of \$20,549 under P42288 and supplemental grants in the amount of \$81,082 under P44093 and \$20,303 under P45037 to remove a leaking 550-gallon residential #2 heating underground storage tank (UST) and perform the required remediation. The tank was decommissioned and removed in accordance with NJDEP requirements. The NJDEP has determined that the supplemental project costs are technically eligible to perform additional remediation activities.

Financial statements provided by the applicants demonstrate that their financial condition conforms to the financial hardship test for a conditional hardship grant.

OTHER NJEDA SERVICES:**\$20,549, P42288; \$81,082, P44093; \$20,303, P45037****APPROVAL REQUEST:**

The applicants are requesting aggregate supplemental grant funding in the amount of \$6,951.80 to perform the approved scope of work at the project site. Because the aggregate supplemental funding including this request is \$108,336.80 it exceeds the maximum aggregate staff delegation approval of \$100,000 and therefore requires EDA's board approval. Total grant funding including this approval is \$128,885.80.

The NJDEP oversight fee of \$695.18 is the customary 10% of the grant amount. This assumes that the work will not require a high level of NJDEP involvement and that reports of an acceptable quality will be submitted to the NJDEP.

FINANCING SUMMARY:**GRANTOR:** Petroleum UST Remediation, Upgrade & Closure Fund**AMOUNT OF GRANT:** \$6,951.80**TERMS OF GRANT:** No Interest; No Repayment**PROJECT COSTS:**

UST Project: Remediation	\$6,951.80
UST Project: NJDEP Costs	\$695.18
EDA Administrative Cost	\$250.00

TOTAL COSTS: \$7,896.98
DATE: 5/5/2020

REAL ESTATE



MEMORANDUM

TO: Members of the Authority

FROM: Tim Sullivan, Chief Executive Officer

RE: Fort Monmouth Parcel F-1, Tinton Falls:
Second Amendment to Contract for Civil & Environmental Engineering
Services with T&M Associates

DATE: May 12, 2020

Request

I request that the Members approve an amendment to the Authority's contract for civil and environmental engineering services with T&M Associates of Middletown, New Jersey in connection with the former Myer Center site (a/k/a Parcel F-1) in the Tinton Falls section of Fort Monmouth.

Background

At the July 2016 meeting, the Members authorized the execution of a Memorandum of Understanding (the "MOU") with the Fort Monmouth Economic Revitalization Authority ("FMERA") whereby the Authority would perform pre-development services with regard to the approximate 35-acre Parcel F-1 parcel (the "Property"). Specifically, the Authority would be responsible for procuring consultants to prepare plans, specifications and a scope of work for the environmental remediation and demolition of the obsolete buildings on the Property totaling over 700,000 sf. Those documents would also be used to issue a bid for remediation and demolition.

Following a publicly-advertised Request for Proposals process conducted in accordance with S-2194, the Members authorized the award of a contract to the highest-ranking proposer, T&M Associates of Middletown, New Jersey, and established a contract budget of \$644,400 for the consultant's pre-development and construction phase services.

At the September 2017 meeting, the Members authorized the execution of a Purchase and Sale Agreement ("PSA") with FMERA for the Property. The PSA called for the Authority to fund and manage environmental remediation and demolition of the Myer Center and its ancillary buildings on the Property in return for title to the 35-acre tract. At that meeting, the Members authorized an acquisition, remediation and demolition budget for the Property in the amount of \$7,328,771. The Members also approved an amendment to T&M's contract for additional construction phase services in the amount of \$77,300 as well as additional environmental site investigation services in the amount of \$117,000; the intent of the latter was to preserve the Authority's innocent

purchaser status. The total amount of T&M's contract amendment for the additional services totaled \$194,300.

In February 2018, Robert Wood Johnson/Barnabas Health ("RWJBH") submitted an unsolicited offer to NJEDA to purchase the Property for an amount not to exceed \$8 million. RWJBH proposed to develop a health care campus on the Property, to include:

- An ambulatory care center
- A medical office building
- A Cancer Institute of New Jersey cancer center
- A system business office, and
- Campus space for future medical and health facilities

After negotiations among RWJBH, NJEDA and FMERA (jointly the "Parties") and the approval of the NJEDA and FMERA Boards, the Parties executed an Agreement to Assign on August 10, 2018. RWJBH is pursuing approvals to develop its health care campus on the Property.

Proposed Second Amendment to Contract with T&M Associates

Real Estate Department staff oversaw the abatement and demolition of the Myer Center and its ancillary buildings through our contractor, Tricon Enterprises. The work was completed last year on time and within budget.

During demolition activities, T&M encountered petroleum oil on the groundwater. T&M determined that its source was a 300-gallon kerosene underground storage tank ("UST") located in the vicinity of the former Myer Center. T&M has decommissioned and removed the UST along with impacted soil and groundwater. In order to close out this Area of Concern and issue a Response Action Outcome, T&M will be required to obtain an additional compliant sample later this month; the timing of the sample will account for seasonal groundwater fluctuations.

In its investigation of the UST, T&M also encountered elevated levels of perchloroethylene ("PCE") in the groundwater. T&M proposes to undertake additional sampling to determine the horizontal limits of the PCE as well as its origin, as it is unrelated to the UST.

T&M has proposed an additional fee of \$25,100 for the UST and PCE related services. Accordingly, staff recommends a contract amendment in the amount of \$35,000, reflecting T&M's cost proposal along with a contingency for additional groundwater testing, if warranted. This amendment increases T&M's contract budget amount from \$838,700 to \$873,700. Because the demolition of the Myer Center was completed under budget, sufficient authorization remains in the September 2017 Board-approved project budget to fund these additional services. Currently, \$1,241,578 remains in the project budget.

Recommendation

In summary, I request that the Members authorize an amendment to the Authority's contract for civil and environmental engineering services with T&M Associates of Middletown, New Jersey in connection with the former Myer Center site (a/k/a Parcel F-1) in the Tinton Falls section of Fort Monmouth.



Tim Sullivan
Chief Executive Officer

Prepared by: Thomas Catapano and David E. Nuse

BOARD MEMORANDA -FYI ONLY



MEMORANDUM

TO: Members of the Authority

FROM: Tim Sullivan, Chief Executive Officer

DATE: May 12, 2020

SUBJECT: Credit Underwriting Projects Approved Under Delegated Authority –
For Informational Purposes Only

The following projects were approved under Delegated Authority in April 2020:

Premier Lender Program:

- 1) 5 Kids, LLC (PROD-00188227) is located in Neptune City Borough, Monmouth County. Formed in 2000, 5 Kids, LLC is the real estate holding company created to purchase the real estate for related operating companies: Uni-Serv Associates (“Uni”), and Fine Kids Group, Inc. (“FG”). Uni was founded in 1974 to operate a full-service promotional marketing agency, providing branded apparel, uniforms, and promotional products as well as website development, graphic design, printer materials and screen-printing fabrication. FG was formed in 2004 to outsource products from overseas vendors in order to offer competitive prices. OceanFirst Bank approved a \$3,360,000 bank loan contingent upon a 35.71% (\$1,200,000) Authority participation. Proceeds will be used to purchase the project property. The Company currently has thirteen employees and plans to create seven new positions over the next two years.

A handwritten signature in blue ink, appearing to be "T. Sullivan", is written above a horizontal line.

Prepared by: G. Robins



MEMORANDUM

TO: Members of the Authority

FROM: Tim Sullivan, Chief Executive Officer

DATE: May 12, 2020

SUBJECT: Post Closing Bond Delegated Authority Approvals for 1st Quarter 2020
For Informational Purposes Only

The following post-closing actions were approved under delegated authority during the first quarter of 2020:

Conduit Bonds (EDA has no credit exposure)	
Cerebral Palsy of North Jersey	Consent to additional debt and related mortgage lien for the \$5,900,000 Tax-exempt Bond.
RBH-TRB East Mezz Urban Renewal Entity, LLC	Acknowledge the transfer of the \$22,748,000 Qualified School Construction Bond (QSCB) from TD Bank to QSCB Newark Holdings, LLC and execution of a substitute bond.
Friends Home at Woodstown, Inc.	Consent to a revision to the calculation of the debt service coverage ratio and clarify the debt service requirement under a new fixed rate interest swap associated with the \$17,500,000 Tax-Exempt Bond.
The Calais School	Consent to the reduction in the debt service coverage requirement of the \$5,300,000 Tax-Exempt Bond.
Masonic Charity Foundation of NJ	Modification of the \$50,125,000 Tax-Exempt Bond to reduce the interest rate and extend the call date.
CAMcare Health Corporation	Consent to extension of the call date and the additional financial covenant to maintain a minimum total fund balance for the \$5,025,000 Tax-Exempt Bond.

A handwritten signature in blue ink, appearing to read "T. Sullivan", is positioned above a horizontal line.

Prepared by: Teresa Wells



MEMORANDUM

TO: Members of the Authority

FROM: Tim Sullivan, Chief Executive Officer

DATE: May 12, 2020

SUBJECT: Post Closing Credit Delegated Authority Approvals for 1st Quarter 2020
For Informational Purposes Only

The following post-closing actions were approved under delegated authority during the first quarter of 2020:

Name	EDA Credit Exposure	Action
Gran Prix Partners, LP (Ferrari Hospitality, LLC)	\$ 736,703 DIR	Extend the loan maturity to December 1, 2020, in conjunction with a corresponding extension from senior lender Bryn Mawr Trust.

Loans Written off with Recourse

As required by generally accepted accounting principles, loans that are nonperforming, offer limited likelihood of future recovery and have been fully reserved are to be written off. Special Loan Management conducts a quarterly portfolio review, and with concurrence from management, recommend loans to be written off with recourse pursuant to delegated authority. EDA retains legal rights against the borrower and/or guarantors and pursue collections of these loans through litigation.

Name	Credit Exposure	Description
Formica Brothers, LLC	\$ 2,087,216 Stronger NJ Business Loan	Formica Brothers, LLC is a bakery located in Atlantic City. EDA hasn't received payments since January 2019 and the borrower filed Chapter 7 bankruptcy in April 2019. The loan is secured by a lien on business assets.

A handwritten signature in blue ink, appearing to read "T. Sullivan", is positioned above a horizontal line.

Prepared by: Jennifer Bongiorno and Mansi Naik



MEMORANDUM

TO: Members of the Authority
FROM: Tim Sullivan, Chief Executive Officer
DATE: May 12, 2020
SUBJECT: Incentives Modifications – 1st Quarter 2020
(For Informational Purposes Only)

Since 2001, and most recently in June 2014, the Members have approved delegations to staff for post-closing incentive modifications that are administrative and do not materially change the original approvals of these grants.

Attached is a list of the Incentive Modifications that were approved in the 1st quarter ending March 31, 2020.

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Prepared by: F. Saturne

ACTIONS APPROVED UNDER DELEGATED AUTHORITY

FIRST QUARTER ENDING March 31, 2020

Business Employment Incentive Grant Program

Applicant	Modification Action	Approved Award
Vonage Holdings Corp & Vonage America, Inc.	Consent to add Vonage Business Inc. to the Grant Agreement	\$9,864,033
Scharff Weisberg, Inc.	Consent to change name from Scharff Weisberg, Inc. to Worldstage Operations, Inc.	\$1,400,027

GROW NEW JERSEY ASSISTANCE PROGRAM

Applicant	Modification Action	Approved Award
Aptapharma, Inc.	Consent to add affiliates to the agreement.	\$4,522,100
Barrette Outdoor Living, Inc.	Consent to remove an affiliate from the agreement.	\$29,810,000
Maestro Technologies, Inc.	Consent to approve a six-month extension of the certification deadline from March 24, 2020 to September 24, 2020.	\$17,355,000
NovelPay, LLC	Consent to add affiliates to the GROW NJ agreement and reset statewide employment from 97 to 78.	\$5,014,870
Sharp Electronics, Inc.	Consent to approve two six-month extensions of the certification deadline from April 12, 2019 to April 12, 2020.	\$6,920,000
Sysco Guest Supply, Inc.	Consent to add affiliates to the agreement and increase statewide employment from 132 to 455.	\$2,865,000
United States Cold Storage, Inc.	Consent to add an affiliate to the agreement and increase statewide employment from 89 to 93.	\$9,790,000
Virginia Dare Extract Co., Inc.	Consent to approve a second six-month extension of the project completion from January 14, 2020 to July 14, 2020.	\$7,800,000

SALEM/UEZ ENERGY SALES TAX EXEMPTION RENEWALS

Applicant	Extend to date	Location	#/% Employees	Benefit
Richards Mfg. Co. & Electronic Technology, Inc.	August 20, 2020	Irvington, NJ	204 and 143/100%	\$43,063



MEMORANDUM

TO: Members of the Authority

FROM: Tim Sullivan, Chief Executive Officer

DATE: May 12th, 2020

SUBJECT: Technology & Life Sciences - Delegated Authority Approvals for Q1 2020

For Informational Purposes Only - Angel Investor Tax Credit Program

On January 31, 2013, the New Jersey Angel Investor Tax Credit Act was signed into law with Regulations approved by the Members of the Board in June 2013. The New Jersey Angel Investor Tax Credit Program (ATC) establishes credits against corporate business tax or New Jersey gross income tax. When the program was originally approved, the amount of the tax credit was 10%, in 2019 Governor Murphy approved an increase in the amount of the tax from a 10% credit to a 20% credit with a 5% bonus for investing in NJ certified women or minority owned businesses. This increase is effective for all investments made in 2020. All the investments reviewed in Q1 2020 were for 2019 investments and were only eligible for the 10% tax credit.

Angel Investor Tax Credit Program – Q1 2020 Review

In the first quarter of 2020, twenty-two Angel Tax Credit applications for \$206,664.00 in tax credits were approved. This represented \$2,066,645.00 in private investments into 7 unique technology and life science companies. Technology companies represented 63% of approved applications while life science companies accounted for the balance of approved transactions.

Angel Tax Credit Q1 2020 Results

Sector	Investment Amount	Applications	# of Companies in Each Sector	% of Total Investments	% of Total Applications
Technology	\$1,381,276.00	14	4	67%	63%
Life Sciences	\$685,369.00	8	3	33%	37%
Total	\$2,066,645.00	22	7		

The following seven companies are all repeat program participants for Q1 2020:

- Shinkei Therapeutics, LLC: Based in Princeton, NJ. Shinkei Therapeutics is developing pharmaceutical products for treating disorders related to the Central Nervous System (CNS).
- CircleBlack, LLC: Based in Jersey City, NJ. CircleBlack provides a Software as a Service (SaaS) based platform that delivers portfolio analytics, performance reporting, risk analysis, goal tracking and personalized content to individual investors.
- Angel Medical Systems, Inc.: Based in Eatontown, NJ. Developed the first implantable, patient alerting system for the early detection and prevention of heart attacks.
- Radius8, Inc.: Based in Princeton, NJ. Radius8 has developed 'Welcomer', a geo-fenced mobile application that surfaces local stores, directions, events, offers etc. across an e-commerce site whenever a consumer is within proximity to a defined physical location.
- KidGooRoo, LLC: Based in Fair Haven, NJ. KidGooRoo is an online marketplace connecting parents to after-school activities for their kids. Parents can search for programs in their area, research those programs based on reviews from other parents, and register for those programs all via a single technology stack.
- Acuitive Technologies, Inc.: Based in Allendale, NJ. Acuitive Technologies Inc. is pursuing the development of novel biomaterial technologies to improve the repair and regeneration of musculoskeletal tissue.
- Fusion Recruiting Labs: Based in Red Bank, NJ. Provides human resource departments and staffing agencies software tools to simplify and humanize the hiring process.

Since the program inception in 2013 through Q1 2020, the Authority has approved 1,344 applications for investments totaling more than \$551 million invested in 94 New Jersey based technology businesses.

Attached please find a detailed list of all ATC applications that were approved under delegated authority during the first quarter of 2020.

For Informational Purposes Only - NJ Ignite Program

NJ Ignite provides grants that support the rent of early stage technology and life science companies in New Jersey which are located in collaborative workspaces. Grants vary in amount and the start-up must commit to continue to work from the collaborative space under established agreements. As

of April 28th, 2020, there are 19 unique approved collaborative workspaces in New Jersey.


NJ Ignite Program – Q1 2020 Review

Workspace Approvals

There were no workspace approvals in Q1 2020.

Tenant Approvals

Tenant Name	Workspace Name	EDA Grant	Number of Employees
Saavha	1776	\$3,996.00	8
Speak2Software Inc.	CoLab (BellWorks)	\$5,700.00	3
Total		\$9,696.00	11



Tim Sullivan, CEO

Prepared by: Pearl Amin

1st Quarter 2020 Delegated ATC Approvals

Investors	Employees in NJ	Company	Investment	Proposed Tax Credit
Alex I Khowaylo		Acuitive Technologies, Inc	\$60,000.00	\$6,000.00
Alex I Khowaylo		Acuitive Technologies, Inc	\$100,000.00	\$10,000.00
2	NJ: 9 Total: 11	Acuitive Technologies, Inc	\$160,000.00	\$16,000.00
The Keith Brown and Sheryl Brown Mgmt Trust		Angel Medical Systems, Inc.	\$50,000.00	\$5,000.00
Lorraine DiPaolo		Angel Medical Systems, Inc.	\$100,000.00	\$10,000.00
Michael & Holly Lyttle		Angel Medical Systems, Inc.	\$50,000.00	\$5,000.00
Robert Semmens		Angel Medical Systems, Inc.	\$255,369.00	\$25,537.00
Andrew Taylor		Angel Medical Systems, Inc.	\$20,000.00	\$2,000.00
5	NJ: 23 Total: 27	Angel Medical Systems, Inc.	\$475,369.00	\$47,537.00
Michael J Castellano		CircleBlack, Inc.	\$150,000.00	\$15,000.00
1	NJ: 15 Total: 17	CircleBlack, Inc.	\$150,000.00	\$15,000.00
Evan Malik		Fusion Recruiting Labs	\$100,000.00	\$10,000.00
Barry Wish		Fusion Recruiting Labs	\$300,000.00	\$30,000.00
Julian Baker		Fusion Recruiting Labs	\$116,792.00	\$11,679.00
Mark D Spitzer		Fusion Recruiting Labs	\$150,000.00	\$15,000.00
Dan Brecher		Fusion Recruiting Labs	\$79,484.00	\$7,948.00
5	NJ: 40 Total: 49	Fusion Recruiting Labs	\$746,276.00	\$74,627.00
Michael J. Ohare		KidGooRoo LLC	\$50,000.00	\$5,000.00
1	NJ: 2 Total: 2	KidGooRoo LLC	\$50,000.00	\$5,000.00
CDA Ventures, LLC		Radius8, Inc.	\$50,000.00	\$5,000.00
Kevin Swanwick		Radius8, Inc.	\$75,000.00	\$7,500.00
Kevin Swanwick		Radius8, Inc.	\$100,000.00	\$10,000.00
Ankur Keswani		Radius8, Inc.	\$50,000.00	\$5,000.00
Joseph Emil Mach III		Radius8, Inc.	\$50,000.00	\$5,000.00
Jeffery Dun Lewis		Radius8, Inc.	\$50,000.00	\$5,000.00
Jeffrey Dun Lewis		Radius8, Inc.	\$60,000.00	\$6,000.00
7	NJ: 9 Total: 11	Radius8, Inc.	\$435,000.00	\$43,500.00
Gurpartap Singh Sachdeva		SHINKEI THERAPEUTICS LLC	\$50,000.00	\$5,000.00
1	NJ 3: Total: 3	SHINKEI THERAPEUTICS LLC	\$50,000.00	\$5,000.00
22	NJ: 101 Total: 120	7	\$2,066,645.00	\$206,664.00