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COMPTROLLER'S OFFICE
TAX VERIFICATION FORM

DATE 7/11/25

TO: COLLECTOR OF REVENUE
ROOM 410, CITY HALL

LICENSE COLLECTOR
ROOM 104, CITY HALL

FROM: DEPARTMENT Law Dept

ROOM NO./BUILDING Room 314

TELEPHONE NO./EXT. 622 4378

CITY CONTACT PERSON (PLEASE PRINT) Nancy Walsh

CONTRACT INFORMATION

BUSINESS NAME McKinsey & Co., Inc Washington DC.

OCCUPATION/PROFESSION Consulting Services

BUSINESS ADDRESS 1200 SW 19th St

CITY Washington

STATE DC

ZIP 20036

F.I.D./S.S.N. 56-2405213

TELEPHONE NO. _____

TYPE OF CONTRACT SALES

SERVICES

BOTH

TYPE OF PRODUCT OR SERVICE _____

IF SERVICE RENDERED, PERFORMANCE WILL BE INSIDE CITY LIMITS

OUTSIDE CITY LIMITS

DOES VENDOR DELIVER PRODUCT OR MAKE SALES/SERVICE CALLS IN THE CITY? YES

NO

COLLECTOR OF REVENUE ROOM 410, CITY HALL

Date Received 7/11/25

TAX DELINQUENCIES

Earnings Tax Withholding

Year _____ Quarter _____

Annual E-234

Year _____

Payroll Expense Tax

Year _____ Quarter _____

Reconciliation Report (W-3 Form)

Year _____

Personal Property Tax

Year _____

Not on current Earnings Tax Rolls.

Not on current Personal Property Tax Rolls

APPROVED

Date 7/11/25

By [Signature]

REJECTED

Date _____

By _____

LICENSE COLLECTOR ROOM 104, CITY HALL

Date Received 7/11/25

	PAID	EXEMPT	DELINQUENT	NEEDS LICENSE
Manufacturer's Tax				
Business License				
Other				

Remarks _____

APPROVED BY Candice Johnson

(Please Sign)

REJECTED BY _____

(Please Sign)

Date 7/11/25

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CONSULTING AGREEMENT

McKinsey & Company, Inc. Washington D.C. (“McKinsey”) and the City of St. Louis, Missouri (the “Client”) hereby agree to the following terms in connection with consulting services that McKinsey may have provided in the past, may be providing currently, and may provide in the future to the Client (the “Services”).

1. SERVICES. The Scope of Services shall include:

Workstream 1: Support design and initial operation of “Recovery Office” for the City of St. Louis

Activities:

- Provide “best practices” and/or case studies of Recovery Offices design and implementation
- Develop options for Recovery Office organization, operating model, and phased implementation
- Identify Recovery Office staffing requirements and pivotal roles, help develop role descriptions, and identify potential sourcing options
- Identify Recovery Office potential system, process, and analytic requirements to support Recovery Office operations, senior leadership decision making, and stakeholder engagement
- Define Recovery Office preliminary operating rhythm including governance model, roles & responsibilities (e.g., RACI), meeting rhythm, draft agenda, etc.
- Develop options to coordinate stakeholder engagement (i.e. Federal, State, Community) during recovery effort
- Formulate initial Recovery Office implementation plan with major milestones [Version 1.0]
- Facilitate City leadership workshop to refine and align upon main elements of initial Recovery Office design, if needed
- Coach leadership and staff on Recovery Office operations and implementation, as needed

Deliverables:

- Recovery Office design options including essential elements across structure, people, processes, and systems
- Recovery Office draft implementation plan

Workstream 2: Support development of initial “Recovery Strategy” for the City of St. Louis

Activities:

- Develop options for St. Louis City “north star” recovery vision and outcomes
- Provide “best practices” and/or case studies of recovery strategies and their implementation
- Conduct analyses of City of St. Louis pre-tornado economic and housing indicators
- Conduct analyses of other potential inputs to Recovery Strategy development, as needed
- Support identification and refinement of main “pillars” or “themes” of Recovery Strategy, including initial initiative prioritization
- Develop initial Recovery Strategy Key Performance Indicators (KPIs)
- Support formulation of initial Recovery Strategy implementation plan with major milestones
- Facilitate leadership workshop to refine and align upon main elements of initial Recovery Strategy

Deliverables:

- Recovery Strategy “North Star” options
- Recovery Strategy implementation plan with major milestones
- Recovery Strategy draft KPIs
- Fact base for pre-tornado St. Louis MSA economy and housing

In line with our standard service lines boundaries and limitations of our expertise:

- McKinsey will not provide advice, opinions or recommendations on policy or political matters nor will it be involved in, or support, any advocacy, policy, or lobbying efforts. The Client is solely responsible for all decisions relating to policy, political matters, agendas, and related matters.
- McKinsey cannot and will not give regulatory, public policy, or legal advice. The Client must consider this context and secure appropriate legal and other relevant advice prior to making any decisions in connection with the voluntary services provided by McKinsey.
- McKinsey will not provide advice on, nor be involved in, any personnel-related decisions. The Client is solely responsible for all personnel decisions.
- At no time will McKinsey be responsible for any portion of the Client, be responsible for any programmatic decision making thereof, or make any decisions on behalf of the Client.
- McKinsey will not provide advice or assistance related to public safety programs.

2. COMPENSATION. The Client shall not compensate McKinsey for its professional fees in connection with the Services. These Services are intended to benefit of the Client, not any specific individual, and are not provided as an inducement or reward for the purchase, use, endorsement or recommendation of, or testimonial for, any product or service, and that the Services are not contingent on the purchase of any product or service by the Client. The Client agrees that it will not, without McKinsey's prior written permission, disclose the terms of this agreement or the Proposal to any third parties, subject to the provisions in paragraph 9 below.

3. CONFIDENTIALITY. McKinsey will keep confidential any confidential information, including any personal data (as defined below), furnished by or on behalf of the Client to McKinsey in connection with the Services ("Confidential Information"). Except to the extent it constitutes Personal Data (as defined below), Confidential Information shall not include information that is or becomes publicly available, already known to McKinsey, independently acquired or developed by McKinsey or legally required to be disclosed. McKinsey will disclose Confidential Information only to its (or its affiliates') employees, agents and contractors who have a need to know and are bound to keep it confidential, will use Confidential Information only for purposes of performing the Services, including preparing Proposals and evaluating potential Services, or as otherwise requested or authorized by the Client, and will protect Confidential Information in accordance with the McKinsey Information Security Program Overview available at https://solutions.mckinsey.com/msd/information_security_overview.pdf (the "Information Security Overview"). Subject to its confidentiality obligations, where the agreed upon Services include benchmarking services McKinsey may also incorporate Confidential Information into its benchmarking databases for use in reporting on sanitized or aggregate trends and metrics without attribution to the Client. To bring the best of McKinsey's global resources to serve the Client, the Client agrees that McKinsey may transfer Confidential Information, including Personal Data, to geographies other than those in which it was collected or received, including to McKinsey affiliates and sub-processors that comprise or support McKinsey's infrastructure and maintenance functions as set forth in <https://solutions.mckinsey.com/msd/subprocessors/> in accordance with the Information Security Overview, to facilitate any activities authorized by the Client, provided that at all times Confidential Information will be treated as confidential and protected in accordance with the terms of this agreement. McKinsey will reasonably cooperate with the Client, at the Client's expense, in responding to any legally required disclosure. In performing the Services, McKinsey will use and rely primarily on information available from public sources and the Confidential Information and the Client warrants that (i) McKinsey will have no obligation to verify such information, (ii) the Client is authorized to provide McKinsey with all such Confidential Information, and (iii) the Client has satisfied any data privacy requirement under applicable law to allow the processing of Personal Data (including any notification requirements and informed consent from individuals, if required, and (iv) McKinsey's use of such information in connection with the agreed Services will not violate any law or contractual right of any third party. McKinsey shall promptly destroy or, at the Client's election and specific written prior notification to McKinsey, return 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 McKinsey may retain such Confidential Information only as

information processed thereby (including as provided by the Client), as well as upon the Client's proper use of the Deliverables. The Client is responsible for the operation and security of its operating environment.

6. DISCLOSURE OF MCKINSEY MATERIALS; PUBLICITY. McKinsey's work for the Client is confidential and for the Client's internal use only. McKinsey will not disclose the Deliverables to any third parties without the Client's prior written permission, subject to the provisions in paragraph 9 below. Similarly, the Client agrees that it will not disclose any materials or information that McKinsey furnishes to the Client, including the Deliverables, to any third parties without McKinsey's prior written permission, subject to the provisions in paragraph 9 below. Each party further agrees not to use the other party's name or trademarks in any communication with any third party without the other party's prior written permission.

7. LIMITATION OF LIABILITY. The Services shall not be deemed investment, legal, tax, accounting or other regulated advice. McKinsey does not supplant the Client's management or other decision-making bodies and does not guarantee results. The Client remains solely responsible for its decisions, actions, use of the Deliverables and Services and compliance with applicable laws, rules and regulations. In no event shall McKinsey's liability to the Client in connection with the Services relating to an engagement for the Client exceed the fees received by McKinsey from the Client in connection with such engagement. Neither party will be liable for any lost profits or other indirect, consequential, incidental, punitive or special damages.

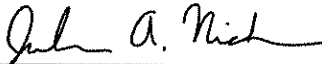
8. TERM AND TERMINATION. This agreement takes effect on the date the Services commenced and shall continue until terminated in accordance with its terms. Except as otherwise provided in the applicable Proposal, either party may terminate the Services at any time effective upon written notice to the other.

9. OPEN RECORDS LAW. McKinsey acknowledges that the Client is subject to the Missouri Sunshine Law in accordance with Chapter 610 of the Missouri Revised Statutes, as amended (the "Sunshine Law"). As such, to the extent records created pursuant to or subject to this agreement may constitute "public records" under the Sunshine Law, which the public has the right to inspect, and to the extent there is no legal basis to withhold them, such records may be subject to an open records request.

10. MISCELLANEOUS. This agreement and the Proposals constitute the entire agreement between the parties, and there are no prior or contemporaneous oral or written representations, understandings or agreements relating to this subject matter that are not fully expressed herein or therein. This agreement and the Proposals shall be governed by and construed in accordance with the laws of the State of Missouri without regard to conflicts of law principles and shall inure to the benefit of and be binding on the successors and assigns of the Client and McKinsey. The following Sections shall survive the completion or any termination of the Services: 3 (Confidentiality), 4 (Data Security), 5 (Intellectual Property), 6 (Disclosure of McKinsey Materials; Publicity), 7 (Limitation of Liability), 8 (Term and Termination), 9 (Open Records Law), 10 (Miscellaneous) and any other provision which by law or by its nature should survive. Neither party may assign its rights or obligations under this agreement to any person or entity without the written consent of the other party, not to be unreasonably withheld, provided, however, that either party may assign its rights and obligations under this agreement to its affiliates upon reasonable written notice to the other party but without the written consent of the other party. Assignment shall not relieve either party of its obligations hereunder. McKinsey is an independent contractor and not the Client's agent or fiduciary; nothing in this agreement is intended or shall be construed to create an agency relationship, employment relationship, or joint venture between the parties or their designees. Notwithstanding any course of dealings of the parties at any time or any statement to the contrary contained therein, no purchase order, invoice or other similar document issued by a party shall be construed to modify the terms of this agreement. Rights and remedies provided in this agreement are cumulative and not exclusive of any right or remedy provided at law or in equity. This agreement may be executed in counterparts, each of which, when taken together, shall constitute one original document and may be delivered by facsimile or electronic mail transmission all with the same force and effect as if the same was a fully-executed and delivered original manual counterpart.

The Client’s audit rights under this Agreement, except as provided under Section 4, are solely limited to McKinsey providing the Client any invoices and final Deliverables arising out of this Agreement. McKinsey agrees that to the best of its knowledge, no actual conflicts of interest exist between the McKinsey key personnel assigned to provide services under the Agreement and the Client.

City of St. Louis, Missouri



Name: Julian Nicks
Title: Chief Recovery & Neighborhood
Date: Transformation Officer
7/11/2025

McKinsey & Company, Inc. Washington D.C.



Name: Tony D'Emidio
Title: Partner
Date: 07/10/2025

APPROVED AS TO FORM:

Michael Aarons
by Mary Walsh

City Counselor

Countersigned:

D. R.

Comptroller

ATTEST:

Amber Brykuni Simms, CPA
07/14/2025

Register

COMPTROLLER'S OFFICE

DOCUMENT # 80618

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