

**Participating Addendum Number
for
Procurement Assistance & IT Support Services
between
State of Missouri
and
The Boston Consulting Group**

This Participating Addendum is entered into by the State of Missouri ("Participating Entity") and the following Contractor (each a "Party" and collectively the "Parties") for the purpose of participating in NASPO ValuePoint Master Agreement Number DPC-1428523190-SA-39-PASS_ITRAC, executed by Contractor and the State of North Carolina ("Lead State") for Procurement Assistance Support Services (PASS) and IT Research, Advisory, and Consulting (IT RAC) services ("Master Agreement"):

The Boston Consulting Group ("Contractor")
200 Pier 4 Blvd
Boston, MA, 02210

I. PARTICIPATING ADDENDUM CONTACTS.

Contractor's contact for this Participating Addendum is:

Kevin Sanders
Public Sector Risk and Contracts Director
Sanders.Kevin@bcg.com
703-477-0412

Participating Entity's contact for this Participating Addendum is:

Madison Lunte
Senior Procurement Analyst
Madison.Lunte@oa.mo.gov
573-751-8058

- II. TERM.** This Participating Addendum is effective as of the date of the last signature below or **January 19, 2026**, whichever is later, and will terminate upon termination of the Master Agreement, as amended, unless the Participating Addendum is terminated sooner in accordance with the terms set forth herein.
- III. PARTICIPATION AND USAGE.** This Participating Addendum may be used by all state agencies, institutions of higher education, cities, counties, districts, and other political subdivisions of the state, and nonprofit organizations within the state if authorized herein and by law. Participating Entity has sole authority to determine which entities are eligible to use this Participating Addendum. If Contractor becomes aware that an entity's use of this Participating Addendum is not authorized, Contractor will notify NASPO ValuePoint to initiate outreach to the appropriate parties.
- IV. GOVERNING LAW.** The construction and effect of this Participating Addendum and any Orders placed hereunder will be governed by, and construed in accordance with, Participating Entity's laws.
- V. SCOPE.** Except as otherwise stated herein, this Participating Addendum incorporates the scope, pricing, terms, and conditions of the Master Agreement and the rights and obligations set forth therein as applied to Contractor and Participating Entity and Purchasing Entities. **Contractor may provide any products and/or services it was awarded and as described in the Master Agreement.**
- a. Products.** All products available through the Master Agreement may be offered and sold by Contractor to Purchasing Entities.
- b. Services.** All services available through the Master Agreement may be offered and sold by Contractor to Purchasing Entities.

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- c. **Contractor Partners.** All subcontractors, dealers, distributors, resellers, and other partners identified on Contractor's NASPO ValuePoint webpage as authorized to provide Products and Services to Participating Entity may provide Products and Services to users of this Participating Addendum. Contractor will ensure that the participation of Contractor's subcontractors, dealers, distributors, resellers, and other partners is in accordance with the terms and conditions set forth in the Master Agreement and in this Participating Addendum.

This Participating Addendum includes the entire scope of the Category 2 IT Research, Advisory, and Consulting (RAC) services available through the Master Agreement, except the following: Category 1 Procurement Assistance Support Services (PASS).

Any amendment to the Master Agreement shall be deemed incorporated into this Participating Addendum unless the amendment is rejected by Participating Entity in writing to Contractor within ten (10) calendar days of the amendment's effective date and is documented thereafter via written amendment hereto.

Any conflict between this Participating Addendum and the Master Agreement will be resolved in favor of the Participating Addendum. The terms of this Participating Addendum, including those modifying or adding to the terms of the Master Agreement, apply only to the Parties and shall have no effect on Contractor's participating addenda with other participating entities or Contractor's Master Agreement with the Lead State.

- VI. **ORDERS.** Purchasing Entities may place orders under this Participating Addendum by referencing the Participating Addendum Number on an Order. Each Order placed under this Participating Addendum is subject to the pricing and terms set forth herein and in the Master Agreement, including applicable discounts, reporting requirements, and payment of administrative fees to NASPO ValuePoint and Participating Entity, if applicable.
- VII. **PARTICIPATING ENTITY REPORTING REQUIREMENTS AND ADMINISTRATIVE FEE.** The contractor must comply with the administrative fee requirements outlined in Missouri cooperative contract CT260018019.
- VIII. **FEDERAL FUNDING REQUIREMENTS.** Orders funded with federal funds may have additional contractual requirements or certifications that must be satisfied at the time the Order is placed or upon delivery. When applicable, a Purchasing Entity will identify in the Order any alternative or additional requirements related to the use of federal funds. By accepting the Order, Contractor agrees to comply with the requirements set forth therein.
- IX. **ATTACHMENTS.** This Participating Addendum includes the following attachments:
- a. Exhibit 1– Missouri Economic Impact
 - b. State of Missouri Cooperative Contract CT260018019

NOTICE. Any notice required herein shall be sent to the following:

For Contractor:

Kevin Sanders
Public Sector Risk and Contracts Director
Sanders.Kevin@bcg.com
703-477-0412

For Participating Entity:

Madison Lunte
Senior Procurement Analyst
Madison.Lunte@oa.mo.gov
573-751-8058

- X. **SUBMISSION OF PARTICIPATING ADDENDUM TO NASPO VALUEPOINT.** Upon execution, Contractor shall promptly email a copy of this Participating Addendum and any amendments hereto to NASPO ValuePoint at pa@naspovaluepoint.org. The Parties acknowledge and agree that the Participating Addendum, as amended, may be published on the NASPO ValuePoint website.

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SIGNATURE

The undersigned for each Party represents and warrants that this Participating Addendum is a valid and legal agreement binding on the Party and enforceable in accordance with the Participating Addendum's terms and that the undersigned is duly authorized and has legal capacity to execute and deliver this Participating Addendum and bind the Party hereto.

IN WITNESS WHEREOF, the Parties have executed this Participating Addendum.

CONTRACTOR:

PARTICIPATING ENTITY:



Signature

Neveen Awad
Printed Name

Managing Director and Senior Partner
Title

3/18/2026
Date



Signature

Stacia L. Dawson
Printed Name

Director of the Division of Purchasing
Title

4/27/26
Date

Attachment 1

Missouri Economic Impact: The utilization of Missouri businesses and Missouri employees and other positive economic impact in the provision of the products and/or services under the agreement between the State of Missouri and the vendor is highly desirable for the State of Missouri. Therefore, please provide responses to the following to describe your Missouri economic impact.

1. Provide a description of the company's economic presence within the State of Missouri, including Missouri employees statistics, Missouri business facilities (size, type of facility, location), Missouri subcontractors, etc. Boston Consulting Group (BCG) maintains a significant Midwest regional presence and is committed to expanding its Missouri economic footprint in connection with this engagement.

While BCG does not currently maintain a permanent physical office within the State of Missouri, BCG operates a substantial Midwest platform headquartered in Chicago, Illinois (1,070 employees), along with additional Midwest offices in Detroit and Minneapolis. This regional footprint enables BCG to rapidly deploy experienced professionals to serve Missouri-based engagements while building localized capacity.

Upon award, BCG is committed to:

- Utilizing Missouri-based consultants and staff where feasible
- Engaging Missouri-based subcontractors and suppliers
- Leveraging Missouri-based small businesses for ancillary services

BCG's model emphasizes knowledge transfer and local capacity-building. For longer-term engagements, BCG routinely embeds personnel locally and establishes recurring on-site presence, thereby contributing directly to the local professional services economy.

2. Provide a description of the proposed services that will be performed and/or the proposed products that will be provided by the Missourians and/or Missouri products under this agreement.

Under this agreement, BCG anticipates that services performed within Missouri would include:

- On-site stakeholder engagement and workshops
- Data collection, research, and operational assessments
- Implementation support and change management
- Project management and coordination activities

BCG will prioritize:

- Engagement of Missouri-based professionals where available
- Utilization of Missouri-based venues, and support services
- Engagement of Missouri-certified MBE/WBE/SDVE firms for applicable subcontracted services

Where specialized technical expertise is required, BCG's Midwest team will supplement local resources while working to ensure knowledge transfer to Missouri stakeholders.

3. Provide a description of the economic impact returned to the State of Missouri through tax revenue obligations.

While professional consulting services are generally not subject to Missouri sales tax, BCG's engagement will generate economic impact and associated tax revenue within the State of Missouri as applicable under Missouri law, including:

- Missouri individual income taxes associated with compensation earned by Missouri-based employees working on the engagement
- Employer payroll tax obligations applicable to Missouri-based employees
- Corporate tax obligations associated with revenue derived from services performed within Missouri, as required by state law
- Sales and use taxes on taxable goods and services procured within the State

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- Local lodging, transportation, and related expenditures subject to applicable taxes

In addition to direct tax contributions, the engagement will generate indirect economic benefits through:

- Procurement from Missouri-based businesses
- Utilization of Missouri-certified MBE/WBE/SDVE vendors
- In-state travel, lodging, and related professional expenditures

BCG complies fully with all applicable Missouri tax registration and reporting requirements and will meet all obligations consistent with services performed within the State.

4. List all Missouri certified Minority Business Enterprises (MBE)/Women Business Enterprises (WBE) as defined at Website: <http://oeo.mo.gov> you will use in the provision of products and services under the contract: BCG is committed to inclusive procurement and will actively identify and engage Missouri-certified MBE/WBE firms listed by the Missouri Office of Equal Opportunity (OEO).

Upon award and scoping finalization, BCG will:

- Conduct a targeted review of the OEO-certified vendor directory
- Identify firms aligned with project needs (e.g., data services, facilitation support, research)
- Engage qualified Missouri-certified MBE/WBE firms where commercially reasonable

BCG will provide a finalized list of Missouri-certified MBE/WBE firms at project initiation, as required by the State.

5. List all Missouri Organizations for the Blind or any Missouri Sheltered Workshops as listed at Websites <http://dese.mo.gov/special-education/sheltered-workshops/directories>, <http://www.lhbindustries.com> and <http://www.alphapointe.org> you will use in the provision of products and services under the contract: BCG supports the inclusion of Missouri Organizations for the Blind and Missouri Sheltered Workshops where applicable. Professional consulting services under this contract may not directly require goods typically provided by such organizations
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6. List all Missouri Service-Disabled Veteran Business Enterprises (SDVE's) as listed at Websites <http://oa.mo.gov/purchasing/vendor-information/missouri-service-disabled-veteran-business-enterprise-sdve-information> you will use in the provision of products and services under the contract:

BCG is committed to supporting Missouri Service-Disabled Veteran Business Enterprises (SDVEs).

BCG will:

- Review the Missouri SDVE directory
- Identify opportunities for subcontracting and vendor support
- Engage qualified Missouri SDVEs for applicable services such as data support, or ancillary project services

BCG will provide a finalized SDVE participation plan consistent with contract requirements and project scope.
