

STANDARD AGREEMENT - AMENDMENT

STD 213A (Rev. 4/2020)

 CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED 07 PAGES

AGREEMENT NUMBER

20-10981

AMENDMENT NUMBER

A01

Purchasing Authority Number

1. This Agreement is entered into between the Contracting Agency and the Contractor named below:

CONTRACTING AGENCY NAME

California Department of Public Health

CONTRACTOR NAME

McKinsey & Company, Inc. Washington D.C.

2. The term of this Agreement is:

START DATE

04/01/2021

THROUGH END DATE

06/30/2021

3. The maximum amount of this Agreement after this Amendment is:

\$7,960,000.00

Seven Million Nine Hundred Sixty Thousand Dollars and Zero Cents

4. The parties mutually agree to this amendment as follows. All actions noted below are by this reference made a part of the Agreement and incorporated herein:

I. The purpose of this amendment is to replace Exhibit A Attachment 1 in its entirety with the revised Exhibit A Attachment 1 enclosed herein, and to add \$760,000.00 to the agreement, making the new agreement total \$7,960,000.00.

II. Exhibit B Section 1 Paragraph E will be amended to read as:

"The amounts payable under this agreement shall not exceed: \$7,960,000.00"

All other terms and conditions shall remain the same.

IN WITNESS WHEREOF, THIS AGREEMENT HAS BEEN EXECUTED BY THE PARTIES HERETO.

CONTRACTOR

CONTRACTOR NAME (if other than an individual, state whether a corporation, partnership, etc.)

McKinsey & Company, Inc. Washington D.C.

CONTRACTOR BUSINESS ADDRESS

1200 19th Street NW Suite 1000

CITY

Washington

STATE

D.C.

ZIP

20036

PRINTED NAME OF PERSON SIGNING

Celia Huber

TITLE

Senior Partner

CONTRACTOR AUTHORIZED SIGNATURE

Celia Huber

Digitally signed by Celia Huber
Date: 2021.04.27 16:54:45 -04'00'

DATE SIGNED

April 27, 2021

STATE OF CALIFORNIA

CONTRACTING AGENCY NAME

California Department of Public Health

CONTRACTING AGENCY ADDRESS

1615 Capitol Ave

CITY

Sacramento

STATE

CA

ZIP

95814

PRINTED NAME OF PERSON SIGNING

Tim Bow

TITLE

Procurement Officer

CONTRACTING AGENCY AUTHORIZED SIGNATURE

Timothy Bow

Digitally signed by Timothy Bow
Date: 2021.04.27 14:05:00 -07'00'

DATE SIGNED

CALIFORNIA DEPARTMENT OF GENERAL SERVICES APPROVAL

EXEMPTION (If Applicable)

PCC 1102

Executive Order N-25-20-COVID19

McKinsey
& Company

California Department of Public Health

Support to the Testing Task Force for ELC Enhancing Detection Expansion Initiatives – Q2 2021

Updated- Proposal Response

April 19, 2021

**Submitted to:
California Department of Public Health
Testing Taskforce**

This proposal is the property of McKinsey & Company, Inc, Washington D.C. ("McKinsey") and must not be disclosed outside the Government or be duplicated, used, or disclosed in whole or in part for any purpose other than to evaluate this proposal. If a contract is awarded to McKinsey as a result of, or in connection with, the submission of this proposal, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract and subject to the limitations of the California Public Records Act ("CPRA"), Cal. Gov't. Code §6254 et seq. This proposal contains confidential, trade secret, and proprietary information and personal information that is exempt from disclosure under the CPRA and other applicable law. Accordingly, no portion of this proposal should be released without consulting McKinsey. This proposal is contingent on the Parties reaching mutually agreeable terms and conditions and upon acceptance of any limitations described herein.

Support to the Testing Task Force for ELC Enhancing Detection Expansion Initiatives – Q2 2021

Context

As part of California’s broader response to COVID-19, the Testing Task Force (TTF) seeks to reduce transmission of COVID-19 and support public health by improving accessibility, equity, timeliness, and sustainability of testing. The ELC Enhancing Detection Expansion has enabled to continue to deliver on this mission.

Scope

The intention of the proposal outlined below is to provide the necessary support to enable the Testing Task Force (TTF) to advance its goals. The section below outlines the areas of support prioritized by the TTF Leadership for supporting initiatives to:

1. Refresh new strategic plan for testing
2. Build a testing informatics capability
3. Establish a comprehensive antigen testing program
4. Revise communication strategy to overcome language and perception barriers
5. Coordinate and engage with partners
6. Implement decentralized home testing and evaluate new testing modalities
7. Scale genomic sequencing and advanced molecular detection capabilities

The activities and associated details are described below. The due dates are estimated based on information available to date.

1. Refresh new strategic plan for testing

Associated Workstream(s)		Activities & Sub-activities	Due date	Notes
TTF	Strategy & guidance	01 Support the implementation of a strategic plan covering the remainder of 2021	28-May	n/a
		1.1 Align on go-forward strategic priorities for testing		
		1.2 Outline implementation plan against priorities proposed ELC Enhancing Detection Expansion Proposed CDPH Projects		
		1.3 Design associated organization chart and workstreams		
		1.4 Update metrics (e.g. volumes, access, equity, cost sustainability) to monitor progress against goals		
	1.5 Execute foundational activities to setup ELC program efforts (e.g., ELC reporting governance) and project level set-up (e.g., project teams)			

Associated Workstream(s)		Activities & Sub-activities	Due date	Notes
		1.6 Support the design of a project level implementation plan / roadmap to guide ELC program execution		

2. Build a testing informatics capability

Associated Workstream(s)		Activities & Sub-activities	Due date	Notes
TTF + VBL	Data & analytics	02 Maintain Optum utilization dashboard	Ongoing weekly deliverable till 02-Jul	Support for ongoing operations
		2.1 Continue executing & publishing current dashboards		
		2.2 Draft comprehensive dashboard handover materials (e.g., step-by-step update guide)		
		2.3 Provide technical support to TTF data & analytics owner in executing & publishing dashboards		
TTF	Data & analytics	03 Maintain turnaround time dashboard	Ongoing weekly deliverable till 02-Jul	Support for ongoing operations
		3.1 Continue executing & publishing current dashboards		
		3.2 Draft comprehensive dashboard handover materials (e.g., step-by-step update guide)		
		3.3 Provide technical support to TTF data & analytics owner in executing & publishing dashboards		
VBL	Data & analytics, operations	04 Maintain VBL dashboard	Ongoing weekly deliverable till 02-Jul	
		4.1 Continue executing & publishing current dashboards		
		4.2 Draft comprehensive dashboard handover materials (e.g., step-by-step update guide)		
		4.3 Provide technical support to TTF data & analytics owner in executing & publishing dashboards		
		05 Maintain pipeline views and dashboards of VBL performance	Ongoing weekly deliverable till 02-Jul	Support for ongoing operations
		5.1 Provide technical support for generating these views to testing program staff		
		06 Troubleshoot ad-hoc issues	Ongoing deliverable till 02-Jul	Support for ongoing operations

3. Establish a comprehensive antigen testing program

Associated Workstream(s)		Activities & Sub-activities	Due date	Notes
TTF	Operations (antigen), strategy & guidance	07 Facilitate outbound communication for antigen testing option	28-May	
		7.1 Build employer focused outreach efforts for antigen testing		
		7.2 Support identification and outreach to key stakeholders to build awareness about testing program and how to engage (e.g. LHJ, Local Response Team)		
		7.3 Facilitate updates to websites outlining how entities can engage with the state testing program		
		08 Build and operate back-end operations for antigen test option		

Associated Workstream(s)	Activities & Sub-activities	Due date	Notes
	8.1 Facilitate intake and approval process for antigen testing & improve as needed	Ongoing deliverable till 02-Jul	
	8.2 Design and help deploy scalable antigen test distribution model (i.e., not CalOES or MHOACs)		
	8.3 Facilitate training and attestation/agreement process for antigen testing & improve as needed		
	8.4 Develop tool to track test inventory and trigger when antigen test reordering is required		
	8.5 Deploy updated version of antigen playbook and train CDPH communication lead to make long-term updates as needed		
	8.6 Develop dashboard of antigen testing performance		
	8.7 Provide technical assistance to CDPH program staff to facilitate ongoing operations		

4. Revise communication strategy to overcome language and perception barriers

Associated Workstream(s)	Activities & Sub-activities	Due date	Notes
TTF + VBL	Equity, strategy & guidance 09 Provide technical assistance for general public facing testing communications (e.g. content for websites, suggested social media placement, etc.)	Ongoing till 02-Jul	

5. Coordinate and engage with partners

Associated Workstream(s)	Activities & Sub-activities	Due date	Notes
TTF + VBL	10 Develop light-weight CRM (i.e. Microsoft Dynamics) to facilitate operations for overall testing program	30-Apr	Requires development time of Dynamics team from CDPH
	10.1 Provide blueprint for CRM build and provide technical assistance to development team		
	10.2 Conduct user testing of CRM and execute technical updates as needed		
	10.3 Train program staff on tool		
	11 Develop school cohort operating model	Ongoing deliverable till 02-Jul	Support for ongoing operations to facilitate cohort
	11.1 Support efforts to increase the affordability of testing for screening at scale (support scaling across testing modalities, including individual PCR testing, PCR pooling, Antigen testing, and existing school testing programs)		
	11.2 Design and stand up end-to-end operational strike teams to provide operational support for underserved areas		
11.3 Support development of strategies and processes to provide aid to affected families and individuals			

6. Design additional ELC Enhancing Detection Expansion initiatives

Associated Workstream(s)		Activities & Sub-activities		Due date	Notes
TTF	Strategy & guidance, equity, innovation	12	ELC Testing Plan Assistance	TBD	To be determined by TTF co-chairs
		12.1	Support TTF in the operationalization of 2 additional ELC projects upon request of TTF co-chairs; provide implementation support through activities such as playbook design, documentation of technical assistance materials, trainings etc.		

7. Implement decentralized home testing and evaluate new testing modalities

Associated Workstream(s)		Activities & Sub-activities		Due date	Notes
TTF	Innovation	13	ELC Testing innovation support	Ongoing deliverable till 02-Jul	McKinsey will not make recommendations or evaluate testing technologies, nor design any guidelines, pilot testing methodology, etc.
		13.1	Support scan and evaluation of testing technologies, including documenting, and organizing testing technologies' learnings to date and setting up streamlined process for the future		
		13.2	Support pilot use case for home testing, including identifying use cases, supporting operationalization of home testing pilot, and assessing long-term readiness external pilots, and performing readiness assessment		

8. Scale genomic sequencing and advanced molecular detection capabilities

Associated Workstream(s)		Activities & Sub-activities		Due date	Notes
TTF	Operations	14	ELC genomic sequencing support	Ongoing deliverable till 02-Jul	McKinsey will not directly perform guidance development, sample sequencing, quality control, biosafety, interpreting sequences, or management of VBL resources
		14.1	Identify gaps in current sample sourcing to ensure representativeness; identify other potential partners to fill gaps		
		14.2	Support design of workflows at VBL and between VBL and VRDL for sequencing		
		14.3	Support effective communication to partners and the public, such as through a web presence, dashboards, and progress reports		

Arrangements

Our total professional fees for the engagement are outlined in Figure 1 below. This fee reflects all the resources required to deliver the impact and scope of work, inclusive of all expenses incurred and all required resources (e.g., administrative support, production, proprietary tools, benchmarks, data researchers) as well as COVID-specific resources, and the cost of bringing on additional implementation focused resources to provide continuity of operations for existing initiatives.

Figure 1: Deliverable pricing by month

	April	May	June	Total
Monthly Fees	\$2,400,000	\$2,780,000	\$2,780,000	\$7,960,000

Pre-requisites

The scope of the activities and deliverables outlined above, and associated pricing assumes the following requirements for success:

- McKinsey and CDPH maintain a process to jointly re-prioritize focus areas to ensure on an ongoing basis that resources are deployed against the highest priority activities. Major changes to the prioritization in this document will be communicated by CDPH to McKinsey as soon as possible and will be captured in an email from McKinsey to CDPH to confirm such changes.
- McKinsey will onboard the necessary resources to enable continued operations of ongoing areas.
- CDPH will continue to provide clarity on circumstances that may change the scope or expectations of the engagement.

Assumptions

In consideration for the services proposed hereunder (the “Services”), the State agrees not to use McKinsey’s name or trademark, without McKinsey’s prior written permission and understands that McKinsey will not advocate, present findings, or speak on the State’s behalf in any public forum without specific written authorization and agreement. Notwithstanding, McKinsey understands and acknowledges that the State may have legal obligations to disclose such information (e.g., as required under Public Disclosure or Freedom of Information Laws), but requests that the State provide prior written notification to McKinsey in such a circumstance.

McKinsey will provide fact-based, independent analysis that the State can use to develop its own work and recommendations; McKinsey is not registered as a lobbyist and 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. McKinsey’s Services cannot be for the principal purpose of supporting, promoting, influencing, modifying, opposing, delaying, or advancing any legislative or administrative action.

McKinsey will provide any deliverables furnished as a result of the Services (the “Deliverables”) in the State’s name and format, or as designated by the State, but with no reference to McKinsey or use of McKinsey’s brand.

The State agrees not to use McKinsey’s name externally in relation to the Services without McKinsey’s prior written permission.

The Services shall not be deemed medical, investment, legal, tax, accounting or other regulated advice, such as professional advice normally provided by licensed or certified practitioners, and do not constitute policy advice. McKinsey does not supplant the State’s management or other

decision-making bodies and does not guarantee results. McKinsey's Services are an extension of and supplement to the government functions performed by the State. The State remains solely responsible for its decisions (including policy decisions), actions, use of the Deliverables and compliance with applicable laws, rules and regulations.

McKinsey & Company, Inc. Washington D.C. ("McKinsey") primarily serves public sector clients, with some social sector and commercial client work. For additional transparency, we note that McKinsey & Company, Inc. United States ("McKinsey US"), an affiliate, provides consulting services in the US to commercial institutions across all industries, including medical electronics, healthcare systems and services including for profit and not for profit hospitals and health systems, payers, services and technology vendors, distributors, pharmacies, pharmaceutical & medical product companies, and technology companies including software. McKinsey US's consulting services include analysis, advice, and implementation support across many areas of business, including marketing and commercial growth, operations, strategy, organization, corporate restructuring, investments, mergers & acquisitions topics.

These Services are being provided as covered countermeasures to the COVID-19 epidemic pursuant to the U.S. Department of Health and Human Services' February 4, 2020 Declaration pursuant to the Public Readiness and Emergency Preparedness Act and are to be used as authorized by the public agency to which they ultimately are provided.