

**City and County of San Francisco
Office of Contract Administration
Purchasing Division**

Second Amendment

THIS AMENDMENT (this “Amendment”) is made as of **January 15, 2023**, in San Francisco, California, by and between **Moss Adams LLP** (“Contractor”), and the City and County of San Francisco, a municipal corporation (“City”), acting by and through its Director of the Office of Contract Administration.

Recitals

WHEREAS, City and Contractor have entered into the Agreement (as defined below); and

WHEREAS, City and Contractor desire to modify the Agreement on the terms and conditions set forth herein to increase services, extend the end date, and increase the contract amount; and

WHEREAS, the Agreement was competitively procured as required by San Francisco Administrative Code Chapter 21.1 through RFP 10-2021, a Request for Proposal (“RFP”) issued on April 23, 2021, and this modification is consistent therewith; and

WHEREAS, approval for the original Agreement and this Amendment was obtained on September 20, 2021, from the Civil Service Commission under PSC number 48902-20/21 in the amount of \$15,000,000 for the period commencing September 1, 2021 and ending June 30, 2030; and

NOW, THEREFORE, Contractor and the City agree as follows:

Article 1 Definitions

The following definitions shall apply to this Amendment:

1.1 **Agreement.** The term “Agreement” shall mean the Agreement dated December 11, 2021, between Contractor and City, as amended by the:

First Amendment, dated June 10, 2022.

1.2 **Other Terms.** Terms used and not defined in this Amendment shall have the meanings assigned to such terms in the Agreement.

Article 2 Modifications of Scope to the Agreement

The Agreement is hereby modified as follows:

2.1 **Term of the Agreement.** *Section 2.1 Term of the Agreement of the Agreement currently reads as follows:*

The term of this Agreement shall commence on the latter of: (i) **December 11, 2021** or (ii) the Effective Date and expire on **December 10, 2023** unless earlier terminated as otherwise provided herein.

Such section is hereby amended in its entirety to read as follows:

The term of this Agreement shall commence on the latter of: (i) **December 11, 2021** or (ii) the Effective Date and expire on **December 31, 2024** unless earlier terminated as otherwise provided herein.

2.2 Calculation of Charges. Section 3.3.1 *Calculation of Charges* of the Agreement currently reads as follows:

Contractor shall provide an invoice to the City on a monthly basis for goods delivered and/or Services completed in the immediate preceding month, unless a different schedule is set out in Appendix B, "Calculation of Charges." Compensation shall be made for goods and/or Services identified in the invoice that the City, in his or her sole discretion, concludes has been satisfactorily performed. In no event shall the amount of this Agreement exceed **FOUR MILLION ONE HUNDRED TWENTY SIX THOUSAND EIGHTY DOLLARS (\$4,126,080)**. The breakdown of charges associated with this Agreement appears in Appendix B, "Calculation of Charges." A portion of payment may be withheld until conclusion of the Agreement if agreed to by both Parties as retainage, described in Appendix B. In no event shall City be liable for interest or late charges for any late payments. City will not honor minimum service order charges for any services covered by this Agreement.

Such section is hereby amended in its entirety to read as follows:

Contractor shall provide an invoice to the City on a monthly basis for goods delivered and/or Services completed in the immediate preceding month, unless a different schedule is set out in Appendix B, "Calculation of Charges." Compensation shall be made for goods and/or Services identified in the invoice that the City, in his or her sole discretion, concludes has been satisfactorily performed. In no event shall the amount of this Agreement exceed **NINE MILLION NINE HUNDRED EIGHTY SEVEN THOUSAND TWO HUNDRED NINETY THREE DOLLARS (\$9,987,293)**. The breakdown of charges associated with this Agreement appears in Appendix B, "Calculation of Charges." A portion of payment may be withheld until conclusion of the Agreement if agreed to by both Parties as retainage, described in Appendix B. In no event shall City be liable for interest or late charges for any late payments. City will not honor minimum service order charges for any services covered by this Agreement.

2.3 Attachment 2 to Appendix A-1. Attachment 1 to Appendix A-1 is hereby added, attached to this Amendment and fully incorporated within the Agreement.

2.4 Appendix B. Appendix B is hereby replaced in its entirety by the Appendix B attached to this Amendment and fully incorporated within the Agreement.

2.5 Appendix B-1. Appendix B-1 is hereby replaced in its entirety by the Appendix B-1 attached to this Amendment and fully incorporated within the Agreement.

2.6 Attachment 2 to Appendix B-1. Attachment 1 to Appendix B-1 is hereby added, attached to this Amendment and fully incorporated within the Agreement.

2.7 **Appendix F.** Appendix F is hereby replaced in its entirety by the Appendix B attached to this Amendment and fully incorporated within the Agreement.

Article 3 Effective Date

Each of the modifications set forth in Articles 2 and 3 shall be effective on and after date of this Amendment.

Article 4 Legal Effect

Except as expressly modified by this Amendment, all of the terms and conditions of the Agreement shall remain unchanged and in full force and effect.

IN WITNESS WHEREOF, Contractor and City have executed this Amendment as of the date first referenced above.

CITY

Recommended by:

DocuSigned by:
Greg Wagner 01/20/2023 | 11:26 AM PST
28527524752949F

Grant Colfax, MD
Director of Health
Department of Public Health

CONTRACTOR

Moss Adams LLP

DocuSigned by:
Marnee Iseman 01/12/2023 | 4:32 PM PST
514FFAC408AE485...

Marnee Iseman
Partner
999 Third Avenue, Suite 2800
Seattle, WA 98104

Supplier ID: 00000147776

Approved as to Form:

David Chiu
City Attorney

By: DocuSigned by:
Louise Simpson 01/17/2023 | 8:39 AM PST
BD54168A4C3B452...
Louise Simpson
Deputy City Attorney

Approved:

Sailja Kurella
Director of the Office of Contract
Administration, and Purchaser

By: DocuSigned by:
Taraneh Moayed 01/24/2023 | 3:56 PM PST
9AE44694D514E7...
Taraneh Moayed

Attached Appendices:

- Attachment 2 to Appendix A-1**
- Appendix B: Calculation of Charges**
- Appendix B-1: Budget/Cost of Service**
- Attachment 2 to Appendix B-1**
- Appendix F: Invoice**

**Attachment 2 to Appendix A-1
Second Amendment – January 15, 2023**

TASK ORDER BASED

CONTRACTOR IS NOT AUTHORIZED TO PROCEED WITH ANY TASK UNTIL:

1. **The City issues a specific Task Order;**
2. **Contractor provides a Task Order Schedule;**
3. **Contractor provides a Task Order Staffing Plan;**
4. **Contractor provides a not-to-exceed Task Order budget;**
5. **Contractor understands and agrees that it may not exceed the Task Order budget and must fully staff the Task Order to complete on time.**

SCOPE OF WORK

HOSHIN INITIATIVE: LAGUNA HONDA TRANSITION (January 1, 2023 - December 31, 2024)

In support of Laguna Honda’s recertification efforts in the Centers for Medicare and Medicaid Services Provider Participation Program, the goal of our work is to support the Incident Command leadership in establishing and maintaining critical processes related to information flow in the Incident Command structure. The specific functions are outlined below.

I. Implement and Deploy:

Facilitate hoshin strategy deployment - An overarching “air traffic control” that supports the Executive Sponsor and Incident Commanders in making sure that targets are clearly set and communicated, work is coordinated and well organized among the Incident Command Sections and Branches, issue and risk processes are clearly understood and utilized, communication holes identified and filled, and driving the timely completion of deliverables and milestones, as well as a regular cadence of streamlined reporting to ensure a high functioning system. **Service Level 2.**

Strategic Communication Capabilities - A communication triage function for any inbound requests to the Incident Command Structure from key stakeholders (e.g. DPH Director’s Office and Mayor’s Office). This would be at **Service Level 3**. A communication strategic advisor and producer of necessary materials for key audiences. All materials produced shall be reviewed and approved by an SFDPH authorized leader. **Service Level 3.**

Project Management to Execute on strategy Deployment - Four (4) Project Management functions to support The Operations Section Chief, Nursing Branch Director, Planning Chief and Facility Transition Plan Branch Director in managing all aspects of the project work coordinating both internal DPH staff as well as contractors. The fourth project manager would be available for emergent project duties as assigned. **Service levels 4 and 5.**

Deliverables

1. Streamlined and documented process for Incident Command structure and reporting, including dashboards, status tracking, status reporting, problem-countermeasure escalation. The same standards deployed down to the sections and branches where project management to execute on the strategy is supported.
2. Communication triage process for inbound requests from key external stakeholders (e.g. Mayor’s Office and DPH Leadership). Assigned communication production materials ready for SFDPH leadership approval. Documentation of communication processes or plans, as requested.

IMPLEMENTATION & DEPLOYMENT PLAN

I. C - IMPLEMENT AND DEPLOY (January 1, 2023 - December 31, 2024)

For this initiative, essential for stabilizing the workforce and resuming the pace of lean transformation, we will deploy a limited number of capabilities from the lean management system (Improve and Deploy, Enable) to ensure a smooth transition from the C3 structure to normal operations.

- **Implement and Deploy:**

1. Coordination with DPH – KPO to align DMS systems training and roll-out
2. Lean production education for new leaders and KPO members based on changing roles.
3. Operations leadership achieve demonstrable core competencies in DMS by the end of the extension period

II. D – IMPROVE (January 1, 2023 - December 31, 2024)

The RFP notes several potential value streams as targets for improvement. Your hoshin priorities will confirm the value streams, however we recognize there may be a need to begin value stream improvement concurrent with hoshin. We can discuss this upon creation of the lean transformation A3 that will guide our planning.

- **Improve:**

1. Transfer knowledge to internal KPO staff.
2. Lean production education for new leaders and KPO members based on changing roles.
3. Develop problem solving capabilities within nursing leadership.
4. Kaizen workshops to address systemic issues.

III. E – ENABLE AND LEAN MANAGEMENT SYSTEM (January 1, 2023 - December 31, 2024)

For this initiative, essential for stabilizing the workforce and resuming the pace of lean transformation, we will deploy a limited number of capabilities from the lean management system (Improve and Deploy, Enable) to ensure a smooth transition from the C3 structure to normal operations.

- **Enable and Lean Management System:**

1. Coordination with DPH – KPO to align DMS systems training and roll-out.
2. Lean production education for new leaders and KPO members based on changing roles.
3. Nursing achieve demonstrable core competencies in DMS by the end of the extension period

IV. LAGUNA HONDA TRANSITION

1. Scope of work: Extension of the Hoshin Initiative Laguna Honda Hospital (“LHH”) CMS Recertification services from January 1, 2023 – December 31, 2024.
2. Hybrid delivery model with assumptions for travel expenses noted in the budget section of the proposal.
3. All services include the use of a comprehensive library of methods, tools and learning materials.
4. The scope statement thoughtfully matches the right consultant/coach skill sets to ensure DPH needs are satisfied at an appropriate price point based on skills provided.

I. Goals & Outcomes – Implement and Deploy: DMS for LHH Operations

DMS coaching services for the leaders of the Laguna Honda Hospital (LHH) Operations Department and executive team with the goal of developing a comprehensive management system to drive accountability from the top-level operations strategy deployed through the management of daily operations. The primary outcome of the comprehensive system is remediation of all Plans of Correction (POCs), including the RCA Action Plan and other initiatives, to sustain survey readiness both through recertification and on an ongoing basis.

Support the creation or improvement of the following components of a comprehensive management system to drive accountability for the LHH Operations support functions. Excluded from the scope are any improvements to contracting, financial, information technology or human resources tools or processes.

- **Strategy Deployment of Capital Project Portfolio**
 - a. Facilities steering committee to govern the portfolio of facilities projects to include facilities, trades, project managers, infection control, environmental health and safety and relevant operation/clinical executives.
 - b. Develop, improve facilities project intake and approval process.
 - c. Standardize the visibility of the portfolio of projects.
 - d. Standardize method of reporting status, issues and risks.
 - e. Development of a data dashboard of key performance indicators to track the effectiveness of the system.
 - f. Standardize reporting and escalation processes through SFDPH and LHH Executive Management, as appropriate.

- **Management of Daily Operations**

- a. Create visibility system of the components outlined below.
- b. Make time for daily team huddle schedule to review daily state of facility operations. Make time to participate on Neighborhood daily huddles.
- c. Establish clear operational metrics (POC completion, maintenance response/requests, PMs completion rate, customer satisfaction, overtime, huddle attendance, etc) with process for regular refresh of the data. Set targets for each metric.
- d. Make time for regular team performance improvement huddles to track progress to key metric targets.
- e. Standardize method of reporting status, issues and risks.

Brief Review of Challenges and Opportunities:

- Expertise & Skillset:***
- Timeline & Effort:***
- Capacity:***
- Lack of Certified/Trained Leaders:***
- Other:***

Deliverables

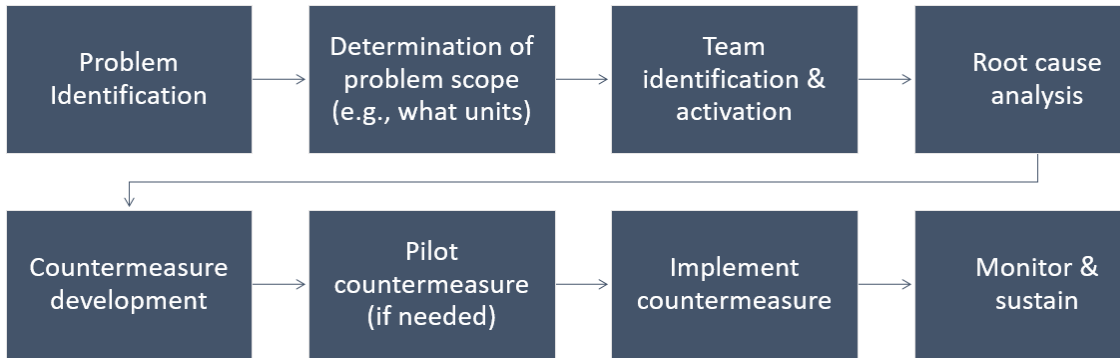
1. Strategy Deployment of Capital Project Portfolio
 - a. Facilities steering charter and membership
 - b. Facilities steering committee agenda
 - c. Documented process for intake and approval
 - d. Visibility mechanism for the facility project portfolio
 - e. Status, issue/risk, escalation tracking method and tools
 - f. Data dashboard

2. Daily Operations and Strategy Deployment via DMS
 - a. Visibility walls in operational departments
 - b. Project plan development and visibility and operational metrics
 - c. Standard weekly meeting cadence of huddles with accountability
 - d. Status, issue/risk, escalation tracking method and tools

II. Goals & Objectives – IMPROVE: Rapid Response KW

- Rapidly perform root cause analysis and implement countermeasures to resolve enduring issues that impact and/or risk LHH CMS recertification
- Utilize rapid cycles of Kaizen/continuous improvement to test, learn, and act until the problem is resolved
- Involve frontline staff as knowledge experts and problem solvers in an interdisciplinary team charged with resolving systemic issues

Scope & Process



Brief Review of Challenges and Opportunities:

- Expertise & Skillset:**
- Timeline & Effort:**
- Capacity:**
- Lack of Certified/Trained Leaders:**
- Other:**

Deliverables

1. Structured approach to rapid problem solving grounded in the Kaizen PDSA approach
2. Documented solutions to systemic issues that result in measurable improvement
3. Structured approach to training and implementation of documented solutions based in TWI
4. Sustainment and spread of documented solutions

III. Goals & Outcomes – ENABLE: Nursing DMS at LHH

A team of Moss Adams consultants to perform the following coaching services for Laguna Honda Hospital (LHH) nursing leadership and executive team with the goals of developing problem-solving capability and coaching competency as it relates to process mapping, value stream management, problem solving, and Kaizen (continuous improvement) across nursing leadership and frontline care teams; and implementation of a daily management system supporting frontline problem solving and improvement. The primary outcome of this system is meeting and exceeding compliance targets on recertification key performance indicators to sustain survey readiness both through recertification and on an ongoing basis.

Scope

- Front line problem solving capability, visibility, and huddles across 13 Skilled Nursing Facility Neighborhoods
- Real time Training Within Industry (TWI)-based problem solving and value stream management education as it relates to Kaizen and continuous improvement for Nurse Managers, Nursing Directors, Directors of Nursing, and above.
- Leadership development of coaching competency for 4 Nurse Directors and 6 Nurse Managers
- Executive team Leader Standard Work to include executive team vis wall design, regular executive team huddle at vis wall, and rounding on frontline neighborhood huddles

Objectives

- Target condition #1 = Stabilize all DMS huddles with a dedicated external to LHH coach, as measured by (1) consistent huddle standard work adherence (3 straight weeks=hardwired) and (2) attendance hitting target
- Target condition #2 = All 4 Nursing Directors competent as coaches

Brief Review of Challenges and Opportunities:

- Expertise & Skillset:*
- Timeline & Effort:*
- Capacity:*
- Lack of Certified/Trained Leaders:*
- Other:*

Deliverables

1. Daily Operations
 - a. Standard daily cadence of huddles across 13 neighborhoods with accountability
 - b. Executive team leader standard work and visibility wall
 - c. Standard executive meeting cadence of huddles with accountability
 - d. Executive team rounding schedule for frontline neighborhood huddles
 - e. Status, issue/risk, escalation tracking method and tools

Appendix B
Second Amendment – January 15, 2023
Calculation of Charges

1. Method of Payment

A. Contractor shall submit monthly invoices by the fifteenth (15th) working day of each month, in the format attached in Appendix F, based upon the number of units of service that were delivered in the immediately preceding month. All deliverables associated with the Services listed in Section 2 of Appendix A, times the unit rate as shown in the Program Budgets listed in Section 2 of Appendix B shall be reported on the invoice(s) each month

2. Program Budgets and Final Invoice

A. Program Budgets are listed below and are attached hereto.

Appendix B-1 Lean Management Services

B. Contractor understands that, of the maximum dollar obligation listed in section 3.3.1 of this Agreement, **\$21,575** is included as a contingency amount and is neither to be used in Program Budgets attached to this Appendix, or available to Contractor without a modification to this Agreement as specified in Section 3.7 Contract Amendments; Budgeting Revisions. Contractor further understands that no payment of any portion of this contingency amount will be made unless and until such modification or budget revision has been fully approved and executed in accordance with applicable City and Department of Public Health laws, regulations and policies/procedures and certification as to the availability of funds by Controller. Contractor agrees to fully comply with these laws, regulations, and policies/procedures.

C. Contractor agrees to comply with its Program Budgets of Appendix B in the provision of Services. Changes to the budget that do not increase or reduce the maximum dollar obligation of the City are subject to the provisions of the Department of Public Health Policy/Procedure Regarding Contract Budget Changes. Contractor agrees to comply fully with that policy/procedure.

D. A final closing invoice, clearly marked “FINAL,” shall be submitted no later than forty-five (45) calendar days following the closing date of the Agreement, and shall include only those Services rendered during the referenced period of performance. If Services are not invoiced during this period, all unexpended funding set aside for this Agreement will revert to City. City’s final reimbursement to the Contractor at the close of the Agreement period shall be adjusted to conform to actual units certified multiplied by the unit rates identified in the Program Budgets attached hereto, and shall not exceed the total amount authorized and certified for this Agreement.

E. CONTRACTOR understands and agrees that should the CITY’S maximum dollar obligation under this Agreement include State or Federal Medi-Cal revenues, CONTRACTOR shall expend such revenues in the provision of SERVICES to Medi-Cal eligible clients in accordance with CITY, State, and Federal Medi-Cal regulations. Should CONTRACTOR fail to expend budgeted Medi-Cal revenues herein, the CITY’S maximum dollar obligation to CONTRACTOR shall be proportionally reduced in the amount of such unexpended revenues. In no event shall State/Federal Medi-Cal revenues be used for clients who do not qualify for Medi-Cal reimbursement.

F. CONTRACTOR further understands and agrees that any State or Federal Medi-Cal funding in this Agreement subject to authorized Federal Financial Participation (FFP) is an estimate, and actual amounts will be determined based on actual services and actual costs, subject to the total compensation amount shown in this Agreement.”

3. No invoices for Services provided by law firms or attorneys, including, without limitation, as subcontractors of Contractor, will be paid unless the provider received advance written approval from the City Attorney.

Appendix B-1
Second Amendment – January 15, 2023
Lean Management Services
BUDGET / COST OF SERVICE






TASK ORDER BASED

CONTRACTOR IS NOT AUTHORIZED TO PROCEED WITH ANY TASK UNTIL:

1. **The City issues a specific Task Order;**
2. **Contractor provides a Task Order Schedule;**
3. **Contractor provides a Task Order Staffing Plan;**
4. **Contractor provides a not-to-exceed Task Order budget;**
5. **Contractor understands and agrees that it may not exceed the Task Order budget and must fully staff the Task Order to complete on time.**

Billing Rates Table

The following rates are standard for the services provided by the Lean Health Care Practice of Moss Adams with an applicable discount as noted below. Each service level aligns with the color coding in model from the scope section. 1, 2, Total engagement pricing is based on the billed hourly rate for services and travel billed as actual.

Service Level	Resource Description	Standard Hourly Rate	Discount Rate	Billed Hourly Rate
1 	Hoshin Kanri/Strategy Deployment and executive coaching	\$650	25%	\$488
2 	All other lean certified facilitation and coaching services	\$550	24%	\$420
3 	Data Analytics, Communications, enterprise Program Management, Operational support <i>(working lean knowledge)</i>	\$400	30%	\$280
4 	Advanced Project Management (<i>PMP certified and/or clinical designation</i>)	\$300	20%	\$240
5 	Basic Project Management and training <i>(no certification required)</i>	\$195	15%	\$165

Below is a summary of the total costs for this proposal as well as a more detailed breakdown by scope of service.

**All timeline dates are estimates only. City reserves the right to use and pay invoices for the listed service hours outside of the timeline estimates.*

Scope of Service Description	(a) Consulting Fees	(b) = *Estimated Travel Expenses (Travel Billed as Actual)	(a + b) Total Fees
* December 11, 2021 – June 10, 2024 (821 hrs over three years)			
A) Hoshin Initiative: COVID	\$188,070	\$0	\$188,070
*December 11, 2021 – October 31, 2022 (1475 hrs over ten months)			
B) Hoshin Initiative: MHSF	\$525,148	\$0	\$525,148
*December 11, 2021 – December 10, 2024 (4,467 hrs over three years)			
C) Implement and Deploy <ul style="list-style-type: none"> ○ Lean Transformation A3 ○ Hoshin Kanri: one full cycle ○ Executive Coaching (10 people, 18mos) 	\$1,921,720	\$422,778	\$2,344,498
*June 11, 2022 – December 10, 2024 (2,703.3 hrs over 30 months)			
D) Improve <ul style="list-style-type: none"> ○ Value Stream + Kaizen + ROK ○ 3P: one full cycle 	\$1,135,390	\$249,785	\$1,385,176
*September 11, 2022 – December 10, 2024 (2703.3 hrs over 25 months)			

E) Enable & Lean Management System			
<ul style="list-style-type: none"> ○ Lean Leadership Development (DMS) ○ Lean Production Executive Education 	\$1,135,390	\$249,785	\$1,385,176
TOTAL	\$4,905,718	\$922,348	\$5,828,066
Effective hourly rate (12,170.3 hrs)	\$399.16/hr		

*All travel billed as actual.

A) Hoshin Initiative: COVID Transition		(a) Hours	(b) Billable Hourly Rate	(a x b) Consulting Fees
Service Level	Resource Description			
1	Hoshin Kanri/Strategy Deployment and executive coaching	0	0	0
2	All other lean certified facilitation and coaching services	140	\$420	\$58,800
3	Data Analytics, Communications, enterprise Program Management, Operational support <i>(working lean knowledge)</i>	147	\$280	\$41,160
4	Advanced Project Management <i>(PMP certified and/or clinical designation)</i>	0	0	0
5	Basic Project Management and training <i>(no certification required)</i>	534	\$165	\$88,110
TOTAL CONSULTING		821		\$188,070

B) Hoshin Initiative: Mental Health San Francisco		(a) Hours	(b) Billable Hourly Rate	(a x b) Consulting Fees
Service Level	Resource Description			
1	Hoshin Kanri/Strategy Deployment and executive coaching	0	0	0
2	All other lean certified facilitation and coaching services	997.75	\$420	\$419,055

3	Data Analytics, Communications, enterprise Program Management, Operational support <i>(working lean knowledge)</i>	120.50	\$280	\$33,740
4	Advanced Project Management <i>(PMP certified and/or clinical designation)</i>	0	0	0
5	Basic Project Management and training <i>(no certification required)</i>	438.50	\$165	\$72,352.50
TOTAL CONSULTING		1,475		\$525,148

C) Implement and Deploy		(a) Hours	(b) Billable Hourly Rate	(a x b) Consulting Fees
Service Level	Resource Description			
1	Hoshin Kanri/Strategy Deployment and executive coaching	667.5	\$488	\$325,720
2	All other lean certified facilitation and coaching services	3800	\$420	\$1,596,000
3	Data Analytics, Communications, enterprise Program Management, Operational support <i>(working lean knowledge)</i>	0	0	0
4	Advanced Project Management <i>(PMP certified and/or clinical designation)</i>	0	0	0
5	Basic Project Management and training <i>(no certification required)</i>	0	0	0
TOTAL CONSULTING		4467.7		\$1,921,720

D) Improve		(a) Hours	(b) Billable Hourly Rate	(a x b) Consulting Fees
Service Level	Resource Description			
1	Hoshin Kanri/Strategy Deployment and executive coaching	0	0	0

2	All other lean certified facilitation and coaching services	2703.3	\$420	\$1,135,390
3	Data Analytics, Communications, enterprise Program Management, Operational support <i>(working lean knowledge)</i>	0	0	0
4	Advanced Project Management <i>(PMP certified and/or clinical designation)</i>	0	0	0
5	Basic Project Management and training <i>(no certification required)</i>	0	0	0
TOTAL CONSULTING		2703.3		\$1,135,390

E) Enable and Lean Management System		(a) Hours	(b) Billable Hourly Rate	(a x b) Consulting Fees
Service Level	Resource Description			
1	Hoshin Kanri/Strategy Deployment and executive coaching	0	0	0
2	All other lean certified facilitation and coaching services	2703.3	\$420	\$1,135,390
3	Data Analytics, Communications, enterprise Program Management, Operational support <i>(working lean knowledge)</i>	0	0	0
4	Advanced Project Management <i>(PMP certified and/or clinical designation)</i>	0	0	0
5	Basic Project Management and training <i>(no certification required)</i>	0	0	0
TOTAL CONSULTING		2703.3		\$1,135,390

A) Hoshin Initiative: COVID Transition	\$188,070
B) Hoshin Initiative: MHSF	\$525,148
C) Implement and Deploy	\$1,921,740
D) Improve	\$1,135,390
E) Enable & Lean Management System	\$1,135,390
F) Hoshin Initiative: Laguna Honda Transition (Attachment 2 to Appendix B-1 – Second Amendment)	\$3,391,500
Estimate Travel Expenses (Travel Billed as Actual)	\$1,668,480
Subtotal	\$9,965,718
Contingency	\$21,575
Total Amount	\$9,987,293

Attachment 2 to Appendix B-1
Second Amendment – January 15, 2023
F) Hoshin Initiative: Laguna Honda Transition

Billing Rates Table – Same as Original Agreement

Service Level	Resource Description	Standard Hourly Rate	Discount Rate	Billed Hourly Rate
1	Hoshin Kanri/Strategy Deployment and executive coaching	\$650	25%	\$488
2	All other lean certified facilitation and coaching services	\$550	24%	\$420
3	Data Analytics, Communications, enterprise Program Management, Operational support <i>(working lean knowledge)</i>	\$400	30%	\$280
4	Advanced Project Management <i>(PMP certified and/or clinical designation)</i>	\$300	20%	\$240
5	Basic Project Management and training <i>(no certification required)</i>	\$195	15%	\$165

Scope of Service Description	(a) Consulting Fees	(b) Non-local Travel*	(c)= Travel Expenses	(a + c) Total Fees
Laguna Honda CMS Recertification	\$3,391,500	Travel billed as actual		
Not to Exceed Modification Budget	\$3,391,500	\$746,130		\$4,137,632

A) Laguna Honda CMS Recertification		(a) Hours	(b) Billable Hourly Rate	(a x b) Consulting Fees
Service Level	Resource Description			
1	Hoshin Kanri/Strategy Deployment and executive coaching	60.98	\$488	\$29,760
2	All other lean certified facilitation and coaching services	3352	\$420	\$1,407,840
3	Data Analytics, Communications, enterprise Program Management, Operational support <i>(working lean knowledge)</i>	450	\$280	\$126,000
4	Advanced Project Management <i>(PMP certified and/or clinical designation)</i>	3738.75	\$240	\$897,300

A) Laguna Honda CMS Recertification		(a) Hours	(b) Billable Hourly Rate	(a x b) Consulting Fees
Service Level	Resource Description			
5	Basic Project Management and training <i>(no certification required)</i>	5640	\$165	\$930,600
TOTAL CONSULTING FEES		13,241.73		\$3,391,500

All hours listed above in column (a) are estimates only. City reserves the right to change the hours in any given line to accommodate shifting priorities, while not exceeding the total contract amount.

**DEPARTMENT OF PUBLIC HEALTH CONTRACTOR
FEE FOR SERVICE STATEMENT OF DELIVERABLES AND INVOICE**

Second Amendment

1/15/2023

CONTRACTOR: Moss Adams
Address: 999 Third Avenue, Suite 2800
Seattle, Washington 98104

Control Number

MOSSADAMS - 2122

Contract Purchase Order PO No.

Telephone: (206) 919-8843
FAX: N/A

Fund Source:

CONTRACT TERM: 12/11/2021 - 12/31/2024

Invoicing Period:

CONTRACT NAME: Lean management consulting services

PROGRAM APPENDIX: Hoshin Initiative - COVID

Deliverables	Total Contracted UOS	UOS Delivered THIS PERIOD	UNIT RATE	AMOUNT DUE	UOS Delivered TO DATE	% OF TOTAL	Remaining Units to be Delivered
Service Level (1) Hoshin Kanri/Strategy Deployment and executive coaching	0		\$488.00				
Service Level (2) All other lean certified facilitation and coaching services	218		\$420.00				
Service Level (3) Data Analytics, Communications, enterprise Program Management, Operational support (working lean knowledge)	261		\$280.00				
Service Level (4) Advanced Project Management (PMP certified and/or clinical designation)	0		\$240.00				
Service Level (5) Basic Project Management and training (no certification required)	142		\$165.00				
Travel Expenses	billed as actual		\$0.00				

TOTAL EXPENSES	
LESS: Discount	
Other Adjustments:	
REIMBURSEMENT	

NOTES:

I certify that the information provided above is, to the best of my knowledge, complete and accurate; the amount requested for reimbursement is in accordance with the contract approved for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Signature: _____

Date: _____

Title: _____

Send to: SFDPH 101 Grove Street San Francisco, CA 94102 Attn: Baljeet Sangha	SFDPH Authorization For Payment:
By: _____ Baljeet Sangha	Date: _____

**DEPARTMENT OF PUBLIC HEALTH CONTRACTOR
FEE FOR SERVICE STATEMENT OF DELIVERABLES AND INVOICE**

Second Amendment

1/15/2023

CONTRACTOR: Moss Adams
Address: 999 Third Avenue, Suite 2800
Seattle, Washington 98104

Control Number

MOSSADAMS - 2122

Contract Purchase Order PO No.

Telephone: (206) 919-8843
FAX: N/A

Fund Source:

CONTRACT TERM: 12/11/2021 - 12/31/2024

Invoicing Period:

CONTRACT NAME: Lean management consulting services

PROGRAM APPENDIX: Hoshin Initiative - MHSF

Deliverables	Total Contracted UOS	UOS Delivered THIS PERIOD	UNIT RATE	AMOUNT DUE	UOS Delivered TO DATE	% OF TOTAL	Remaining Units to be Delivered
Service Level (1) Hoshin Kanri/Strategy Deployment and executive coaching	0.00		\$488.00				
Service Level (2) All other lean certified facilitation and coaching services	997.75		\$420.00				
Service Level (3) Data Analytics, Communications, enterprise Program Management, Operational support (working lean knowledge)	120.50		\$280.00				
Service Level (4) Advanced Project Management (PMP certified and/or clinical designation)	0.00		\$240.00				
Service Level (5) Basic Project Management and training (no certification required)	438.50		\$165.00				
Travel Expenses	billed as actual		\$0.00				

TOTAL EXPENSES	
LESS: Discount	
Other Adjustments:	
REIMBURSEMENT	

NOTES:

I certify that the information provided above is, to the best of my knowledge, complete and accurate; the amount requested for reimbursement is in accordance with the contract approved for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Signature: _____

Date: _____

Title: _____

Send to: SFDPH 101 Grove Street San Francisco, CA 94102 Attn: Kelly Kirkpatrick	SFDPH Authorization For Payment:
By: _____ Kelly Kirkpatrick	Date: _____

**DEPARTMENT OF PUBLIC HEALTH CONTRACTOR
FEE FOR SERVICE STATEMENT OF DELIVERABLES AND INVOICE**

Second Amendment

1/15/2023

CONTRACTOR: Moss Adams
Address: 999 Third Avenue, Suite 2800
Seattle, Washington 98104

Control Number

MOSSADAMS - 2122

Contract Purchase Order PO No.

Telephone: (206) 919-8843

FAX: N/A

Fund Source:

CONTRACT TERM: 12/11/2021 - 12/31/2024

Invoicing Period:

CONTRACT NAME: Lean management consulting services

PROGRAM APPENDIX: Implement & Deploy

Deliverables	Total Contracted UOS	UOS Delivered THIS PERIOD	UNIT RATE	AMOUNT DUE	UOS Delivered TO DATE	% OF TOTAL	Remaining Units to be Delivered
Service Level (1) Hoshin Kanri/Strategy Deployment and executive coaching	667.50		\$488.00				
Service Level (2) All other lean certified facilitation and coaching services	3,800.00		\$420.00				
Service Level (3) Data Analytics, Communications, enterprise Program Management, Operational support (working lean knowledge)	0.00		\$280.00				
Service Level (4) Advanced Project Management (PMP certified and/or clinical designation)	0.00		\$240.00				
Service Level (5) Basic Project Management and training (no certification required)	0.00		\$165.00				
Travel Expenses	billed as actual		\$422,778.00				
TOTAL EXPENSES					NOTES:		
LESS: Discount							
Other Adjustments:							
REIMBURSEMENT							

I certify that the information provided above is, to the best of my knowledge, complete and accurate; the amount requested for reimbursement is in accordance with the contract approved for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Signature: _____

Date: _____

Title: _____

Send to: SFDPH 101 Grove Street San Francisco, CA 94102 Attn: Lisa Golden	SFDPH Authorization For Payment:
By: _____ Lisa Golden	Date: _____

**DEPARTMENT OF PUBLIC HEALTH CONTRACTOR
FEE FOR SERVICE STATEMENT OF DELIVERABLES AND INVOICE**

Second Amendment

1/15/2023

CONTRACTOR: Moss Adams
Address: 999 Third Avenue, Suite 2800
Seattle, Washington 98104

Control Number

MOSSADAMS - 2122

Contract Purchase Order PO No.

Telephone: (206) 919-8843
FAX: N/A

Fund Source:

CONTRACT TERM: 12/11/2021 - 12/31/2024

Invoicing Period:

CONTRACT NAME: Lean management consulting services

PROGRAM APPENDIX: Improve

Deliverables	Total Contracted UOS	UOS Delivered THIS PERIOD	UNIT RATE	AMOUNT DUE	UOS Delivered TO DATE	% OF TOTAL	Remaining Units to be Delivered
Service Level (1) Hoshin Kanri/Strategy Deployment and executive coaching	0.00		\$488.00				
Service Level (2) All other lean certified facilitation and coaching services	2,703.30		\$420.00				
Service Level (3) Data Analytics, Communications, enterprise Program Management, Operational support (working lean knowledge)	0.00		\$280.00				
Service Level (4) Advanced Project Management (PMP certified and/or clinical designation)	0.00		\$240.00				
Service Level (5) Basic Project Management and training (no certification required)	0.00		\$165.00				
Travel Expenses	billed as actual		\$249,785.00				

TOTAL EXPENSES	
LESS: Discount	
Other Adjustments:	
REIMBURSEMENT	

NOTES:

I certify that the information provided above is, to the best of my knowledge, complete and accurate; the amount requested for reimbursement is in accordance with the contract approved for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Signature: _____

Date: _____

Title: _____

Send to: SFDPH
 101 Grove Street
 San Francisco, CA 94102
Attn: Lisa Golden

SFDPH Authorization For Payment:

By: _____
 Lisa Golden

Date: _____

**DEPARTMENT OF PUBLIC HEALTH CONTRACTOR
FEE FOR SERVICE STATEMENT OF DELIVERABLES AND INVOICE**

Second Amendment

1/15/2023

CONTRACTOR: Moss Adams
Address: 999 Third Avenue, Suite 2800
Seattle, Washington 98104

Control Number

MOSSADAMS - 2122

Contract Purchase Order PO No.

Telephone: (206) 919-8843
FAX: N/A

Fund Source:

CONTRACT TERM: 12/11/2021 - 12/31/2024

Invoicing Period:

CONTRACT NAME: Lean management consulting services

PROGRAM APPENDIX: Enable & Lean Management System

Deliverables	Total Contracted UOS	UOS Delivered THIS PERIOD	UNIT RATE	AMOUNT DUE	UOS Delivered TO DATE	% OF TOTAL	Remaining Units to be Delivered
Service Level (1) Hoshin Kanri/Strategy Deployment and executive coaching	0.00		\$488.00				
Service Level (2) All other lean certified facilitation and coaching services	2,703.30		\$420.00				
Service Level (3) Data Analytics, Communications, enterprise Program Management, Operational support (working lean knowledge)	0.00		\$280.00				
Service Level (4) Advanced Project Management (PMP certified and/or clinical designation)	0.00		\$240.00				
Service Level (5) Basic Project Management and training (no certification required)	0.00		\$165.00				
Travel Expenses	billed as actual		\$249,785.00				
TOTAL EXPENSES					NOTES:		
LESS: Discount							
Other Adjustments:							
REIMBURSEMENT							

I certify that the information provided above is, to the best of my knowledge, complete and accurate; the amount requested for reimbursement is in accordance with the contract approved for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Signature: _____

Date: _____

Title: _____

Send to: SFDPH
 101 Grove Street
 San Francisco, CA 94102
Attn: Lisa Golden

SFDPH Authorization For Payment:

By: _____
 Lisa Golden

Date: _____

**DEPARTMENT OF PUBLIC HEALTH CONTRACTOR
FEE FOR SERVICE STATEMENT OF DELIVERABLES AND INVOICE**

Second Amendment

1/15/2023

CONTRACTOR: Moss Adams
Address: 999 Third Avenue, Suite 2800
Seattle, Washington 98104

Control Number

MOSSADAMS - 2122

Contract Purchase Order PO No.

Telephone: (206) 919-8843
FAX: N/A

Fund Source:

CONTRACT TERM: 12/11/2021 - 12/31/2024

Invoicing Period:

CONTRACT NAME: Lean management consulting services

PROGRAM APPENDIX: Hoshin Initiative (Laguna Honda Transition) - Second Amendment - Attachment 1 to Appendix B-1

Deliverables	Total Contracted UOS	UOS Delivered THIS PERIOD	UNIT RATE	AMOUNT DUE	UOS Delivered TO DATE	% OF TOTAL	Remaining Units to be Delivered
Service Level (1) Hoshin Kanri/Strategy Deployment and executive coaching	60.98		\$488.00				
Service Level (2) All other lean certified facilitation and coaching services	3,352		\$420.00				
Service Level (3) Data Analytics, Communications, enterprise Program Management, Operational support (working lean knowledge)	450		\$280.00				
Service Level (4) Advanced Project Management (PMP certified and/or clinical designation)	3,738.75		\$240.00				
Service Level (5) Basic Project Management and training (no certification required)	5,640		\$165.00				
Travel Expenses	billed as actual			\$766,132.00			

TOTAL EXPENSES	
LESS: Discount	
Other Adjustments:	
REIMBURSEMENT	

NOTES:

I certify that the information provided above is, to the best of my knowledge, complete and accurate; the amount requested for reimbursement is in accordance with the contract approved for services provided under the provision of that contract. Full justification and backup records for those claims are maintained in our office at the address indicated.

Signature: _____

Date: _____

Title: _____

Send to: SFDPH
 101 Grove Street, Room 308
 San Francisco, CA 94102
Attn: Roland Pickens

SFDPH Authorization For Payment:

By: _____
 Roland Pickens

Date: _____