EXPANSION OF U.S. TESTING CAPACITY USING COORDINATION HUBS

Communications Outreach and Test Kit
Supply Chain Solution

rrd

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SUPPORT OF NATIONAL COVID-19 TESTING

The Federal Government and President Biden are embarking on a historical initiative to expand COVID-19 testing in K-8 schools, underserved populations and congregate settings which requires dedication of business partners who can bring their unique expertise to bear. RRD is prepared to rise to this challenge by leveraging our solutions to increase awareness and activation through a comprehensive communication strategy aimed at each unique stakeholder along with our national, scalable COVID-19 test kit pack out and fulfillment capabilities. In short we can help drive adoption and supply the necessary test kits to make this initiative a reality. This document will provide you with a brief introduction to our expertise, our strategy and our ability to deliver.

RRD OVERVIEW

As an industry-leading provider of multichannel marketing activation and business communications services, RRD provides our clients with the tools, expertise, and systems to keep their customers' relationships at the center of the brand experience and to create consistent customer engagements across all touchpoints – online, offline and on – site.

Amid the COVID-19 pandemic challenges, our mission remains the same—support the communities we serve to create new ways to keep people connected and safe. As an essential business currently operating under **GREEN** status, we have combined our experience in highly regulated/compliant industries with our broad manufacturing footprint, strong business continuity plans, and extensive supply chain partnerships to limit business disruption and to deliver innovative solutions to the marketplace. A few examples include:

Multi-channel Awareness/Outreach – digital and social communications, email services, email fatigue analysis, virtual conference support, direct mail and other offline channels, employee training materials, content/creative and translations

Operational Crisis Management & Recovery – wayfinding, social distancing signage, POP displays, packaging and labels for consumable items, temperature labels, branded promotions and labels, prep kits, educational services and compliance documentation

Wellness Communications – kitting and distribution of medical test kits, in-bound/out-bound logistics, policy signage and labels, fever detection thermastrips, face shields, care package kits and work-from-home kits

Post-Vaccination Support – care kits, proof of vaccination, second shot reminders, tip sheets and call center support

We have vast experience participating in joint ventures with organizations across many industries to help support broad government programs. As a leading services provider for large-scale marketing and complex medical test kit supply chain programs, our flexible solution can support any or all of the program's coordination hubs. RRD is ready to collaborate with other strategic partners in order to achieve the following key objectives as outlined in the *U.S. Testing Capacity program's Statement of Objectives (SOO)*:

- Establish Coordination Center
- Establish Testing Capacity
- Procurement of Tests
- Report Test Results
- Program Management
- Subcontract Management
- Compliance Requirements

We look forward to additional conversations to identify how we can best support your overall solution supporting the National Testing and Reopening initiative.

COMMUNICATION OUTREACH

To deliver on the outreach and communications requirements of the *Expansion of U.S. Testing Capacity* program, RRD brings the expertise and experience necessary to raise community awareness, accelerate adoption and engagement, and provide a cadence of ongoing communications to ensure the overall success of the program. To successfully carry out a communications initiative of this scale and importance, RRD understands that we must be adaptive and proactive in meeting the time-sensitive goals of a program that is likely to involve dramatic changes and shifts as new insights and decisions are made.

RRD's comprehensive approach centers around a strategic roadmap designed to provide the framework for implementing a highly targeted Contact Strategy for each unique audience—*K-8 Schools, Underserved Communities, and Shelters and Congregate Settings*. To ensure that the right audiences are receiving the right messages at the right time through the best channels for them, RRD's framework is broken down by six key elements:

1. **Goals:** Highlight the goals of the contact strategy for each audience, and the desired outcome of each phase based on the overarching program goals.

2. **Targets:** Identify segments, institutions and individuals that need to be engaged in order to ensure communications reach the key audiences. There are multiple different targets within each phase, that vary between phases.

3. **Messaging:** Create key messages (content and creative) that will resonate with each of the three unique audiences to successfully inform, educate and drive engagement, and to ensure the communications are being delivered from the most effective "messenger" for maximum impact (e.g. trusted identified targets or community leaders to add further credibility to the messaging).

4. **Channels:** Determine the optimal channel deployment strategies to communicate timely, relevant, integrated messages to each target audience where they are most likely to consume content, with the ultimate focus on moving targets from awareness to action. Channels include an integrated combination and strategic cadence of digital, email, direct mail, social media and on-site signage & printed materials.

5. **Program Support:** Implement a centralized 24/7 support structure to inform, educate, answer questions and combat mis-information (outbound & inbound call center; microsite).

6. Reporting: Establish, track, analyze and report key success metrics based on the established goals and objectives for each audience.

The success of this program depends on communicating with and supporting key audiences throughout the entire process, from initial outreach to program delivery. Therefore, it requires not only a communication plan but also an activation plan. To achieve that, the elements above would be applied in phases that would take the program from initial awareness to testing implementation. Each of these phases involves different objectives, challenges and tools. Those four phases are:

Program Commitment: Utilize highly targeted, customized communications to provide key decision makers with the information and impetus they need to commit their organizations and stakeholders to implementing the program.

On-Boarding: Once committed, provide the organizations with clear steps on how to participate and implement the testing programs.

Community Outreach: Supply organizations with the materials they need to inform and persuade their communities to participate in the testing program.

On-Site Experience: Ensure the successful delivery of the testing program by creating an organized, secure and informative environment for the actual testing facilities.

The below illustration shows how RRD would bring this integrated approach to the *K-8 School* Contact Strategy. Given the highly targeted, multilingual and geographically structured nature of this program, our recommendations are based on RRD's strong track record of success in developing, implementing and executing a variety of complex communications programs that rely heavily on delivering direct and integrated messages at scale across multiple channels.

OUR GOAL FOR *K-8 SCHOOLS*

Develop a comprehensive contact strategy to obtain commitments from all school districts within the Hub, and increase return-to-school confidence among school system employees & parents by communicating and enabling the testing capabilities at the school level.

Key Stakeholders

Testing Participants

	Program Introduction	**Leadership Onboarding**	**Community Outreach**	**Onsite Experience**
GOALS	• Provide multichannel communications plan to deliver simple, culturally relevant, channel-specific messaging that reaches and resonates with parents, staff, & administrators	• Equip targets with details of the program and collaborate to develop on-boarding and implementation plans	• Accelerate the successful adoption of the testing program within the K-8 school systems through highly relevant channel strategies to reach targets where they are most likely to consume content	• Create a highly informative, safe, easy to navigate, age-appropriate on-site experience that will ease anxieties and promote continuous testing
TARGETS	• State Superintendents and BOEs • Private/Charter Associations • By testing solution type: (e.g. the combination of On-Site, At Home, & 3rd party Off-site) • Advocates: Teachers Unions	• District Superintendents, BOEs, Staff & Admin • School Staff & Admin • Health Officials	• Parents/Guardians • School Staff & Admin • Influencers: PTA	• Parents/Guardians • School Staff & Admin • Students • Test Providers
MESSAGES	• Testing Program Benefits • Participation and Onboarding Support • Community Outreach Support • Next Steps & details outlining communications support that will be provided	• Testing Program Benefits • Testing Processes • FAQs/Objections • On-Site Experience • Requirements and protocols	• Testing Program Benefits • Testing Processes • FAQs/Objections • On-Site Experience	• Safety Reinforcement • Wayfinding/Directional • Process Guidance
CHANNELS: ACTIVATION	• Establish a cadence of direct communications that quickly move targets from awareness to adoption • Multichannel on-boarding campaign: Email & Direct Mail cadence to build awareness and inspire adoption • Presentation collateral • Outbound telemarketing	• Develop & arm the school districts with content for community outreach • Scripts • Email templates • Social posts • Presentation collateral • Communications assessment to understand and fulfill the unique communications needs of each school district	• Tap into existing communication platforms to effectively, efficiently & economically deliver program information • Letters, personalized from trusted leaders/influencers to parents • Brochures & Flyers • Email Templates • Display & Social posts	• Use existing content/ creative resources to provide visual elements best suited to support each unique on-site experience • Operational Signage for Test Providers & Participants • Informative post-testing materials (obtaining testing results, quarantine protocols)
CHANNELS: SUPPORT	• Website • Call Center (Outbound & Inbound)			
CHANNELS: AWARENESS	• High Reach Media and PR (TV, Interest-based Social and Display, Local News outreach)			
REPORTING	• Outreach Activity Tracking • Conversion & Commitment Tracking	• Track Feedback/Ideas to Continuously Assess & Improve On-boarding Success	• Outreach Activity Tracking • Opt-in & Signups	• Shipment Tracking

Implementation Assumptions:

Upon approval, we would use this roadmap to develop a detailed action plan with specific deliverables and timing. That effort would take into account the following assumptions:

- Content will need to address a multicultural audience.

- Communications materials are expected to range from brochures, posters, letters and other forms of communications that can easily be distributed to parents, PTA's and other sub-groups who would be critical in this awareness and engagement campaign.

- Content will be provided in formats that can easily be used on multiple trusted social media platforms and digital channels such as Facebook Public pages, Instagram, Twitter, approved email distribution lists and other channels.

- RRD will develop an informational microsite that will live within the existing HHS. GOV website. Specifics in interaction tracking, customer experience, overall website management and expense is subject to further discovery.

- Follow-up, post-testing communications will be handled by the respective Testing Administrator.

OUR GOAL FOR UNDERSERVED COMMUNITIES, AND SHELTERS AND CONGREGATE SETTINGS

RRD would produce the same contact strategy framework as we presented above for *K-8 Schools*, while taking into account their specific characteristics. Understanding the many varying layers of complexities involved in effectively reaching each audience, RRD will provide the sophisticated personalization required—targeting, messaging and channel delivery—to ensure that *each individual* receives the trustworthy, motivating, and clear communications necessary for the success of the *Expansion of U.S. Testing Capacity* program.

In addition to RRD's ability to deliver the outreach and communications requirements, we are also uniquely positioned to support the development and launch of PCR and Rapid Test kits for testing across all unique audiences.

TEST KIT MANAGEMENT AND FULFILLMENT

RRD's overall solution also includes the execution and development of the kitting and fulfillment centers needed to support any or all coordination hubs outlined in the *U.S. Testing Capacity* program's Statement of Objectives (SOO).

RRD has a platform with 25+ years of experience in developing all aspects of medical kitting. Our solution design, production and kitting operations will complement your chosen test and laboratory strategy, where we can collaborate with the selected test manufacturers to supply kits and execute the final kitting and fulfillment. Leading test kit and Point of Care Testing (POCT) companies trust RRD to be their one-stop-shop for end-to-end execution of kit and device assembly as well as fulfillment. RRD kitted and shipped over 22 million COVID-19 test kits in 2020 and more than 250 million medical devices and kits annually. Our national and regional "control tower" approach, which accommodates the procurement/management of existing test kits, will support the individual laboratories test kit variations and an assortment of testing types (point-of-care, at-home and over-the-counter tests).

Our expertise with complex, large-scale, implementations enables us to guide our clients through challenging implementations, helping to mitigate risk and minimize disruption of service. With decades of experience managing large scale programs, we've completely revamped the way in which products are prepared and delivered to end-users. Our underlying goal is to deliver a mission critical supply chain without any disruption in quality, service or continuity of supply. In the event RRD is awarded this bid, our experienced and dedicated implementation teams will be deployed to ensure timely and thorough program setup.

KEY ELEMENTS OF OUR SOLUTION

RRD has a number of established and experienced test kitting facilities that are located within close proximity of high-density student populations.
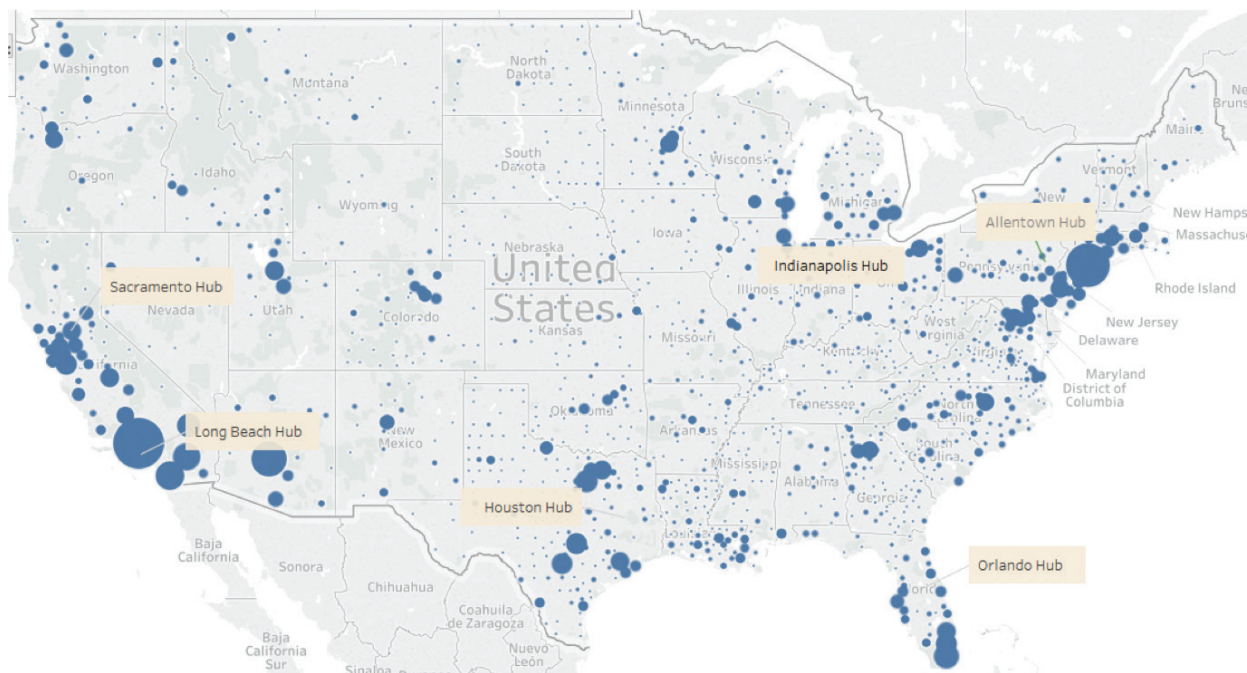
Our proposed model, **shown below**, leverages a four-site solution to support the kitting and fulfillment needs of any or all coordination hubs.
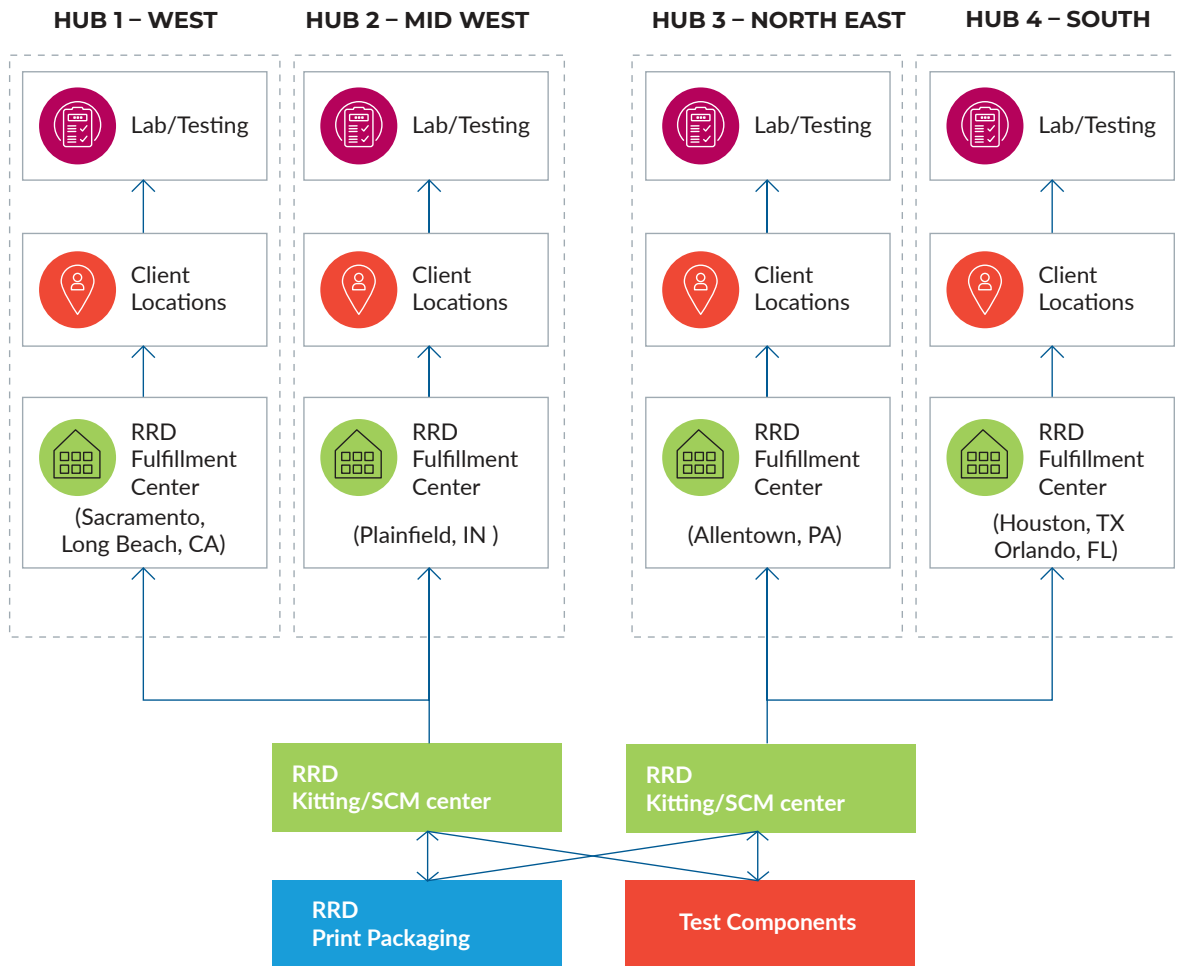
A dual kitting solution with common processes and a shared IT infrastructure will provide the capacity, scalability and continuity of supply required to optimally manage a program of this magnitude. This regional model will be supported by integrated program management resources who will drive local execution. Key aspects of this solution include:

- Continuity of supply
- Scalability and flexibility
- National footprint, with regional/ local focus
- Shared IT systems and infrastructure

- Rapid deployment capability
- Professional project management approach
- National reporting
- Engineering process design

The selection of strategically located kitting and fulfillment facilities is key to building a sustainable supply chain solution that balances a variety of economic and service level parameters including:
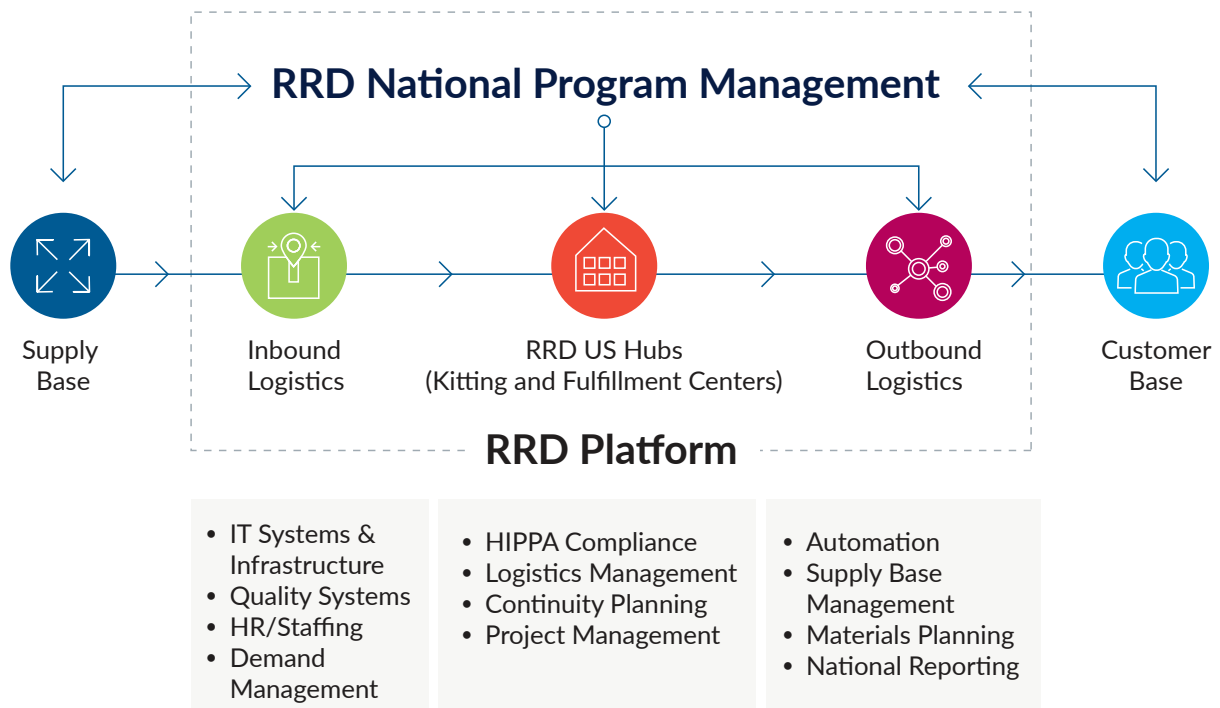
- Infrastructure costs
- Local labor pool availability
- Labor cost

- Inbound/Outbound transit times
- Speed of deployment
- Inventory distribution

Our kitting and fulfillment facilities are strategically aligned with the coordination hubs and maintain the capacity needed to effectively manage the U.S. Testing Capacity program.

NATIONAL PROGRAM MANAGEMENT

RRD's national supply chain approach incorporates the combination of multiple aligned account teams interfacing with the various stakeholders—all of whom report into a single program management office ("control tower"). Activities are managed holistically and communicated collectively in order to ensure program deliverables and objectives are cohesively achieved. This team will provide a comprehensive, end-to-end solution that provides seamless control, exceeds service levels expectations and offers transparency across all supply chain activities.

Supply Chain Orchestration

RRD National Program Management

Supply Base → Inbound Logistics → RRD US Hubs (Kitting and Fulfillment Centers) → Outbound Logistics → Customer Base

RRD Platform

- IT Systems & Infrastructure
- Quality Systems
- HR/Staffing
- Demand Management

- HIPPA Compliance
- Logistics Management
- Continuity Planning
- Project Management

- Automation
- Supply Base Management
- Materials Planning
- National Reporting

Total Cost   Flexibility   Speed   Quality   Compliance   Performance   Growth

SUPPLY BASE MANAGEMENT

Our core ERP systems provide enhanced planning and procurement capabilities enabling us to provide very effective materials management solutions in a complex environment. We leverage the JD Edwards ERP Suite from Oracle—a fully integrated software suite which incorporates the management of inventory, product planning, product data management, procurement, logistics integration and fulfillment. RRD will utilize our proprietary demand planning tools to assist with a more effective forecasting and inventory planning process, allowing us to more intelligently position materials and inventory to ensure continuity of supply. Moreover, our program management resources use this tool to effectively manage directed purchases, RRD sourced items or materials manufactured in-house.

We can manage test kits, reagents and supplies from manufacturers that are identified as having excess capacity, or from sources that will bear minimal impact on current national testing efforts.

FULFILLMENT/OUTBOUND LOGISTICS

The combination of our footprint (both in-house and qualified 3rd party), advanced systems, ability to manage high program volumes, and automated routing and sorting capabilities enables us to deliver highly efficient fulfillment/distribution solutions.

We will manage all outbound logistics with the flexibility to deliver expedited or standard shipping to the audiences in scope. A few examples might include a single at-home test kit, an LTL shipment to a specific K-8 School or shelter or FTL shipments to an entire district. Additionally, shipment track and trace along with customized reporting will be provided. All shipment information will also be captured in our Web based Transportation Management System (TMS) for real time status updates.

RETURNS MANAGEMENT

RRD will manage returns through a documented and controlled process. All returns will be tracked through a unique Return Material Advisory (RMA) number and will be placed in a segregated quarantine location. Units shall remain on both a physical and systematic hold until documented disposition is provided.

QUALITY MANAGEMENT SYSTEMS

Each RRD location encompasses its own independent Quality Management System. These sites maintain various accreditations including ISO 9001:2015, ISO 13485:2016 and 21 CFR 820. In addition, our EtQ (Quality Management System Modular software) is utilized at all locations and has been validated to conform with GAMP 5 and 21 CFR Part 11. All sites supporting this program's kitting and distribution activities will be certified at a minimum of cGMP certification in conformance with EUA directive associated with these products. Sites that handle direct-to-consumer will be selected with ISO 13485:2016, 21 CFR 820 compliant and have been certified to SOC/SCO2+ as this element of the program contains PHI.

Lot Integrity and Inventory Management:

End-to-end traceability will be implemented from components to finished goods. Date of Expiry components will be managed through First Expired, First Out (FEFO). Each batch will maintain traceability to the unique identifiers (UIDs) contained within that batch. Supplier lots will be managed and maintained in addition to the RRD assigned lots. All finished goods lots will have a batch lot number assigned and will contain a date of expiry. Batch records with end-to-end traceability will be managed and retained in compliance with applicable elements of 21 CFR 820.

Validation Protocols:

The validation approach utilizes a proactive risk assessment in compliance with ISO 14971:2019. A master validation plan will be documented to detail the program with all sites maintaining a standardized process and leveraging central repositories where appropriate (E1, EtQ etc.). Individual protocols for installation, operational and performance qualifications will be completed for each location. We also employ statistical sampling plans for in process inspection to provide a high level of assurance that all products meet conformance specifications.

HIPAA:

The security and protection of sensitive personal data is extremely important to RRD. We handle such information in accordance with applicable federal and state laws. We are compliant with HIPAA regulations and requirements applicable to business associates.

IT SYSTEMS

Client Connectivity/Integration:

Integration is provided through a framework and various industry standard solutions for B2B transactions such as Cleo Clarify and Cyclone which enable a wide range of data exchange/extract methods, exchange platforms, formats, and protocols to meet the needs for integration and access to data. RRD uses a centralized EDI system platform for all communications. RRD uses the JD Edwards EnterpriseOne Platform which is deployed to centrally manage data centers with full disaster recovery and high availability. This central system will support all outlined facilities, is highly configurable and supports frequent data exchange patterns.
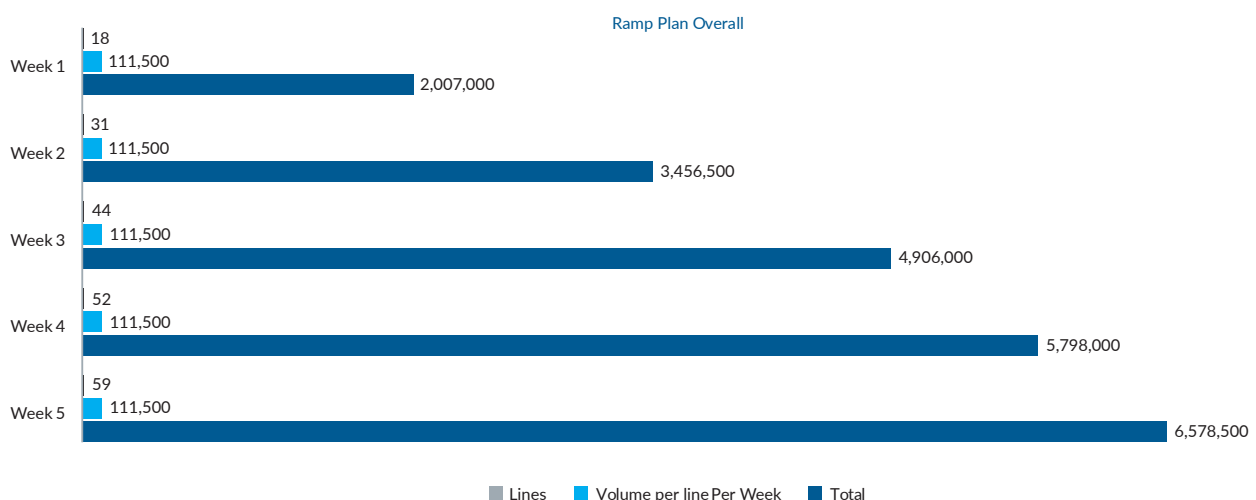
Program Portal and Reporting:

RRD's iViewXT tool is a web-based system for supply chain reporting, collaboration and web based access to our Enterprise systems allowing real-time data access for both internal and external supply-chain activities. iViewXT has the capability to provide a single supply chain portal for all client-facing supply-chain activities, including visibility into material receipts, production work orders, material purchase orders, inventory status and shipments.

Order Transmission:

We can support a number of transmission protocols including ftp, sftp. http, https, AS1 and AS2.

CAPACITY PLANNING/RAMP PLAN

RRD is confident, based on our experience, in our ability to support the volume requirements as demonstrated in our representative ramp plan pictured below.

Ramp Plan Overall

	Lines	Volume per line Per Week	Total
Week 1	18	111,500	2,007,000
Week 2	31	111,500	3,456,500
Week 3	44	111,500	4,906,000
Week 4	52	111,500	5,798,000
Week 5	59	111,500	6,578,500

Legend: ■ Lines ■ Volume per line Per Week ■ Total

HUMAN RESOURCES

RRD regional HR teams will support the recruitment, training and on-boarding requirements. The RRD HR teams have a proven track record in high volume recruitment to support aggressive ramp-up plans and in sustaining the targeted headcount throughout the lifecycle of the projects. All employees undergo extensive background checks and screening, induction and safety training for all aspects of their roles (including cGMP and regulatory training requirements) and upon employment are engaged in ongoing performance management and continuous improvement assessment to ensure suitability for their roles.

COVID-19

It is RRD's practice to manage risk as necessary to protect the health, safety, welfare and quality of life of our employees, customers, and the public. RRD is taking appropriate precautions to not only protect our employees, their families, and our communities, but also to support the needs and expectations of our clients, suppliers and business partners particularly during this challenging COVID-19 pandemic.

We have risk mitigation strategies in place to navigate a situation where an employee in one of our manufacturing facilities contracts COVID-19. Please visit our COVID-19 Resources webpage, which contains the latest information on our corporate response to the pandemic: https://www.rrd.com/covid-19. We will continue to monitor the situation closely and adapt policies and procedures in accordance with CDC recommendations.

IN CLOSING

We look forward to further discussions around our proposal and the opportunity to develop meaningful partnerships to help support the U.S. Government in this crucial initiative.