**STATE OF NEW JERSEY**

**AGENCY REQUEST FOR PROPOSAL**

<table>
<thead>
<tr>
<th>Vendor Name and Address: <strong>NOTE: Bidder must enter information in this space</strong></th>
<th>Return This Proposal to: <strong>Via Email to:</strong></th>
<th>US Mail Delivery Address: Department of Health Central Procurement 6Th Floor 55 N. Willow Street P O Box 360 Trenton, NJ 08625-0360</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong><a href="mailto:centralprocurement@doh.nj.gov">centralprocurement@doh.nj.gov</a></strong></td>
<td></td>
</tr>
</tbody>
</table>

**Proposal Due Date:**

**NOTE: This proposal must be returned before 4:00 PM Eastern time on the following date:** **July 19, 2022**

<table>
<thead>
<tr>
<th>Question and Answer Period:</th>
<th>Agency Ref.</th>
<th>Fiscal Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due June 1, 2022, before 3:00 PM Eastern time</td>
<td><strong>COVID-19 VACCINE CALL CENTER</strong></td>
<td><strong>2022</strong></td>
</tr>
</tbody>
</table>

**IMPORTANT INSTRUCTIONS TO BIDDERS:** Read the entire bid proposal, terms and conditions, and specifications. Fill in all information requested below. All bid prices must be typed or written in ink on this form. Any corrections, erasures or other forms of alterations to unit and/or total prices must be initialed by the bidder. Upon completion, this proposal must be signed and returned to the address shown above. Unsigned proposals will not be considered.

**NOTE: THE TERMS AND CONDITIONS ARE ON THE FOLLOWING PAGE.**
INTRODUCTION AND SUMMARY OF THE RFP

The intent of this RFP is to award a contract to that responsible Bidder whose Proposal, conforming to this RFP is most advantageous to the New Jersey Department of Health (hereinafter “Client” or “NJDOH”), price and other factors considered.

The New Jersey COVID-19 Vaccination Call Center (“Call Center”) will support the State’s strategic aims of a robust COVID-19 vaccination program¹ that

- Provides equitable access to all who live, work, and/or are educated in New Jersey
- Achieves community protection through vaccine effectiveness, availability, and uptake
- Builds sustainable trust in COVID-19 and other vaccines.

The NJ COVID-19 Vaccination Call Center will provide separate queues, with multilingual options, for:

- Text messaging to residents who are eligible for vaccines
- Inbound calls (registration and scheduling) and outbound calls for special outreach projects (e.g., senior population of 65+, third dose (immunocompromised), booster appointment reminders, and scheduling reminders, especially during downtime) to consumers;
- Technical support to vaccine providers regarding requirements and data systems, New Jersey Vaccine Scheduling System and New Jersey Immunization Information System (respectively, NJVSS and NJIIS);
- Troubleshooting consumer use of Docket (Docket is an app from the NJ Department of Health that makes it easier for consumers to securely access their COVID-19 vaccination record) (to be handled by provider agents²).

These queues can share a central telecommunications and IT infrastructure but require separate training, staffing criteria, and workforce management of agents to meet the distinct needs of their respective caller groups.


² Provider Agents are call center agents with specialized training and healthcare background. They will communicate with people and facilities who administer the vaccines.
SCOPE OF WORK

The State is looking to set up the Call Center for 12 months, from August 1, 2022 to July 31, 2023. Note that there is an existing Call Center in place. The State anticipates a two-week period to transition from the existing Call Center to the new Call Center:

Agents staffed for the consumer and provider segments of the Call Center may have different responsibilities.

<table>
<thead>
<tr>
<th>Consumer</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Consumer Call Center</strong> agents will handle inbound and outbound calls with the following responsibilities:</td>
<td><strong>Provider Call Center agents</strong> will handle inbound calls with the following responsibilities:</td>
</tr>
<tr>
<td><strong>Inbound Calls</strong></td>
<td><strong>Inbound Calls</strong></td>
</tr>
<tr>
<td>• Register consumers in the State-provided online vaccination registration system</td>
<td>• Answer questions from provider sites relating to vaccine delivery (including but not limited to operations, cold chain management, wastage, etc.)</td>
</tr>
<tr>
<td>• Schedule vaccination appointments by accessing State-provided online vaccination registration system (NJVSS)</td>
<td>• Answer questions on accessing/using the NJIIS</td>
</tr>
<tr>
<td>• Provide clinic information regarding availability of walk-in appointments</td>
<td>• Provide COVID-19 NJIIS training support</td>
</tr>
<tr>
<td>• Provide consumer support for navigating online vaccination registration system</td>
<td>• Provide support for State-provided online NJVSS</td>
</tr>
<tr>
<td>• Provide information and support specifically tailored to senior population (65+ years)</td>
<td>• Provide user training and provisioning for State-provided online NJVSS</td>
</tr>
<tr>
<td>• Respond to consumer questions raised by text messages sent on behalf of the State (see below)</td>
<td>• Provide information and troubleshooting for consumers regarding the Docket app</td>
</tr>
<tr>
<td>• Answer questions re: specialized events (e.g., Boost NJ Week clinics) near consumer’s residence</td>
<td>• Interactive Voice Response (IVR) includes support for Program’s provider field site visit inspections</td>
</tr>
<tr>
<td>• Refer callers to additional resources and other helplines (e.g., 2-1-1; NJPIES) both through interactive voice response and, if needed, through warm handoff where call gets transferred to agent</td>
<td><strong>Outbound Calls</strong></td>
</tr>
<tr>
<td>• All of the above must include multilingual options</td>
<td>• Timely reminders and/or troubleshooting related to reporting to NJIIS regarding COVID-19 doses administered data</td>
</tr>
</tbody>
</table>

**Special Project Outbound Calls**

- With direction from State, contact specific demographic and geographic populations for registration and/or scheduling first dose, second doses, third doses (for immunocompromised), and boosters
- Make reminder calls to potential recipients who have previously registered but not yet scheduled a vaccine appointment

**On-site support for New Jersey Department of Health**

- Support for NJIIS team for COVID-19 vaccination records processing, including intake and review of mailed
<table>
<thead>
<tr>
<th>Inbound/Outbound Calls</th>
<th>Direct Support for NJVVS Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Make reminder calls to those who missed a vaccine appointment</td>
<td>forms/request, preparing completed records to mail back to requestors</td>
</tr>
<tr>
<td><strong>Assist consumers to navigate NJ Covid-19 Hub</strong></td>
<td></td>
</tr>
<tr>
<td>• Assist with completing form request for homebound vaccination if consumer is homebound</td>
<td>• Support for Inbound emails/requests</td>
</tr>
<tr>
<td>• Providing information to assist consumers in arranging transportation to vaccine locations</td>
<td>• Support for testing features for releases</td>
</tr>
<tr>
<td>• Assist consumers in navigating facilities which are not on NJVSS but which are on Vax Finder if those locations are closer to their homes</td>
<td>• Support for documenting issues/bugs/tasks in tracking system for vendor</td>
</tr>
<tr>
<td><strong>Text Messaging</strong></td>
<td>• Liaise with call center on issues related to NJVSS</td>
</tr>
<tr>
<td>• Strategically target the population to receive a text message from state level to zip code level (e.g., county, municipality);</td>
<td>• Support for user training, and training documentation</td>
</tr>
<tr>
<td>• Perform execution of text campaigns for all zip codes that reside within a determined range of a target address. The radius can be as little as 1 mile and expand out to any desired range;</td>
<td></td>
</tr>
<tr>
<td>• Translation and distribution of approved texts in multiple languages;</td>
<td></td>
</tr>
<tr>
<td>• Processing of different text campaigns to different populations in a single day. This includes putting audit methodologies in place to avoid phone #’s from being texted multiple times in a single day (weekly or monthly);</td>
<td></td>
</tr>
<tr>
<td>• Ability to perform 2-way communication with a resident via text (both with and without an agent);</td>
<td></td>
</tr>
<tr>
<td>• Perform customized reporting/analytics based on Client’s need;</td>
<td></td>
</tr>
<tr>
<td>• The text messaging system will alert the targeted populations on the following (Client reserves the right to expand topics):</td>
<td></td>
</tr>
<tr>
<td>• Vaccine eligibility;</td>
<td></td>
</tr>
<tr>
<td>• Booster and second dose reminders;</td>
<td></td>
</tr>
<tr>
<td>• Outreach Campaigns for Vaccination events at (e.g., schools, workplaces, community centers and other neighborhood facilities, places of worship, pop-up sites)</td>
<td></td>
</tr>
<tr>
<td>• Docket information.</td>
<td></td>
</tr>
</tbody>
</table>
Responsibilities outlined above may evolve and change at the discretion of the State, and dependent on circumstances.

SUMMARY OF SPECIFICATIONS
An effective effort to transition, start up, and support a Call Center operation will require substantial effort in both design and execution. The scope of work and resources within the eight (8) categories of services defined below will be agreed upon by State and Vendor:

<table>
<thead>
<tr>
<th>Ref. # to Section</th>
<th>Services Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hiring</td>
</tr>
<tr>
<td>2</td>
<td>Training and confidentiality</td>
</tr>
<tr>
<td>3</td>
<td>Workforce Management</td>
</tr>
<tr>
<td>4</td>
<td>Quality Assurance</td>
</tr>
<tr>
<td>5</td>
<td>Performance Management</td>
</tr>
<tr>
<td>6</td>
<td>Technology</td>
</tr>
<tr>
<td>7</td>
<td>Contingency Plan</td>
</tr>
<tr>
<td>8</td>
<td>Overall Program Management</td>
</tr>
</tbody>
</table>

DETAILED DESCRIPTION OF SPECIFICATIONS:

1. HIRING
Vendor will be responsible for execution of recruiting, interviewing, and hiring of consumer Call Center agents, including:

- Develop job descriptions in collaboration with State;
- Define hiring plan tied to needs and timelines, and assess variable staffing models (e.g., flexible staffing), as needed:
  - Goal of hiring 80% New Jersey residents;
  - Ensure appropriate background checks during recruiting – working with State to leverage past experience (e.g. with contact tracing, Call Center);
- Ensure 30% bilingual in Spanish and incorporation of a language service into operations for top languages spoken in New Jersey beyond English, including but not limited to Spanish, Arabic, Chinese, Gujarati, Haitian Creole, Korean, Polish, and Portuguese³;
- Hire staff at all levels needed including operational management support structure with ratios 1:15 (expected range: 1:13 – 1:17);

³ New Jersey State Health Assessment Data (NJSHAD), https://www-doh.state.nj.us/doh-shad/indicator/view/Demographics.Language.html
• Have a contingency plan to scale additional agents given additional call volume (see section 7) through shift schedules and not overtime schedules.

Agents will perform responsibilities outlined in the Scope of Work section above and will be assigned a set schedule to ensure coverage during the hours between 10 A.M. to 6 P.M. The position will be temporary.

Please refer to Section 3 – Workforce Management for call volume assumptions that can be used to estimate number of agents, with further scaling up and hiring of agents needed in response to external triggers (e.g., 2-3 weeks after public awareness campaigns).

Feedback and input will be provided by State to Vendor both on an initial and on-going basis; it is understood and agreed that the ultimate hiring responsibility for consumer Call Center agents shall remain with Vendor.

For provider Call Center, State will hire and onboard staff to serve as Level 2 escalation for the Vendor provider Call Center staff.

Vendor shall hire and manage staff to answer questions related to the NJ Vaccine Scheduling System, training, and user provisioning, and general (high-level) NJIIS and programmatic questions. More in-depth questions will be routed to State staff. Vendor will provide estimate of staff needed to support provider Call Center.

2. TRAINING AND CONFIDENTIALITY

Vendor will be responsible for delivering training and onboarding plan, including:

• Customized training for specific requirements as needed;
• Deploy at-scale training required in remote setting, with notice to the State upon completion of training modules;
• Facilitate staggered onboarding of new hires with knowledge transfer across roles;
• Facilitate on-going training given changing needs and guidance, including on operational topics and soft skills in listening openly to concerns, building trust, cultural competency practices, privacy practices, and broader customer service;
• Provide continued training to optimize agent performance (e.g., call calibration, sensitivity training to work with specialized populations, team teaching, supervisor/agent one on one coaching, team role playing);
• Provide a knowledge management system/repository for documentation purposes (e.g., FAQs, job aids, etc.);
• All Call Center agents and Call Center supervisors will need to sign a confidentiality agreement in a form provided by State to protect confidentiality of information about NJ residents who use the Call Center and the NJVSS;
• Provide details of any personally identifiable information being stored or recorded, outside of State-provided online registration and scheduling system. State will specify confidentiality and ethics trainings required to handle confidential, personally identifiable information.

The State shall provide the initial input and draft of the required training curriculum, duration, and other content to Vendor for review and comment for consumer and provider Call Center supervisors and agents.
3. WORKFORCE MANAGEMENT

Vendor is responsible for all aspects of the workforce management of agents, as agreed upon terms with State. Vendor shall

- Build forecasting model;
- Execute forecast and staffing model to align agents with requirements;
- Create agent schedules that align with model output (with expected shrinkage); Create agent shifts to avoid overtime costs;
- Manage call volume in real time to shift resources as available (e.g., between inbound and outbound calling);
- Vendor shall provide suggestions for above. All terms must be agreed to by State.

<table>
<thead>
<tr>
<th></th>
<th>Consumer</th>
<th>Provider</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of agents</strong></td>
<td>~200-400 agents on average,</td>
<td>Estimated ~50 agents on average</td>
</tr>
<tr>
<td><strong>Supervisor: Manager ratio</strong></td>
<td>Recommend between 1:13 – 1:17</td>
<td>Recommend 1:8 – 1:12</td>
</tr>
<tr>
<td><strong>Hours of operation</strong></td>
<td>10 A.M. to 6 P.M</td>
<td>10 A.M. to 6 P.M</td>
</tr>
<tr>
<td><strong>Average expected work week</strong></td>
<td>~35 hrs./week</td>
<td>~35 hrs./week</td>
</tr>
<tr>
<td><strong>Average estimated call duration</strong></td>
<td>For registered and scheduled calls: ~20-30 mins</td>
<td>Between 5 mins and 30 mins</td>
</tr>
<tr>
<td><strong>Estimated call volume</strong></td>
<td>~2-3M calls over - 6 mos.</td>
<td>~150K calls estimated over - 6 months.</td>
</tr>
</tbody>
</table>

**Disclaimer**
The number of calls will be determined on an ongoing basis.

4. QUALITY ASSURANCE

Vendor is responsible for executing on the quality assurance (QA) plan and meeting QA goals

- With State, provide quality assurance reporting to monitor progress and change project direction with State;
- On a weekly basis, deliver feedback and coaching to front line agents based on quality monitoring observations and data reporting;
- Align with State on sample size by demographic and geographic populations and on the frequency of sharing the QA report (ideally weekly);
- Expand scope of QA process as needed (e.g., agent’s education on vaccine and other COVID-19 mitigation strategies, ability to ask the right questions and give the right answers, agent demeanor);
- Identify improvement targets and ensure goals are achieved;
- Update agent scripting as required, and as directed by the State, to comply with current federal guidelines relating to COVID-19 vaccine.

State will:
• Provide feedback on measuring quality at the overall and individual agent level and the parameters for measuring quality on a regular basis;
• Provide input on QA methodology and improvement targets.

5. PERFORMANCE MANAGEMENT

Vendor is responsible for

• Regular reporting of all information reasonably requested that is necessary to comply with any reporting requirements;
• Process for escalation of challenges and obstacles for rapid resolution, as needed.
• Creating a scorecard or integrated dashboard that includes the appropriate measures to track and inform decision-making of actions. The structure and design of analyses and dashboards that will be disseminated on a regular basis should be jointly agreed upon between Vendor and State before production.
• Providing Vendor frequent reports and visibility into key performance indicators (KPI) on a daily, weekly, and monthly basis. In initial few days after launch, reporting may be more frequent (multiple times a day).
  o Metrics to include in each report, and frequency of reporting, will be decided upon between Vendor and State. Based on ongoing performance, measures to track may be refined given lessons learned. Vendor shall confirm ability to generate monthly reports that will include metrics defined in list below (not exhaustive):
    • Key metrics to report on:
      o # of potential ‘consumers’ or vaccine recipients registered per week through Call Center;
      o # of potential ‘consumers’ or vaccine recipients scheduled for appointments through Call Center;
      o Average handle time for different types of calls (e.g., inbound vs. outbound, registration only, scheduling only, registration and scheduling, reminder outbound, etc.);
      o Inbound vs outbound mix of calls;
      o Call transfer rate;
      o Average and maximum time-to-answer;
      o Percentage of calls answered in 1 min.;
      o Maximum hold time;
      o Percentage of calls blocked (percentage of inbound callers that received the busy tone when they call per week);
      o Customer satisfaction (as determine through post-call survey);
      o Average abandoned call rate;
      o Accuracy of consumer recipient information entered into State-provided online registration system;
• Response to text messaging campaigns.

• It is suggested that Vendor include the following for provider Call Center metrics:
  o # of State provided online registration system users trained;
  o # of State provided online registration system users provisioned;
  o # of calls transferred to State staff;
  o # of State provided online registration system issues reported – public portal;
  o # of State provided online registration system issues reported – user issues;
  o # of State provided online registration system issues escalated to L3;
  o Average time for each call;
  o # Call-backs needed to resolve issue / First call resolution.

• Reports on Staffing shall include:
  o Occupancy targets (amount of time agents are on live calls as well as completing work associated with the calls);
  o Shift structure;
  o Shrinkage;
  o Attrition;
  o Contingency plan updates if too many calls than expected or too few (see section 7).

6. TECHNOLOGY

Vendor is responsible for:

• Providing hardware, software, and broadband access to operate the Call Center remotely including, but not limited to:
  o Laptop hardware;
  o Operating systems to access State-provided online registration system;
  o Internet connectivity;
  o Supported browsers;
  o PC headsets;
  o Phone options for landline and mobile;
  o Language interpretation solution (e.g., language line);
  o SFTP solution to ensure secure transfer of files between Vendor and State;

• Providing telephony solution, including, but not limited to:
  o Interactive Voice Response (IVR) available 24/7 (Vendor to specify elements of IVR provided e.g., self-service, automated voice or text message response etc.);
  o Ability to send text, SMS reminders if consumer is not part of State-provided online registration system;

• Responding to troubleshooting inquiries within 1 hour during business operations;
• Developing continuity/disaster recovery plan.

Vendor shall ensure full confidentiality and security of personal health information being collected and include, as part of the bid, a security management report and plan for escalation of response to security breach if need arises. The Vendor needs to submit the plan to the Client within three business days of the breech.

7. CONTINGENCY PLAN

Vendor shall have the ability to be agile and adapt, i.e., have a clear plan and ability to execute in the case of:

• **Call demand exceeds staffing capacity.** Example responses may include:
  
  o Call deflection strategies (e.g., re-direct a call to other help lines through interactive voice response (IVR) or direct callers to other registration channels);
  
  o Increase use of auto dialer (direct connect) to lower manpowered outbound calls.

• **Staffing capacity exceeds call demand.** Example responses may include:
  
  o Re-allocate agent capacity to making outbound calls for
    
    ▪ scheduling reminders;
    
    ▪ second dose, third dose (immunocompromised), and booster appointment reminders;
    
    ▪ initial outreach targeting of specific populations or employers / associations with low registration trends.

Vendor and Client shall review staffing levels on an on-going (weekly) basis per outlined metrics (Exhibit 1.3) and, as needed, agree on appropriate contingency plan and corresponding timing to execute.

8. OVERALL PROGRAM MANAGEMENT

Vendor will offer 3x per week standup for State team (up to daily or more frequent depending on need) and periodic report-outs of integrated dashboard with previously agreed upon objectives and metrics between the State and Vendor.

Vendor will serve as a ‘one stop shop’ for the State to provide insights and alignment across sections outlined above, supporting the programs’ overall success, including maintaining high levels of resident and employee experience, liaising with the State leadership on decision making and planning, and addressing issues and dependencies in real-time, where such overall program management and program success shall be consistent with previously agreed upon objectives and metrics.

If Vendor has supported State on any other call centers before, Vendor will share how supporting this additional work will not compromise existing work, including sufficient leadership oversight.

Vendor will conduct targeted root-cause analyses and troubleshooting on Call Center operations on a regular basis with a view to making recommendations on refinements for Call Center operations, including:

*Analytics:*
o Monthly report to Client, including upcoming expected spend as tied to each distinct initiative. If
Client requests additional support, that cost to support shall be transparently communicated and
agreed upon with the Client prior to work being started;
o Conduct targeted analyses, including focus areas of concern or near-term trends to inform areas
such as workforce staffing, operational standards, and training elements;
o Conduct performance analytics on all call initiatives and provide strategic recommendations that
align with Client mission statement;
o Measure impact performance of outreach efforts (text, call, etc.) on increasing vaccination rates
through NJIIS comparison;
o Provide disposition outcomes for inbound and outbound calling and leverage insights to determine
go-forward strategies
o Provide data around texts sent (e.g., to which age groups, which municipalities, for which topic)
o Targeted outreach, communication messaging, and call prioritization available for any segment of
the population. These segments include but are not limited to:
  • Zip Code(s), Municipalities, County or State Level;
  • Maturity of population or supported facility (Sr. Hotline, Walmart, etc.);
  • Specific age groups;
  • Vaccination status;

Troubleshooting:
o Conduct root-cause analysis to identify operational issues and recommend actions to be taken on
the bulleted points above, where the actions are to be mutually agreed upon between State and
Vendor.

Reporting:
o Create integrated dashboard of early warning indicators to inform decision-making of actions,
easily accessible and configurable reports, automatic generation, and dissemination of reports.

9. PROPOSAL SUBMISSION REQUIREMENTS

9.1 PROPOSAL SUBMISSION
In order to be considered for an award, the Proposal must be received by the New Jersey Department of
Health’s (NJDOH) Central Procurement Unit, electronically through the central e-mail account
{centralprocurement@doh.nj.gov} by the required date and time.

The date and time of the Proposal opening are indicated on the RFP cover sheet and on NJDOH Bidding
Opportunities webpage www.nj.gov/health/mgmt/bids.shtml. If the Proposal opening deadline has been
revised, the new Proposal opening deadline shall be shown on the posted Bid Amendment and on
www.nj.gov/health/mgmt/bids.shtml. Proposals not received prior to the Proposal opening deadline shall
be rejected.

When submitting a Proposal, do not use any symbols (i.e., #, @, $, &, *) in the filename as this may prevent
the Proposal from being properly uploaded. Uploaded files must be compatible with Microsoft Office and/or
Adobe software applications. DO NOT UPLOAD files with extensions such as .zip, .numbers, or .pages.

When uploading the documents, marking an attachment as “Confidential” shall not constitute the Bidder’s
designation of the attachment as exempt from public disclosure under the New Jersey Open Public Records
Act (OPRA), N.J.S.A. 47:1A-1 et seq., or the common law right to know.

9.2 BIDDER RESPONSIBILITY
The Bidder assumes sole responsibility for the complete effort required in submitting a Proposal in response
to this RFP. No special consideration will be given after Proposals are opened because of a Bidder’s failure
to be knowledgeable as to all of the requirements of this RFP. The State assumes no responsibility and
bears no liability for costs incurred by a Bidder in the preparation and submittal of a Proposal in response
to this RFP or any pre-contract award costs incurred.

9.3 FORMS, REGISTRATIONS AND CERTIFICATIONS REQUIRED WITH PROPOSAL
Bidder are required to complete and submit the following forms.

All required forms are found at the following link:
https://www.state.nj.us/treasury/purchase/forms.shtml

- Ownership Disclosure
- Disclosure of Investigations and Other Actions Involving Contractor
- Disclosure of Investment Activities in Iran
- Chapter 51 Compliance, where applicable
- Chapter 271 form, where applicable
- MacBride Principles
- Source Disclosure
- E.O. 271 Statement or Certification
- Business Registration Certificate
- Affirmative Action Compliance
- Evidence of Insurance
- State of New Jersey Standard Terms and Conditions
- Waivered Contracts Supplement to the State of New Jersey Standard Terms and Conditions
- Certification of Non-Involvement in Prohibited Activities in Russia or Belarus

Contractors are under a continuing obligation to report updates to the information contained in its required forms.

Unless otherwise specified, forms must contain an original, physical signature, or electronic signature.

**Winning Bidder(s) must register with NJSTART as a Contractor for the State of NJ.**
www.njstart.gov

### 9.4 OWNERSHIP DISCLOSURE FORM

Pursuant to N.J.S.A. 52:25-24.2, in the event the Bidder is a corporation, partnership or limited liability company, the Bidder must disclose all 10% or greater owners by (a) completing and submitting the Ownership Disclosure Form with the Proposal; (b) if the Bidder has submitted a signed and accurate Ownership Disclosure Form dated and received no more than six (6) months prior to the Proposal submission deadline for this procurement, the Department may rely upon that form; however, if there has been a change in ownership within the last six (6) months, a new Ownership Disclosure Form must be completed, signed and submitted with the Proposal; or, (c) a Bidder with any direct or indirect parent entity which is publicly traded may submit the name and address of each publicly traded entity and the name and address of each person that holds a 10 percent or greater beneficial interest in the publicly traded entity as of the last annual filing with the federal Securities and Exchange Commission or the foreign equivalent, and, if there is any person that holds a 10 percent or greater beneficial interest, also shall submit links to the websites containing the last annual filings with the federal Securities and Exchange Commission or the foreign equivalent and the relevant page numbers of the filings that contain the information on each person that holds a 10 percent or greater beneficial interest. N.J.S.A. 52:25-24.2.

A Bidder’s failure to submit the information required by N.J.S.A. 52:25-24.1 will result in the rejection of the Proposal as non-responsive and preclude the award of a Contract to said Bidder.

### 9.5 DISCLOSURE OF INVESTMENT ACTIVITIES IN IRAN FORM

The Bidder should submit Disclosure of Investment Activities in Iran form to certify that, pursuant to N.J.S.A. 52:32-58, neither the Bidder, nor one (1) of its parents, subsidiaries, and/or affiliates (as defined in N.J.S.A. 52:32-56(e)(3)), is listed on the Department of the Treasury’s List of Persons or Entities Engaging in Prohibited Investment Activities in Iran and that neither the Bidder, nor one (1) of its parents, subsidiaries, and/or affiliates, is involved in any of the investment activities set forth in N.J.S.A. 52:32-56(f). If the Bidder
is unable to so certify, the Bidder shall provide a detailed and precise description of such activities as directed on the form. If a Bidder does not submit the form with the Proposal, the Bidder shall submit the form prior to contract award.

9.6 DISCLOSURE OF INVESTIGATIONS AND OTHER ACTIONS INVOLVING BIDDER FORM
The Bidder should submit the Disclosure of Investigations and Other Actions Involving Bidder Form, with its Proposal, to provide a detailed description of any investigation, litigation, including administrative complaints or other administrative proceedings, involving any public sector Clients during the past five (5) years, including the nature and status of the investigation, and, for any litigation, the caption of the action, a brief description of the action, the date of inception, current status, and, if applicable, disposition. If a Bidder does not submit the form with the Proposal, the Bidder must comply within seven (7) business days of the State’s request or the State may deem the Proposal non-responsive.

9.7 MACBRIDE PRINCIPLES FORM
Pursuant to N.J.S.A. 52:34-12.2, a Bidder is required to certify that it either has no ongoing business activities in Northern Ireland and does not maintain a physical presence therein or that it will take lawful steps in good faith to conduct any business operations it has in Northern Ireland in accordance with the MacBride principles of nondiscrimination in employment as set forth in N.J.S.A. 52:18A-89.5 and in conformance with the United Kingdom’s Fair Employment (Northern Ireland) Act of 1989, and permit independent monitoring of their compliance with those principles. If a Bidder does not submit the form with the Proposal, the Bidder must comply within seven (7) business days of the State’s request or the State may deem the Proposal non-responsive.

9.8 SERVICE PERFORMANCE WITHIN THE UNITED STATES
Pursuant to N.J.S.A. 52:34-13.2, prior to an award of a contract, the Bidder is required to submit a completed Source Disclosure Form. The Bidders inclusion of the completed Source Disclosure Form with the Proposal is requested and advised.

9.9 PAY TO PLAY PROHIBITIONS
Pursuant to N.J.S.A. 19:44A-20.13 et seq. (P.L. 2005, c. 51), the State shall not enter into a Contract to procure services or any material, supplies or equipment, or to acquire, sell, or lease any land or building from any Business Entity, where the value of the transaction exceeds $17,500, if that Business Entity has solicited or made any contribution of money, or pledge of contribution, including in-kind contributions, to a candidate committee and/or election fund of any candidate for or holder of the public office of Governor or Lieutenant Governor, to any State, county, municipal political party committee, or to any legislative leadership committee during certain specified time periods.

Prior to awarding any Contract or agreement to any Business Entity, the Business Entity proposed as the intended Contractor of the Contract shall submit the Two-Year Chapter 51/Executive Order 117 Vendor Certification and Disclosure of Political Contributions form, certifying that no contributions prohibited by either Chapter 51 or Executive Order No. 117 have been made by the Business Entity and reporting all qualifying contributions made by the Business Entity or any person or entity whose contributions are attributable to the Business Entity. Failure to submit the required forms will preclude award of a Contract under this RFP.

Further, the Contractor is required, on a continuing basis, to report any contributions it makes during the term of the Contract, and any extension(s) thereof, at the time any such contribution is made.

9.10 AFFIRMATIVE ACTION
The intended Contractor must submit a copy of a New Jersey Certificate of Employee Information Report, or a copy of Federal Letter of Approval verifying it is operating under a federally approved or sanctioned Affirmative Action program. If the Contractor is not in possession of either a New Jersey Certificate of Employee Information Report or a Federal Letter of Approval, it must complete and submit the Affirmative
9.11 EXECUTIVE ORDER 271
On October 20, 2021, Governor Murphy signed Executive Order No. 271 which went into effect on that day. In accordance with EO 271, a covered contractor must certify that it has a policy in place:

1. that requires all covered workers to provide adequate proof, in accordance with EO 271, to the covered contractor that the covered worker has been fully vaccinated; or
2. that requires that unvaccinated covered workers submit to COVID-19 screening testing at minimum one to two times weekly until such time as the covered worker is fully vaccinated; and
3. that the covered contractor has a policy for tracking COVID-19 screening test results as required by EO 271 and must report the results to local public health departments.

The requirements of EO 271 apply to all covered contractors and subcontractors, at any tier, providing services, construction, demolition, remediation, removal of hazardous substances, alteration, custom fabrication, repair work, or maintenance work, or a leasehold interest in real property through which covered workers have access to State property. Please review and complete the EO 271 certification and submit it with your Proposal.

9.12 Certification of Non-Involvement in Prohibited Activities in Russia or Belarus

On March 9, 2022, Governor Murphy signed P.L.2022, c.3, which prohibits certain government dealings with businesses engaged in prohibited activities in Russia or Belarus. The new law requires the Department of the Treasury to develop a list of persons and entities that engage in prohibited activities in Russia or Belarus and an accompanying form for use statewide.

Prior to entering into, renewing, amending, or extending a contract, the intended Contractor must certify that they are not engaged in prohibited activities in Russia or Belarus using the provided Certification Of Non-Involvement In Prohibited Activities In Russia Or Belarus Pursuant To P.L.2022, c.3.

10.0 TECHNICAL PROPOSAL
The Bidder shall submit a Technical Proposal, which describes its approach and plans for accomplishing the work outlined in the Scope of Work. The Bidder must submit a Security Management Report and Plan for escalation of response to security breach if need arises as part of their technical proposal. The Bidder must set forth its understanding of the requirements of this RFP and its approach to successfully complete the Contract. The Bidder should include the level of detail it determines necessary to assist the Evaluation Committee in its review of the Bidder’s Proposal.

10.01 MANAGEMENT OVERVIEW
The Bidder shall set forth its overall technical approach and plans to meet the requirements of the RFP in a narrative format. This narrative should demonstrate to the Evaluation Committee that the Bidder understands the objectives that the Contract is intended to meet, the nature of the required work, and the level of effort necessary to successfully complete the Contract. The narrative should include the Bidder’s approach and plans to undertake and complete the Contract are appropriate to the tasks and subtasks involved.

Mere reiterations of RFP tasks and subtasks are strongly discouraged, as they do not provide insight into the Bidder’s approach to complete the Contract. The Bidder’s response to this section should demonstrate to the Evaluation Committee that the Bidder’s detailed plans and approach proposed to complete the Scope of Work are realistic, attainable and appropriate, and that the Bidder’s Proposal will lead to successful Contract completion.

10.02 CONTRACT MANAGEMENT
The Bidder should describe its specific plans to manage, control and supervise the Contract to ensure satisfactory Contract completion according to the required schedule. The plan should include the Bidder’s
approach to communicate with the State Contract Manager including, but not limited to, status meetings, status reports, etc.

10.03 ORGANIZATIONAL EXPERIENCE
The Bidder shall include information relating to its organization, personnel, and experience, including, but not limited to, references, together with contact names and telephone numbers, evidencing the Bidder’s qualifications, and capabilities to perform the services required by this RFP. The Bidder should include the level of detail it determines necessary to assist the Evaluation Committee in its review of Bidder’s Proposal.

10.04 LOCATION
The Bidder should include the address of the where responsibility for managing the Contract will take place. The Bidder should include the telephone number and name of the individual to contact.

10.05 ORGANIZATION CHARTS
The Bidder shall include an organization chart, with names showing management, supervisory and other key personnel (including Subcontractor management, supervisory, or other key personnel) to be assigned to the Contract. The chart should include the labor category and title of each such individual.

10.06 RESUMES
Detailed resumes should be submitted for all management, supervisory, and key personnel to be assigned to the Contract. Resumes should emphasize relevant qualifications and experience of these individuals in successfully completing Contracts of a similar size and scope to those required by this RFP. Resumes should include the following:

A. The individual's previous experience in completing each similar Contract;
B. Beginning and ending dates for each similar Contract;
C. A description of the Contract demonstrating how the individual's work on the completed Contract relates to the individual's ability to contribute to successfully providing the services required by this RFP; and
D. With respect to each similar Contract, the name and address of each reference together with a person to contact for a reference check and a telephone number.

The Bidder should provide detailed resumes for each Subcontractor’s management, supervisory, and other key personnel that demonstrate knowledge, ability, and experience relevant to that part of the work which the Subcontractor is designated to perform.

10.07 EXPERIENCE WITH CONTRACTS OF SIMILAR SIZE AND SCOPE
The Bidder should provide a comprehensive listing of contracts of similar size and scope that it has successfully completed, as evidence of the Bidder’s ability to successfully complete services similar to those required by this RFP. Emphasis should be placed on contracts that are similar in size and scope to the work required by this RFP. A description of all such contracts should be included and should show how such contracts relate to the ability of the firm to complete the services required by this RFP. For each such contract listed, the Bidder should provide two (2) names and telephone numbers of individuals for contracting party. Beginning and ending dates should also be given for each contract.

The Bidder must provide details of any negative actions taken by other contracting entities against them in the course of performing these projects including, but not limited to, receipt of letters of potential default, default, cure notices, termination of services for cause, or other similar notifications/processes. Additionally, the Bidder should provide details, including any negative audits, reports, or findings by any governmental agency for which the Bidder is/was the Contractor on any contracts of similar scope. In the event a Bidder neglects to include this information in its Proposal, the Bidder’s omission of necessary disclosure information may be cause for rejection of the Bidder’s Proposal by the State.

The Bidder should provide documented experience to demonstrate that each Subcontractor has successfully performed work on contracts of a similar size and scope to the work that the Subcontractor is
designated to perform in the Bidder’s Proposal. The Bidder must provide a detailed description of services to be provided by each Subcontractor.

11.0 FIXED HOURLY RATE PRICING
The Bidder must submit its pricing using the format set forth in the State-supplied Price Sheet included as Attachment 1. The Price Schedule requires firm fixed pricing. Firm Fixed Pricing is a price that is all-inclusive of direct cost and indirect costs, including, but not limited to, direct labor costs, overhead, fee or profit, clerical support, equipment, materials, supplies, managerial (administrative) support, all documents, reports, forms, travel, reproduction and any other costs.

The Bidder must include the number of hours for each staff member proposed under a weekly pricing format. The Bidder must also indicate how it accounts for billing if less than a full week of work is performed. Payment to the Vendor for work will be based upon these rates.

12.0 PROPOSAL EVALUATION

12.1 RIGHT TO WAIVE
Pursuant to N.J.A.C. 17:12-2.7(d) the State may waive minor irregularities or omissions in a proposal. The Director also reserves the right to waive a requirement provided that the requirement does not materially the procurement of the State’s interest associated with the procurement.

12.2 STATE’S RIGHT OF FINAL PROPOSAL ACCEPTANCE
The State reserves the right to reject any or all proposals, or to award in whole or in part if deemed to be in the best interest of the State to do so. The Director shall have authority to award orders or contracts to the Vendor or Vendors, best meeting all specifications and conditions in accordance with N.J.S.A. 52:34-12. Tie proposals will be awarded by the Director in accordance with N.J.A.C.17:12-2.10.

12.3 STATE’S RIGHT TO INSPECT BIDDER’S FACILITIES
The State reserves the right to inspect the Bidder’s establishment before making an award, for the purposes of ascertaining whether the Bidder has the necessary facilities for performing the contract.

The State may also consult with clients of the Bidder during the evaluation of bids. Such consultation is intended to assist the State in making a contract award that is most advantageous to the State.

12.4 STATE’S RIGHT TO REQUEST FURTHER INFORMATION
The State reserves the right to request all information which may assist him or her in making a contract award, including factors necessary to evaluate the bidder’s financial capabilities to perform the contract. Further, the State reserves the right to request a bidder to explain, in detail, how the proposal price was determined.

12.5 PROPOSAL EVALUATION COMMITTEE
Proposals may be evaluated by an Evaluation Committee composed of members of affected departments and agencies together with representative(s) from the NJDOH. Representatives from other governmental agencies may also serve on the Evaluation Committee. On occasion, the Evaluation Committee may choose to make use of the expertise of outside consultant(s) in an advisory role.

12.6 CLARIFICATION OF PROPOSAL
After the submission of proposals, unless requested by the State as noted below, vendor contact with the State is still not permitted.

After the proposals are reviewed, one, some or all of the bidders may be asked to clarify certain aspects of their proposals. A request for clarification may be made in order to resolve minor ambiguities, irregularities, informalities or clerical errors. Clarifications cannot correct any deficiencies or material omissions or revise or modify a proposal, except to the extent that correction of apparent clerical mistakes results in a modification.

12.7 SELECTION PROCESS

The following evaluation criteria categories, not necessarily listed in order of significance, will be used to evaluate proposals received in response to this RFP. The intent of this RFP is to award a contract to that responsible Bidder whose Proposal, conforming to this RFP is most advantageous to the State, price and other factors considered. The evaluation criteria categories may be used to develop more detailed evaluation criteria to be used in the evaluation process.

12.8.1 TECHNICAL EVALUATION CRITERIA

A. Personnel: The qualifications and experience of the bidder’s management, supervisory, and key personnel assigned to the contract, including the candidates recommended for each of the positions/roles required.

B. Experience of firm: The bidder’s documented experience in successfully completing contracts of a similar size and scope in relation to the work required by this RFP.

C. Ability of firm to complete the Scope of Work based on its Technical Proposal: The overall ability of the bidder to undertake and successfully complete the technical requirements of the contract in a timely manner.

12.8.2 BIDDER’S COST PROPOSAL

For evaluation purposes, bidders’ Proposal sheets will be evaluated and ranked based on an analysis of cost reasonableness based on the price lines of all responsive and responsible bidders. Bidders will be selected for contract award based on the technical scores and bid prices.

12.8.3 PROPOSAL DISCREPANCIES

In evaluating proposals, discrepancies between words and figures will be resolved in favor of words. Discrepancies between unit prices and totals of unit prices will be resolved in favor of unit prices. Discrepancies in the multiplication of units of work and unit prices will be resolved in favor of the unit prices. Discrepancies between the indicated total of multiplied unit prices and units of work and the actual total will be resolved in favor of the actual total. Discrepancies between the indicated sum of any column of figures and the correct sum thereof will be resolved in favor of the correct sum of the column of figures.

13.0 Executive Order 166 Requirements for Posting of Winning Proposal and Contract Documents

Pursuant to Executive Order No. 166, signed by Governor Murphy on July 17, 2020, the Office of the State Comptroller (“OSC”) is required to make all approved State contracts for the allocation and expenditure of COVID-19 Recovery Funds available to the public by posting such contracts on an appropriate State website. Such contracts will be posted on the New Jersey transparency website developed by the Governor’s Disaster Recovery Office (GDRO Transparency Website).
The contract resulting from this RFP is subject to the requirements of Executive Order No. 166. Accordingly, the OSC will post a copy of the contract, including the RFP, the winning bidder’s proposal and other related contract documents for the above contract on the GDRO Transparency website.

In submitting its proposal, a bidder/proposer may designate specific information as not subject to disclosure. However, such bidder must have a good faith legal or factual basis to assert that such designated portions of its proposal: (i) are proprietary and confidential financial or commercial information or trade secrets; or (ii) must not be disclosed to protect the personal privacy of an identified individual. The location in the proposal of any such designation should be clearly stated in a cover letter, and a redacted copy of the proposal should be provided. A Bidder’s/Proposer’s failure to designate such information as confidential in submitting a bid/proposal shall result in waiver of such claim. The State reserves the right to make the determination regarding what is proprietary or confidential and will advise the winning bidder/proposer accordingly. The State will not honor any attempt by a winning bidder/proposer to designate its entire proposal as proprietary or confidential and will not honor a claim of copyright protection for an entire proposal. In the event of any challenge to the winning bidder/proposer’s assertion of confidentiality with which the State does not concur, the bidder/proposer shall be solely responsible for defending its designation.
Exhibit A: Service Level Agreements

1.1 Call Center Availability

<table>
<thead>
<tr>
<th>SLA Name</th>
<th>System (NJ COVID-19 Vaccine Call Center) Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Standard</td>
<td>The System (NJ COVID-19 Vaccine Call Center) shall be available</td>
</tr>
<tr>
<td>Effective Dates</td>
<td>August 1, 2022, through July 31, 2023</td>
</tr>
<tr>
<td>Measurement Process</td>
<td>The System (NJ COVID-19 Vaccine Call Center) shall be available, except for approved time for system maintenance.</td>
</tr>
<tr>
<td>Failures &amp; Nonexclusive Remedies</td>
<td>Liquidated Damages for non-compliance for time not meeting the measurement process are defined as:</td>
</tr>
<tr>
<td></td>
<td>• 0 - 60 minutes - $5,000</td>
</tr>
<tr>
<td></td>
<td>• 61 - 90 minutes - $10,000</td>
</tr>
<tr>
<td></td>
<td>• 91 - 120 minutes - $15,000</td>
</tr>
<tr>
<td></td>
<td>• Over 2 hours - $20,000 per hour after 2 hours</td>
</tr>
<tr>
<td>Escalation</td>
<td>If the System (NJ COVID-19 Vaccine Call Center) Availability falls below 99.8% during the month, the Vendor shall conduct the following:</td>
</tr>
<tr>
<td></td>
<td>• SCM is notified</td>
</tr>
<tr>
<td>Exceptions</td>
<td>Any downtime that has been accepted by the State. Requests for Call Center downtime during hours of operation shall be made to the State 24 hours in advance or approved by State.</td>
</tr>
<tr>
<td>Reporting</td>
<td>Any unscheduled downtime shall be documented and explained in writing to the State within 48 hours. The Vendor shall report all occurrences and duration of each downtime within a monthly status report.</td>
</tr>
</tbody>
</table>

1.2 IVR System Availability
<table>
<thead>
<tr>
<th>SLA Name</th>
<th>IVR System Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Standard</td>
<td>The System (IVR) can facilitate connection to a live agent from 10 A.M. to 6 P.M., seven days per week. Other IVR capabilities e.g. hours of operation will be available 24/7.</td>
</tr>
<tr>
<td>Effective Date</td>
<td>August 1st, 2022</td>
</tr>
<tr>
<td>Measurement Process</td>
<td>The System (IVR) shall be available at all times once work begins except for approved downtime during planned system maintenance. SCM to be notified immediately with any unplanned downtime.</td>
</tr>
</tbody>
</table>
| Failures & Nonexclusive Remedies | Liquidated Damages for non-compliance for time not meeting the measurement process are defined as:  
• 0 - 60 minutes - $1,000  
• 61 - 90 minutes - $2,000  
• 91 - 120 minutes -$4,000  
• Over 2 hours - $6,000 per hour after 2 hours  
  In addition to the Liquidated Damages cited above, for each incident of the System (IVR) downtime in excess of four (4) per month, the Vendor shall be assessed $2,500 per incident regardless of the duration of downtime. |
| Escalation       | If the System (IVR) Availability falls below 99% during the month, the Vendor shall conduct the following:  
• SCM is notified |
| Exceptions       | Any downtime that has been accepted by the State. Requests for IVR downtime during hours of operation shall be made to the State 24 hours in advance or approved by State. |
| Reporting        | Any unscheduled downtime shall be documented and explained in writing to the State within 48 hours. The Vendor shall report all occurrences and duration of each downtime within a monthly status report. |
1.3 Performance Management Metrics

Vendor should provide quantitative measurement process proposal on performance management metrics (3-4 of the most relevant KPIs such as those outlined in Section 5: Performance Management Metrics) that will be agreed upon between State and Vendor. These can be balanced across customer satisfaction and productivity.

Four metrics shown below as an example (benchmark ranges provided are sourced from past and existing State Call Center contracts and industry experience):

<table>
<thead>
<tr>
<th>Measurement Process</th>
<th>EXAMPLE Failure &amp; Nonexclusive Remedies(^4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maintain a maximum weekly average time-to-answer of ~50-70 seconds.</td>
<td>(\times) per week for weekly average time-to-answer exceeding (\times) seconds.</td>
</tr>
<tr>
<td>Maintain a maximum time-to-answer of 2 minutes.</td>
<td>(\times) % of monthly contract value if (\times) % or more of calls exceed given threshold over a period of a month on average. (\times) % of monthly contract value if (\times) % or more of calls exceed given threshold</td>
</tr>
<tr>
<td>Receive a top two rating (assuming a five-point scale) in 85-90% of total customer surveys for Customer satisfaction</td>
<td>(\times) % of monthly contract value in any month with a week (Sunday-Saturday) where the Customer satisfaction percent is less than [85-90%],</td>
</tr>
<tr>
<td>Maintain average agent occupancy of ~85-90%</td>
<td>(\times) % of monthly contract value if average occupancy falls [5-10%] below threshold</td>
</tr>
</tbody>
</table>
Exhibit B: Consumer workflows

Adapted from and informed by State previous service level agreements and other call center support experiences, for example: https://www.state.nj.us/dobi/financial/Exhibit4.1SLA_190927.pdf
STATE PRICE SHEET INSTRUCTIONS

The Bidder must submit its pricing using the State Price Sheet accompanying this RFP.

Any price changes including hand written revisions or "white-outs" must be initialed. Failure to initial price changes shall preclude a Contract award from being made to the Bidder pursuant to N.J.A.C. 17:12-2.2(a)(8).

In order for the State to make sound business judgments regarding products and prices offered in response to this RFP, the Vendor must supply, with its Proposal, the information requested on the RFP’s pricing lines in sufficient detail as to allow the State to determine the firm, fixed Proposal pricing and the precise product or service being offered, i.e., with no possible misinterpretation of the price or product/service being offered by the Vendor. A Vendor’s failure to provide, within its Proposal, the information deemed by the State to be essential for product identification or price determination shall result in rejection of that Vendor’s Proposal.
## NJDOH COVID-19 Vaccination Call Center

**Vendor Name:**

**Quote Opening Date:**

**Instructions:**
- The cost for each deliverable shall be complete and include all expenses, including travel, per diem and out-of-pocket expenses as well as administrative and/or overhead expenses.
- Bidders should only enter information in yellow cells on this sheet.

<table>
<thead>
<tr>
<th>Price Line Number</th>
<th>Labor Rate Title</th>
<th>Unit</th>
<th>Hourly Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Supervisor</td>
<td>Hourly</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Team Lead (Including project management and special project support)</td>
<td>Hourly</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Trainers Note: Training and User Provisioning on the New Jersey Vaccine Scheduling System (NJVSS)</td>
<td>Hourly</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Analytics support</td>
<td>Hourly</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>1 - 100 Call Center Agents (CCA)</td>
<td>Hourly</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>101 - 500 Call Center Agents (CCA)</td>
<td>Hourly</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>501 and up Call Center Agents (CCA)</td>
<td>Hourly</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Language Line (except Spanish)</td>
<td>Unit</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Text Messaging (including translation services)</td>
<td>#Characters</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>IVR function</td>
<td>Cost per minute</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>IVR development, update or support costs</td>
<td>Hourly</td>
<td></td>
</tr>
</tbody>
</table>

I HAVE READ, UNDERSTOOD, AND WILL ADHERE TO THE TERMS AND CONDITIONS AS STATED ABOVE.

Name: _____________________________  Title: __________________ Date: ______________