

Department of Health and Human Services
ACCESSNebraska Call Center Support
Event Number: RFP 113578 O3

December 6, 2022
Deloitte Consulting LLP



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December 6, 2022

Nebraska Department of Health and Human Services
ATTN: René A. Botts & Carrie DeFreece
301 Centennial Mall S
Suite 500
Lincoln NE 68509

Subject: Response to Request for Proposal for ACCESSNebraska Call Center Support Services

Dear Ms. Botts and Ms. DeFreece:

Deloitte Consulting LLP (Deloitte) is pleased to submit this proposal in response to RFP 113578 O3 for call center support services with ACCESSNebraska. We are committed to continuing the years-long partnership that we have been privileged to share with the State of Nebraska. We have supported the State with some of its most pressing challenges, including providing call center operations during the COVID-19 pandemic to support the distribution of Emergency Rental Assistance funding to Nebraskans who needed it. Our work with the State has given us a clear sense of your priorities, your programs, and your people. We will put that knowledge to use to help additional Nebraskans seeking support with Medicaid and other Economic Assistance Programs.

When it comes to Medicaid and Economic Assistance, Deloitte is a national leader in technology and support services for state governments. We have advised, implemented, and operated eligibility support systems around the country. While many vendors will share their experience staffing call centers, only Deloitte will bring decades of eligibility experience in addition to transformative contact center technology and operations. We put the people we serve first and bring a unique understanding of the challenges individuals face when they apply for benefits, check their statuses, make changes, or have general questions about the programs they need. With empathy, efficiency, and accuracy, we will address their needs so they can focus on their families, their work, and their communities.

As you read our solution, you will find that we meet or exceed all the requirements you've provided. But we strive to go beyond achieving the requirements; our goal is to be the partner you need as your program evolves. As the Public Health Emergency and related changes showed us, the next frontier in Medicaid and Economic Assistance programs is all about flexibility. Because we bring best-in-class call center technology alongside unmatched management and performance insights, we are positioned for proactive adjustments and quick reactions when circumstances warrant so DHHS never misses a beat for Nebraskans.

Our vision is to provide the most comprehensive call center support available to DHHS, giving Nebraskans what they need when they need it, and giving DHHS caseworkers more capacity to focus on the high-complexity tasks they are trained for. We look forward to discussing our approach to achieving this vision with you. Please do not hesitate to reach out to me at [REDACTED] or [REDACTED] if you have any questions.

Yours sincerely,

[REDACTED]

Shelly A. Metschan
Managing Director

II. TERMS AND CONDITIONS

Bidders should complete Sections II through VII as part of their proposal. Bidder should read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the solicitation, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this solicitation. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the bidder's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control;
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together;
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	[REDACTED]

The contract resulting from this solicitation shall incorporate the following documents:

- [REDACTED]
- [REDACTED]

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) executed Contract and any attached Addenda, [REDACTED] Amendments to solicitation, [REDACTED] any Questions and Answers, [REDACTED] the original solicitation document and any Addenda, [REDACTED]

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Bidder and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or five (5) calendar days following deposit in the mail.

Either party may change its address for notification purposes by giving notice of the change, and setting forth the new address and an effective date.

C. NOTICE (POC)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The State reserves the right to appoint a Contract Manager to manage the contract on behalf of the State. The Contract Manager will be appointed in writing, and the appointment document will specify the extent of the Contract Manager authority and responsibilities. If a Contract Manager is appointed, the Contractor will be notified, and is expected to cooperate accordingly with the Contract Manager. The Contract Manager has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Statutory)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State’s Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to

the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

E. BEGINNING OF WORK

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The awarded bidder shall not commence any billable work until a valid contract has been fully executed by the State. The Contractor will be notified in writing when work may begin.

F. AMENDMENT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

This Contract may be amended in writing, within scope, upon the agreement of both parties.

G. CHANGE ORDERS OR SUBSTITUTIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	[REDACTED]

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the solicitation. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost proposal sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. [REDACTED]

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

In the event any product is discontinued or replaced upon mutual consent during the contract period or prior to delivery, the State reserves the right to amend the contract or purchase order to include the alternate product at the same price.

*****Contractor will not substitute any item that has been awarded without prior written approval of DHHS*****

H. VENDOR PERFORMANCE REPORT(S)

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The State may document any instance(s) of products or services delivered or performed which exceed or fail to meet the terms of the purchase order, contract, and/or solicitation specifications. The State Purchasing Bureau may contact the Vendor regarding any such report. Vendor performance report(s) will become a part of the permanent record of the Vendor.

I. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	

If Contractor [redacted] the contract or anticipates [redacted] [redacted] the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the [redacted] a proposed [redacted] and may include a request for a waiver of the [redacted] if so desired. The State may, in its discretion, temporarily or permanently waive the [redacted]. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

J. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party’s discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time [redacted]. In case of default of the Contractor, the State may contract the service [redacted] from other sources [redacted].

[redacted] The State may recover from the Contractor as damages the difference between the costs of covering the [redacted]

breach. Notwithstanding any clause to the contrary, the State may also recover the contract price together with any incidental or consequential damages defined in UCC Section 2-715, but less expenses saved in consequence of Contractor’s breach.

The State’s failure to make payment shall [REDACTED] be a breach, and the Contractor shall retain all available statutory remedies and protections.



K. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

L. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

M. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	[REDACTED]

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law, including attorney's fees and costs, if the other Party prevails.

O. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

P. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

Q. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which

contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

R. OFFICE OF PUBLIC COUNSEL (Statutory)

If it provides, under the terms of this contract and on behalf of the State of Nebraska, health and human services to individuals; service delivery; service coordination; or case management, Contractor shall submit to the jurisdiction of the Office of Public Counsel, pursuant to Neb. Rev. Stat. §§ 81-8,240 et seq. This section shall survive the termination of this contract.

S. LONG-TERM CARE OMBUDSMAN (Statutory)

Contractor must comply with the Long-Term Care Ombudsman Act, per Neb. Rev. Stat. §§ 81-2237 et seq. This section shall survive the termination of this contract.

T. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.
2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day’s written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract immediately for the following reasons:
 - a. if directed to do so by statute;
 - b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
 - c. a trustee or receiver of the Contractor or of any substantial part of the Contractor’s assets has been appointed by a court;
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
 - e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
 - f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
 - g. Contractor intentionally discloses confidential information;
 - h. Contractor has or announces it will discontinue support of the deliverable; and,
 - i. In the event funding is no longer available.

U. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:

		SM	[REDACTED]
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Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State [REDACTED]
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contactor, person or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim. [REDACTED]

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor’s representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the Contractor's proposal shall not be changed without the prior written approval of the State [REDACTED]. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
2. Any and all vehicles used by the Contractor’s employees, including all insurance required by state law;
3. Damages incurred by Contractor’s employees within the scope of their duties under the contract;
4. Maintaining Workers’ Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law;
5. Determining the hours to be worked and the duties to be performed by the Contractor’s employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor’s employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the contractor’s proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at https://das.nebraska.gov/materiel/purchase_bureau/vendor-info.html
2. The completed United States Attestation Form should be submitted with the solicitation response.
3. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor’s lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
4. The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this solicitation.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Contractor may be required to work with other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals, and shall not commit or permit any act which may

interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	[REDACTED]

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract [REDACTED]. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable, [REDACTED].

[REDACTED]

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	[REDACTED]

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within years of termination or expiration of the contract the contractor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and years following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

4. WORKERS' COMPENSATION INSURANCE

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contractors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

5. COMMERCIAL GENERAL LIABILITY INSURANCE

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents as Additional Insured** This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	\$2,000,000

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
Products/Completed Operations Aggregate	\$2,000,000
Personal/Advertising Injury	\$1,000,000 per occurrence
Bodily Injury/Property Damage	\$1,000,000 per occurrence
Medical Payments	\$10,000 any one person
Damage to Rented Premises (Fire)	\$300,000 each occurrence
Contractual	Included
XCU Liability (Explosion, Collapse, and Underground Damage)	Included
Independent Contractors	Included
Abuse & Molestation	Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>	
WORKER'S COMPENSATION	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
USL&H Endorsement	Statutory
Voluntary Compensation	Statutory
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	\$5,000,000 per occurrence
COMMERCIAL CRIME	
Crime/Employee Dishonesty Including 3rd Party Fidelity	\$1,000,000
CYBER LIABILITY	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties, [REDACTED]	\$10,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & policy shall [REDACTED] the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

6. EVIDENCE OF COVERAGE

The Contractor shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work.

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued [REDACTED]

7. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

I. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

J. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

K. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)

Contractor shall review the Nebraska Technology Access Standards, found at <http://nitc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor’s performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

L. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

M. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Contractor certifies it maintains a drug free work place environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

N. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State all fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys’ fees and costs.

O. LOBBYING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

1. No federal or state funds paid under this RFP shall be paid for any lobbying costs as set forth herein.
2. Lobbying Prohibited by 31 U.S.C. § 1352 and 45 CFR §§ 93 et seq, and Required Disclosures.
 - a. Contractor certifies that no federal or state appropriated funds shall be paid, by or on behalf of Contractor, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this award for: (a) the awarding of any federal agreement; (b) the making of any federal grant; (c) the entering into of any cooperative agreement; and (d) the extension, continuation, renewal, amendment, or modification of any federal agreement, grant, loan, or cooperative agreement.
 - b. If any funds, other than federal appropriated funds, have been paid or will be paid to any person for influencing or attempting to influence: an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with Contractor, Contractor shall complete and submit Federal Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
3. Lobbying Activities Prohibited under Federal Appropriations Bills.
 - a. No paid under this RFP shall be used, other than for normal and recognized executive-legislative relationships, for publicity or propaganda purposes, for the preparation, distribution, or use of any kit, pamphlet, booklet, publication, electronic communication, radio, television, or video presentation designed to support or defeat the enactment of legislation before the Congress or any State or local legislature or legislative body, except in presentation of the Congress or any State or local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government itself.
 - b. No funds paid under this RFP shall be used to pay the salary or expenses of any grant or contract recipient, or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations, regulation, administrative action, or Executive order proposed or pending before the Congress or any State government, State legislature or local legislature or legislative body, other than normal and recognized executive legislative relationships or participation by an agency or officer of an State, local or tribal government in policymaking and administrative processes within the executive branch of that government.
 - c. The prohibitions in the two sections immediately above shall include any activity to advocate or promote any proposed, pending or future federal, state or local tax increase, or any proposed, pending, or future requirement or restriction on any legal consumer product, including its sale of marketing, including but not limited to the advocacy or promotion of gun control.
4. Lobbying Costs Unallowable Under the Cost Principles. In addition to the above, no funds shall be paid for executive lobbying costs as set forth in 45 CFR § 75.450(b). If Contractor is a nonprofit organization or an Institute of Higher Education, other costs of lobbying are also unallowable as set forth in 45 CFR § 75.450(c).

P. AMERICAN WITH DISABILITIES ACT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Contractor shall comply with all applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12131–12134), as amended by the ADA Amendments Act of 2008 (ADA Amendments Act) (Pub.L. 110–325, 122 Stat. 3553 (2008)), which prohibits discrimination on the basis of disability by public entities.

IV. PAYMENT

A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)

Neb. Rev. Stat. §81-2403 states, “[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency.”

B. TAXES (Statutory)

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. Invoices must include the following information:

- Billing period
- Number of calls handled and/or made
- Average Handled Time (AHT)
- The tier you are billing for and the dollar amount
- Printing and postage dollar amount. On an attached document itemize the postage and printing with Customer name, number of pages printed, postage amount and the mailing date.

The terms and conditions included in the Contractor’s invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
SM			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any corporate premises where the Contractor or Subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed. All inspections and evaluations shall be at reasonable times and in a manner that will not unreasonably delay work.

E. PAYMENT (Statutory)

Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F. LATE PAYMENT (Statutory)

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Statutory)

The State’s obligation to pay amounts due on the Contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H. RIGHT TO AUDIT (First Paragraph is Statutory)

The State shall have the right to audit the Contractor’s performance of this contract upon a thirty (30) days’ written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. §84-304 et seq.) The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor’s place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor’s business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		SM	[REDACTED]

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds [REDACTED] percent of the total contract billings, or if fraud [REDACTED] material misrepresentations [REDACTED] is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material [REDACTED] found as a result of the audit.

V. Scope of Work and Proposed Solution

1. Corporate Overview

1.a. Contractor Identification and Information

Deloitte has served the State of Nebraska and University System for over 17 years. We maintain an office in Omaha with 200 employees and are the largest audit, tax, and advisory practice in Nebraska. We are the largest professional services firm in the world with the resources to continue our successful partnership with the State of Nebraska. Deloitte’s identification and information is listed below with additional details about our office in Omaha, Nebraska in section 1.d

Contractor Identification and Information

Name:	Deloitte Consulting LLP
Headquarters:	30 Rockefeller Plaza New York, NY 10112
Entity organization: (corporation, partnership, proprietorship)	Partnership
State in which the bidder is incorporated or otherwise organized to do business	Delaware
Year in which the bidder first organized to do business	Original entity founded in 1845. Current entity, Deloitte Consulting LLP, became a limited liability partnership in 2003.
Whether the name and form of organization has changed since first organized	No

Figure 1. Deloitte is a globally known partner to governments. Our decades of corporate experience give us the tools to support Nebraska.

1.b. Financial Statements

Deloitte LLP and its subsidiaries (the “U.S. Firms”) provide audit, advisory, tax, and consulting services through almost [REDACTED] people in 97 cities. For the most recent fiscal year ended May 29, 2021 the U.S. Firms had revenue of [REDACTED]. See more detailed information in the chart below.

Since the U.S. Firms are privately owned partnerships, they do not have audited financial statements, nor do they file other corporate financial information such as a 10-K. Should you have additional questions regarding the financial information, please contact Janet Lewell, Chief Financial Officer of Deloitte LLP, at [REDACTED] or Anissa Nelson-Carlisle, Chief Accounting Officer of Deloitte LLP, at [REDACTED].

Further, although the U.S. Firms do not have a rating from one of the nationally recognized credit rating agencies, their privately placed debt is assigned a designation by the National Association of Insurance Commissioners (“NAIC”). The U.S. Firms’ privately placed debt carries an NAIC 1 designation, NAIC’s highest designation, which is comparable to an A or better rating from one of the nationally recognized rating agencies.

Detailed information regarding Deloitte LLP in the U.S. is provided in the chart below:

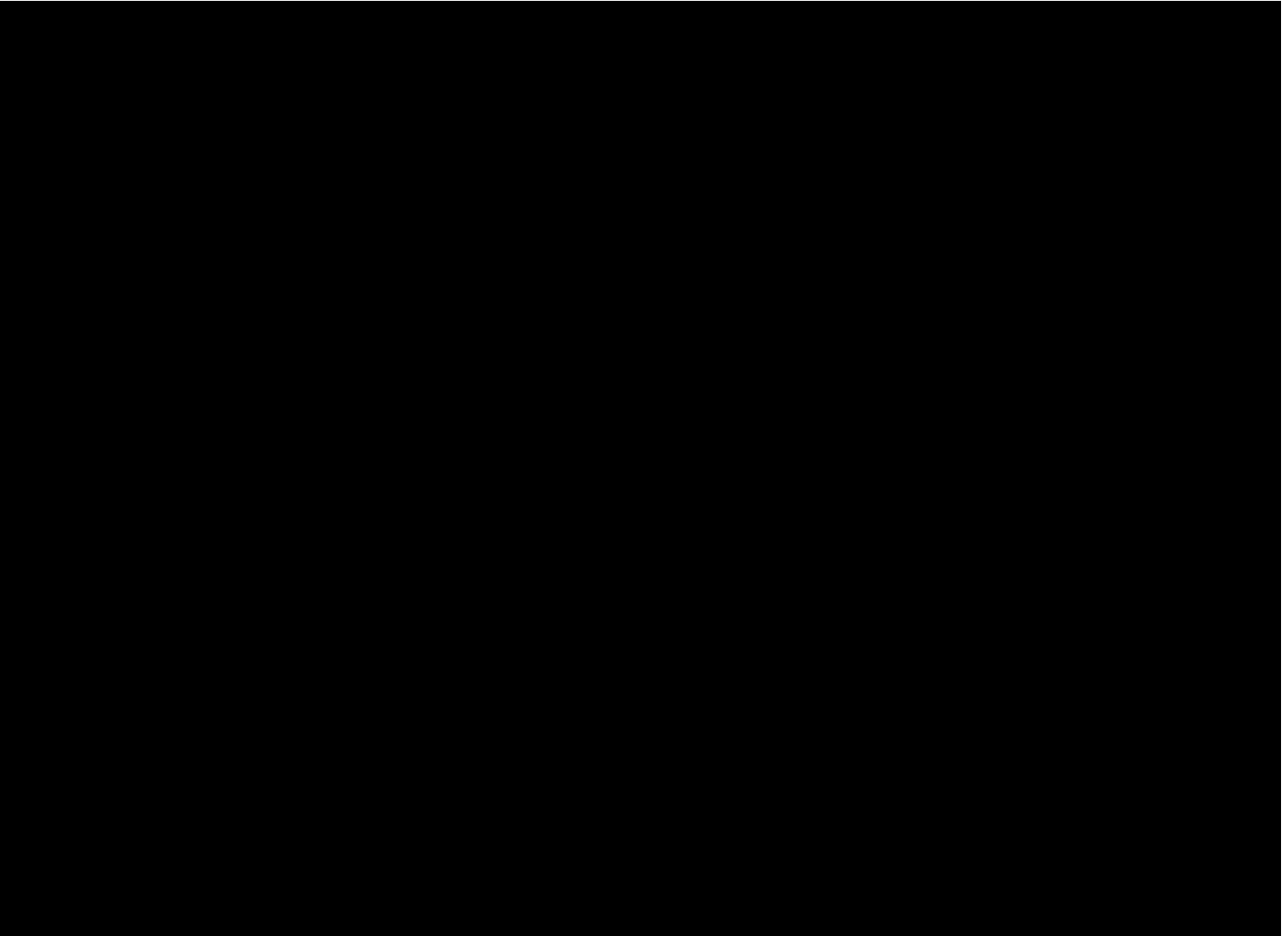


Figure 2. Deloitte LLP Financial Information

The above financial information was prepared for internal purposes. This financial information has not been audited and does not present the financial position, results of operations, or other financial information in accordance with generally accepted accounting principles. The use of this information is restricted to your consideration in providing you professional services. Any other use or circulation of this information is prohibited.

1.c. Change of Ownership

Deloitte does not anticipate any change of ownership during the twelve months following the proposal due date. Should a change occur, Deloitte will communicate this to the State of Nebraska in writing.

1.d. Office Location

To empower the State of Nebraska to scale and deliver quickly on this dynamic project, Deloitte will provide remote agents, based in the United States, to operate the contact center and achieve the scope of work. So that we can align our remote staff with our existing Nebraska teams and offer space in-person as needed, we maintain an office in Omaha, Nebraska. Our Omaha-based leadership team are available to provide support and expertise as outlined in Figure 3.

Office Location	
Name:	Deloitte Nebraska
Nebraska Office Address:	1100 Capitol Ave. Suite 300 Omaha, NE 68102
Contact Person & Title:	Daniel Kinsella Advisory Partner
E-mail Address:	[REDACTED]
Telephone Number (Office):	[REDACTED]

Figure 3. Deloitte’s existing Omaha office will provide a strong foundation for us to deliver this remote-first operation for ACCESSNebraska.

1.e. Relationships with the State of Nebraska

Deloitte has had the privilege of serving the State for over 17 years and currently provides services to the Nebraska Emergency Management Agency, Department of Economic Development, Department of Health and Human Services, Department of Administrative Services Budget Office and State Accounting Office, Nebraska, and the Governor’s Office.

Deloitte was proud to help Nebraska navigate a complex and continuously changing environment while it managed the administration of \$1.08 Billion in Coronavirus Aid, Relief, and Economic Security (CARES Act) Coronavirus Relief Funds (CRF) along with over \$300 Million for the Emergency Rental Assistance Program (ERAP) and DHHS Child Care Stabilization Program.

To achieve the State’s mission to support Nebraskans through the pandemic, **Deloitte effectively stood up a 60-person contact center in 3 weeks.** We worked with the State to train agents on critical tasks, including how to handle Tier 1 calls such as ERAP and Child Care program eligibility, application/payment statuses, and user technical support issues. This experience gave us a better understanding of how Nebraskans communicate with the State and what drives them to call. Additionally, this experience provides us with greater knowledge of Nebraska’s approach to economic assistance and a head start in understanding the needs of Nebraskans as it relates to State benefits.

Nebraska ERAP and Child Care Contact Center Highlights

Deloitte received a 98% customer satisfaction rate from its contact center work on Nebraska DHHS CARES Act Programs. Some additional metrics for these programs include:

- Over 51,000 inbound and outbound calls handled
- Project lifetime abandonment rate of ~2%
- Average speed of answer of around 10 seconds

1.e.1 Deloitte Supported State of Nebraska Projects

Title	Contract	Description
Nebraska Data Management and Analytics Project	78047 O4	Deloitte is currently engaged with the Nebraska Department of Health and Human Services’ Medicaid and Long-Term Care division to implement and operate a data management and analytics (DMA) solution. One of Nebraska’s DMA objectives is to improve the capability to manage the large amounts of data received by the Department. Deloitte manages the data and produces accurate and timely reports and helps advance the State in the utilization of data to make informed business decisions to better manage and grow the Medicaid program.
Nebraska American Rescue Plan Act Child Care Stabilization Program	NDAS-21-0000-MSA-HHSCC	Deloitte currently assists the Department of Health and Human Services’ Children and Family Services division in administering its \$140M allocation of the American Rescue Plan (ARP) Act Child Care Stabilization Program. As a result of the ARP Act, Nebraska was able to administer grants to help childcare providers remain open to provide care for children during the state of emergency in response to the COVID-19 pandemic.
Nebraska COVID Relief Fund	20-NE-C19-SA	Deloitte worked with the Nebraska Military Department/Nebraska Emergency Management Agency to support current state assessment of State capabilities, support the implementation of

Title	Contract	Description
Nebraska Emergency Rental Assistance Program	NE-21-0000-MSA-ERAP	<p>Coronavirus Relief Fund processes and procedures to enable program application, fund reimbursement, compliance monitoring, closeout, and reporting.</p> <p>Deloitte is engaged to assist the State of Nebraska with administering its \$158.6M allocation of the American Rescue Plan Act Emergency Rental Assistance Program (ERAP). Deloitte is supporting the design and configuration of the State’s ERAP implementation including determination of program rules, configuration of GovConnect, a cloud-based technology solution; integration of a 20-agent team contact center; development of a case management function with internal controls for case managers to review eligibility requirements, supervisors and quality assurance personnel; delivery of financial management capabilities to support the processing, reconciliation, and disbursement of program funds; program Integrity; enabling public transparency and accountability via the State’s public-facing website with geospatial reporting on the use of ERAP funds.</p>
GSA Agreement GS-00F-029DA	95281 O4	<p>This contract is awarded from the U.S. General Services Administration (GSA) Agreement GS-00F-029DA and currently five statements of work supporting the following departments:</p> <ol style="list-style-type: none"> <li data-bbox="581 743 1528 940">Nebraska Emergency Management Agency: Deloitte supports NEMA’s goal of administering FEMA Public Assistance grants to eligible subrecipients in the State of Nebraska while supporting subrecipient compliance with applicable local, State, and Federal regulations and statutes. Deloitte also supports the Statewide Broadband Coordinator in program administration and the implementation and maintenance of the broadband.nebraska.gov website which serves as a hub for communicating all broadband activities funded with ARPA, IJA, and state funding sources. <li data-bbox="581 953 1528 1094">Department of Administrative Services – State Account Office: Deloitte provides accounting and reporting technical assistance for fiscal year-end close activities and the Annual Comprehensive Financial Report preparation. In addition, Deloitte supports the Governmental Accounting Standards Board (GASB) 87 Lease Accounting activities including lease data extraction, data analysis and reconciliations, and financial reporting. <li data-bbox="581 1106 1528 1247">Department of Economic Development: Deloitte supports the program design and implementation of ARPA programs including program manuals, website content, grant applications, and an internal federal fund management guide. Deloitte also supported the development of community outreach and communications strategy and a program-wide risk management assessment and monitoring processes.

Figure 4. Deloitte is proud to serve Nebraskans and their government agencies on multiple high-profile engagements.

1.f. Bidder’s Employee Relations to State

No Party mentioned in the bidder’s proposal response is or was an employee of the State within the past twelve (12) months. No employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for proposal submission.

1.g. Contract Performance

Deloitte has experienced no terminations for default, convenience, non-performance, or non-allocation of funds in the past five years by a governmental entity client. Deloitte, like other major professional services firms, provides a broad array of services to its many clients. From time-to-time contracts are terminated or cancelled for various reasons, however, given the size of the consulting practice and the many hundreds of projects that are performed each year, our firm does not track these instances or situations centrally.

1.h. Summary of Bidder’s Corporate Experience

A proven record of excellence is the single biggest predictor of ability to successfully deliver services to clients. Our successful history of delivering similar projects for our clients around the country is deeply rooted in our collaborative culture, excellence in delivery, and our firm commitment to our clients and people. We are not just a contact center support service provider. While other vendors

may focus on those capabilities, we bring decades of Health and Human Services experience in the programs administered through ACCESSNebraska.

Deloitte has been committed to the HHS and Integrated Eligibility markets for 50 years. Our experience extends across Integrated Eligibility, Integrated Online Services, Medicaid Management Information Systems (MMIS)/Medicaid Enterprise Systems (MES), interoperability, Childcare, Child Welfare, State Health, SNAP, Labor and Workforce Development, HHS Analytics, and Cybersecurity. We have supported HHS solutions in 49 states and the District of Columbia. We have driven modernization of legacy platforms, ported systems to the cloud, collaborated with states to meet federally mandated requirements, guided the maintenance, operation, and innovation of solutions to deliver for clients and staff, and supported states through challenges (e.g., COVID Public Health Emergency). The following figure illustrates our national HHS experience, including 31 successful integrated eligibility system deliveries, 26 of which we still maintain and operate for state HHS agencies today.

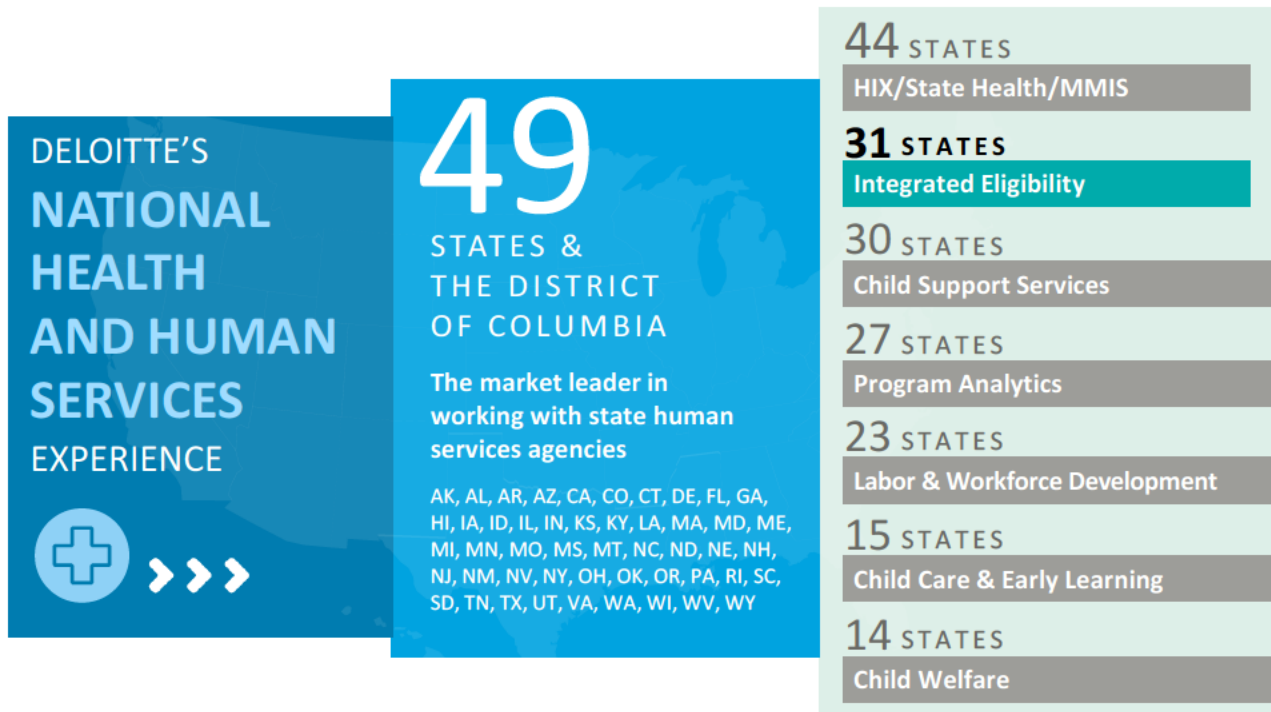


Figure 5. Deloitte's National HHS Experience.

The following summary matrices showcase the work we have successfully performed on projects like the call center support services requested for ACCESSNebraska.

1.h.1 Nebraska Emergency Rental Assistance Program

Client Name	State of Nebraska
Time Period	February 2021 – December 2022
Scheduled Date and Completion Date	The project began as scheduled and is scheduled to end on 12/31/2022. Deloitte successfully achieved schedule expectations and continues to do so through the duration of the project.
Responsibilities	<p>The State of Nebraska's Budget Office asked Deloitte to design and configure the State's Emergency Rental Assistance Program to help administer its \$158.6M allocation of the CARES Act.</p> <ul style="list-style-type: none"> • Agent Deployment (60) • CISCO • Command Center

Client Name	State of Nebraska
	<ul style="list-style-type: none"> • Quality Assurance • Reporting/Data Analytics • Training • Tech Implementation
Customer Contact Information	<div style="background-color: black; width: 100px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 150px; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 200px; height: 15px;"></div>
Contract Type	Prime Contractor

Figure 6. Our Nebraska experience sets us up to be successful on day one for ACCESSNebraska.

As mentioned in 1.e.1, Deloitte is supporting the State of Nebraska’s Emergency Rental Assistance Program (ERAP) through design, configuration, and implementation of the program. To provide strong implementation, Deloitte stood up a Command Center to support technology and operations functions including training, quality assurance, reporting, vendor management and technology O&M.

With the need to implement a strong case management function and get ERAP funds distributed quickly, Deloitte deployed 60 agents in 3 weeks, supporting both inbound and outbound calls. Deloitte has handled 38,931 inbound calls, 8,039 outbound calls, and processed 41,390 applications that resulted in \$19.1M distributed for the ERAP program to date. With the implementation of a robust case management function, case managers now review eligibility requirements, support the processing, reconciliation, and disbursement of program funds. And importantly, Deloitte enabled public transparency of these funds through the State’s public-facing website.

Our existing and recent work with Nebraska will enable us to work efficiently to provide the needed additional support to ACCESSNebraska. Complementing our existing relationship with the State, our strong connections to staffing agents, and our experienced training delivery team allow us to expedite this support.

We know Nebraska and Nebraska knows Deloitte. We will leverage our experience and history of partnership to deliver high-quality ACCESSNebraska outcomes for Nebraskans.

1.h.2 New York State COVID-19 Testing and Vaccine Management

Client Name	New York State Department of Health
Time Period	December 2020 – March 2023
Scheduled Date and Completion Date	The project began as scheduled and is scheduled to end in March 2023. Deloitte successfully achieved schedule expectations throughout the duration of the project.
Responsibilities	<p>With the state overwhelmed with callers to its COVID-19 test scheduling call center, Deloitte was asked to augment staffing and implement operational improvements in advance of launching a high-volume vaccine appointment scheduling and general inquiry hotline. Deloitte improved the call flow/IVR menu while migrating to a new IVR/ACD platform, implemented robust QA and workforce management programs, and added automation capabilities to increase agent productivity. The state also called on Deloitte to support their digital vaccine pass program (New York State Wallet), as well as operating its Higher Education Services Corporation (HESC) scholarship and Nurses for Our Future scholarship contact center programs.</p> <ul style="list-style-type: none"> • Agent Deployment (2,400 FTE) • Command Center • Quality Assurance • Reporting/Data Analytics • Training • Knowledge Management

Client Name	New York State Department of Health
	<ul style="list-style-type: none"> • Workforce Management • Tech Support
Customer Contact Information	[REDACTED]
Contract Type	Prime Contractor

Figure 7. Deloitte is regularly called upon to deliver contact center improvement capabilities.

In advance of millions of New York citizens anxiously expecting to schedule a vaccine appointment or get information on vaccine eligibility, Deloitte partnered with the State of New York’s Department of Health to support existing COVID-19 test scheduling efforts, while implementing an emergency statewide Vaccine Hotline to support vaccination rollout needs across the State. The team was tasked with managing the overall NYS DOH COVID-19 call center programs including the test scheduling and support hotline, while quickly launching the vaccine scheduling and support hotline. Within 2 weeks of the vaccine go-live, the team designed a new call flow and implemented a new IVR menu to streamline operations and trained and deployed 2,400 agents to support vaccine calls.

This effort involved standing up and running:

- A Command Center focused on agent provisioning, cross team collaboration, and daily executive briefings.
- An Operations team focused on quality assurance (QA), workforce management (WFM), and performance reporting.
- A Technical team providing design guidance, migration, implementation and maintenance of the call center telephony solution, and ongoing technical support for agents.
- A Training and Communications team developing daily updates for policy guidance in the form of knowledge articles, training materials and call scripts, training facilitation, newsletters, twice-daily supervisor broadcast meetings, and other frequent reinforcements to drive expected behavior for the agent population.

The Deloitte team continues to support the State of New York’s COVID response. To date, the NYS DOH COVID contact centers have handled over 5 million total contacts. Because of our strategic assessment of the project and effective implementation, we were able to demonstrate success in several ways. We designed a new call flow, new IVR menu, and migrated the existing COVID-19 call center to a new Verizon NICE inContact IVR/ACD call routing platform to support the increased call volume. One result of our focus on quality assurance was a 53% reduction in hold time per call delivering customer experience improvements to callers requesting assistance. Additionally, this has allowed us more time to work with our agents to improve program efficiencies and thus far, has led to a 75% reduction in escalations to Tier 2.

Deloitte brings our proven Contact Center framework, methodology, and capabilities, along with our experienced teams of contact center practitioners that have been relied upon by our clients to evolve contact centers into customer-centric entities that maximize efficiency and effectiveness. We are uniquely positioned to combine our in-depth experience with our contact center capabilities to continue strengthening ACCESSNebraska’s relationship with their customers. We share ACCESSNebraska’s belief in high quality service and innovation. In New York we implemented a robust quality assurance program to ensure New York residents were receiving the care they need and expect. We have a proven track record for improving performance and will do this for ACCESSNebraska.

1.h.3 Virginia Unemployment Insurance

Client Name	Virginia Employment Commission
Time Period	July 2021 – December 2022
Scheduled Date and Completion Date	The project began as scheduled and is scheduled to end on 12/30/2022. Deloitte successfully achieved schedule expectations and continues to do so through the duration of the project.

Client Name	Virginia Employment Commission
Responsibilities	<p>Deloitte was tasked with helping the Commonwealth reduce the extremely long wait times at its Customer Contact Center, as well as reduce the backlog of 500K+ employer separation reports as part of its claims filing process</p> <ul style="list-style-type: none"> • Agent Deployment (500) • Command Center • Quality Assurance • Reporting/Data Analytics • Training • Knowledge Management
Customer Contact Information	[REDACTED]
Contract Type	Prime Contractor

Figure 8. Deloitte’s work with the Commonwealth of Virginia is very similar in scope giving us the experience needed to assist with ACCESSNebraska.

Due to the COVID-19 pandemic, the Virginia Employment Commission (VEC) experienced an unprecedented increase in call volume (from 20K to 1M calls per week). The Commonwealth asked Deloitte to reduce the extremely long wait times at its Customer Contact Center, as well as reduce the backlog of over 500K claims. To address this concern, Deloitte implemented a Command Center structure to manage and oversee all operations functions (training, knowledge management, quality assurance, workforce management, reporting, and analytics).

Like ACCESSNebraska, the Commonwealth of Virginia was experiencing an urgency to reduce long wait times and improve timeliness of claims processing. Deloitte, in a matter of weeks, onboarded and trained over 500 personnel including 25% bilingual agents. Because of our familiarity in claims applications, including status and change requests, we eliminated the claims backlog in just five months. To date, the contact center has handled over 1.3 million calls and significantly improved the VA resident experience by reducing wait times from 3 days to under a minute.

Did you know?

Deloitte implemented the first American Sign Language (ASL) video platform integrated in a COVID call center by onboarding and training several Virginia-based ASL-fluent agents. Different from a video relay service (VRS), deaf and hard-of-hearing residents connected directly with ASL-fluent agents via videophone or webcam. Over a 4-month period, ASL-fluent agents handled 535 calls. This implementation received national recognition in [WIRED Magazine](#).

Deloitte understands backlogs, excessive consumer wait-times, and the need to make corrections to these issues swiftly. Our strong people partnerships, best-in-class technology, and proven management processes are what give us this sureness. In Virginia, because of our robust training program and rigorous QA process, we handle 80% of resident inquiry calls without escalation. This is the level of service that will allow ACCESSNebraska agents to focus on more complex cases and claims where they are needed most.

1.h.4 Additional Experience

Beyond the three comparable qualifications provided, Deloitte has designed, implemented, and managed contact center projects in over 20 states and significantly sized federal agencies. This experience has strengthened our position as a top provider of digital contact center solutions including with the State of Nebraska. We understand the needs of Nebraska and the following provides an overview of other contact centers like the ACCESSNebraska.

Project	Size	Scope
Illinois Department of Employment Security	[REDACTED]	Provided amplified support for overwhelming number of unemployment claims to the State of Illinois. Established a contact center to oversee agent onboarding, quality assurance, training, and workforce management. Project Capabilities: Agent Deployment, Command Center, Quality Assurance, Training, Workforce Management.

Project	Size	Scope
Illinois Department of Public Health	[REDACTED]	Managed outbound COVID-19 contact tracing call center for the State. Serviced over 300,000 Illinois residents confirming over 138,000 cases. Project Capabilities: Agent Deployment, Command Center, Quality Assurance, Training, Knowledge Management, Reporting/Analytics, Workforce Management.
Maryland State Department of Education Equality and Excellence	[REDACTED]	Delivered case management, payment processing and supporting functions for childcare customers and providers. Provided a solution to receive, image, index, and store documentation to determine awarded financial assistance. Implemented RPA to improve accuracy of scholarship receipting, invoice signoffs, invoice emailing, outreach, and SLA reporting. Project Capabilities: Training, Reporting/Data Analytics, Tech Implementation (AWS (secure system access), Hyland OnBase (document management support), Five9 (cloud-based OR and telephony solution).
New York State Department of Labor	[REDACTED]	Provided amplified support for 2 million COVID-19 related unemployment calls per week. Implemented IVR call deflection, chatbots, and robotic process automation (RPA) to reduce call volume. Handled 1.4 M calls in 11 months. Project Capabilities: Strategic Communications, Tech Implementation (Cisco UCCE ACD), Agent Deployment, Command Center, Quality Assurance, Training, Knowledge Management, Reporting/Analytics, Workforce Management, IT Help Desk.
New York State Office of Temporary and Disability Assistance	[REDACTED]	Implemented an intake and application hotline for NY State emergency rental and landlord rental assistance programs. Project Capabilities: Agent Deployment, Command Center, Quality Assurance, Training, Knowledge Management, Reporting/Analytics, Workforce Management, IT Help Desk, Outbound Campaigns.
Nebraska Department of Health and Human Services	[REDACTED]	Developed and implemented the Child Care Program using Deloitte's GovConnect cloud based ServiceNow technology platform for application intake, reviews, tracking, and payment support including a financial approach to process and disburse program funds. As a result, Nebraska successfully distributed 50% of their allocated funds and was the only state in the region to meet the US HHS requirement. Project Capabilities: Tech Implementation (CISCO, ServiceNow), Agent Deployment, Command Center, Quality Assurance, Training, Reporting/Analytics.
United States Department of State	[REDACTED]	Deloitte united with leadership at the Department of State to develop a contact center operation to provide ongoing support for Afghan refugee resettlement efforts. Deloitte has become the subject matter expert supporting and providing training worldwide that includes addressing the toughest questions with the most empathetic approach as well as developed an enhanced, secure, and efficient process for knowledge management and training materials. Project Capabilities: Command Center, Quality Assurance, Training, Knowledge Management, Database Management, Data Analytics/Reporting
Veterans Administration – Medical Disabilities Examinations	[REDACTED]	Developed and implemented veterans' disability examination contact center inclusive of workflow processing,

Project	Size	Scope
		workforce management, quality assurance, veterans' assistance and examination scheduling for Region 4 of the Veteran Administration. The objective is to schedule 25,000 examination appointments per month. Project Capabilities: Tech Implementation (CISCO, Calabrio, Salesforce), Agent Deployment, Command Center, Quality Assurance, Training, Reporting/Analytics.

Figure 9. Our previous work experience illustrates our readiness to support ACCESSNebraska

1.i. Summary of Bidder's Proposed Personnel/Management Approach

Deloitte takes great pride in its ability to deliver quality services with knowledgeable staff for our clients. Our experts have solved some of the toughest challenges for our clients, driving operational and financial transformation, organizational change management, advanced analytics solutions to discover insights, and enterprise technology solutions implementation and support.

Equally important to the leaders assigned to a project is the method in which we operate. At Deloitte, we drive operational success through our centralized hub of contact center experts that oversee daily operations. This central team is dedicated to the performance of the contact center by consistently monitoring performance and evaluating opportunities for improvement by using data collection, conducting analysis, and presenting it to DHHS for accurate, data-driven decision making. This continuous communication thread ensures ACCESSNebraska is experiencing the forward movement and improvements needed quickly and seamlessly.

While methodology and project management are critical factors for project success, the quality of the people assigned is even more important. To achieve results, DHHS needs people with broad experience in Medicaid and other Economic Assistance programs combined with an exceptional contact center background. Deloitte brings this combination.

A key ingredient of successfully staffing a complex project, in addition to bringing people with deep experience and knowledge, is to put them in the right positions where they will excel, support, and drive project success. To define an optimal structure that supports your requirements and establishes a framework for success, we combine the requirements of the project with our experience of what it takes to deliver. Our team's experience reduces project risk, increases early and long-term project success, and supports the most effective use of our combined teams' resources towards delivering mission-aligned impact.

To guide our project delivery for DHHS, we're proposing a Deloitte ACCESSNebraska Team that brings together:

- Deloitte leaders and project leadership with decades of contact center implementation and Nebraska DHHS experience spanning all the core capabilities required to be successful for DHHS.
- Relevant experience in contact center operations, technology, command center, workforce management, quality assurance, and training.
- Deloitte team members with experience serving integrated eligibility program/or public sector clients.

We do challenging things

Deloitte has helped multiple clients reduce and even eliminate their backlog:

- For the Illinois Department of Employment, we instituted improved processes and operations management to eliminate their claims backlog, which was at 160K at its peak
- For the Virginia Employment Commission, our command center deployed a robust training program for our agents, equipping them to eliminate a claims processing backlog that exceeded 500K

Key benefits to DHHS

- Access to senior advisors who lead Deloitte's contact center work and engagements with the State of Nebraska
- Deloitte resources with accountability and proven contact center experience

In addition, we are proposing an ACCESSNebraska **Deloitte executive advisor group**. The Deloitte executive advisor group is made up of senior leaders from Deloitte that are accountable for the delivery of the project and recognized for their industry leading views on contact centers as well as their deep experience serving the State of Nebraska.

1.i.1 Organizational Structure

Our proposed organizational structure, as shown below in Figure 9, is designed to implement a comprehensive solution for both operations and technology development. The team has a combination of deep expertise and expansive coverage across all functional aspects of the needs of a contact center. A few key roles have been added to ensure organized transition and success of the contact center. All roles will work closely with the incumbent during transition and the Program Manager will oversee and develop our project plan. We are excited to provide this organizational structure to greatly improve current-state operations.

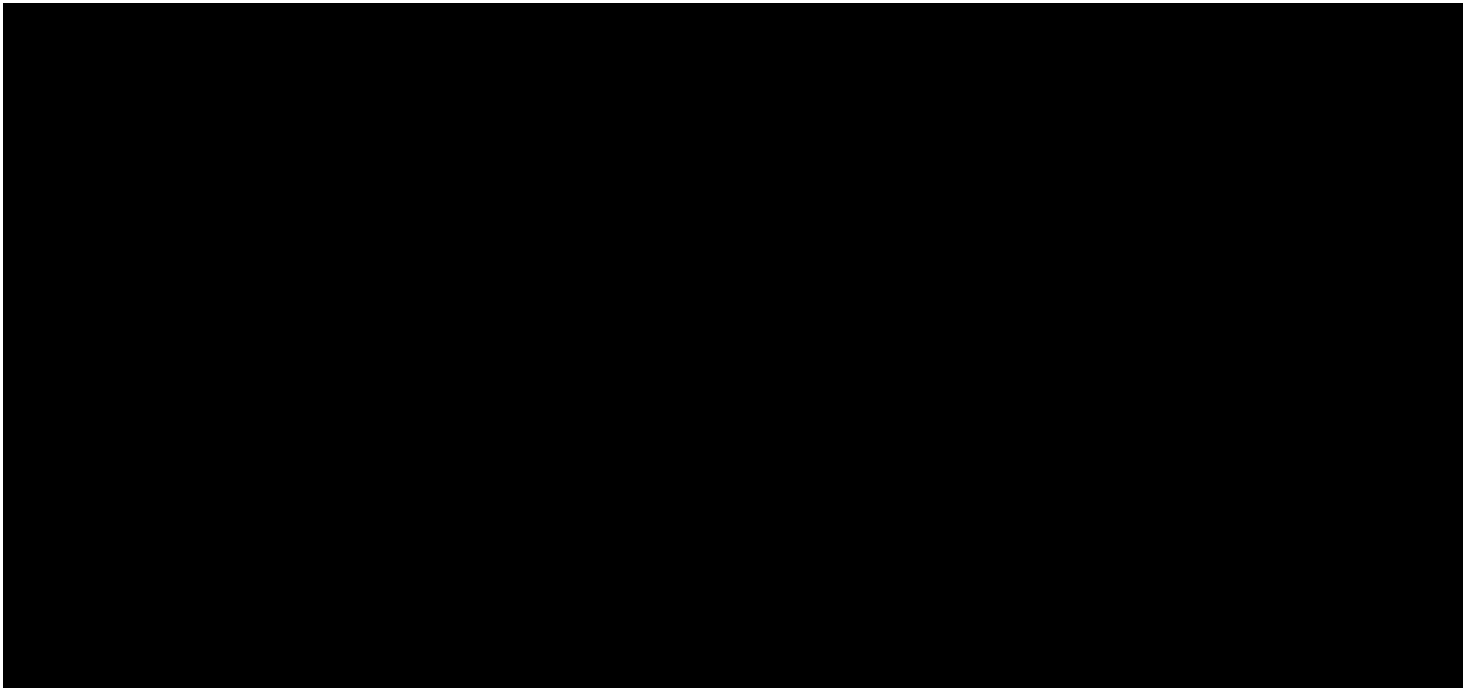
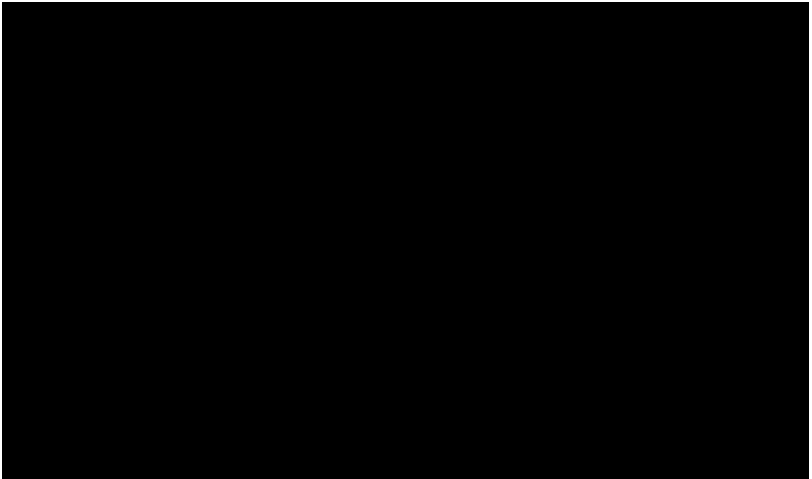
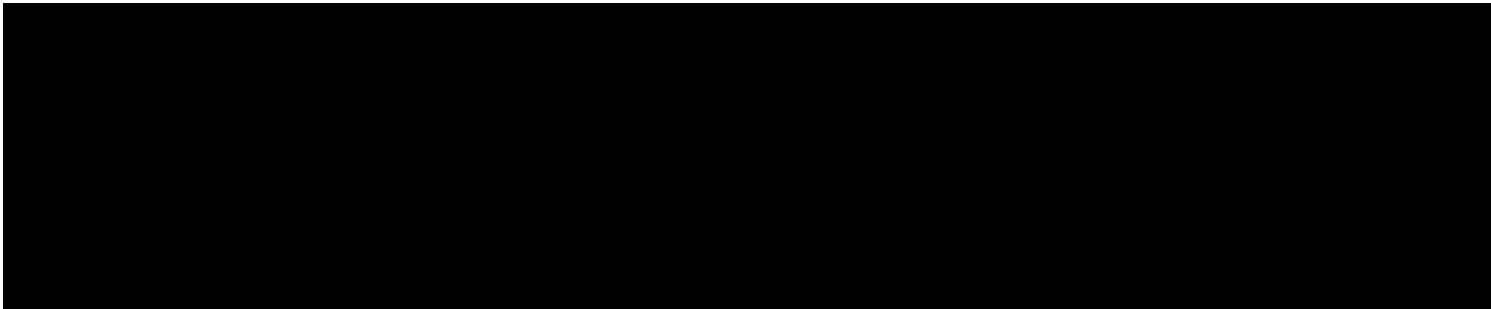
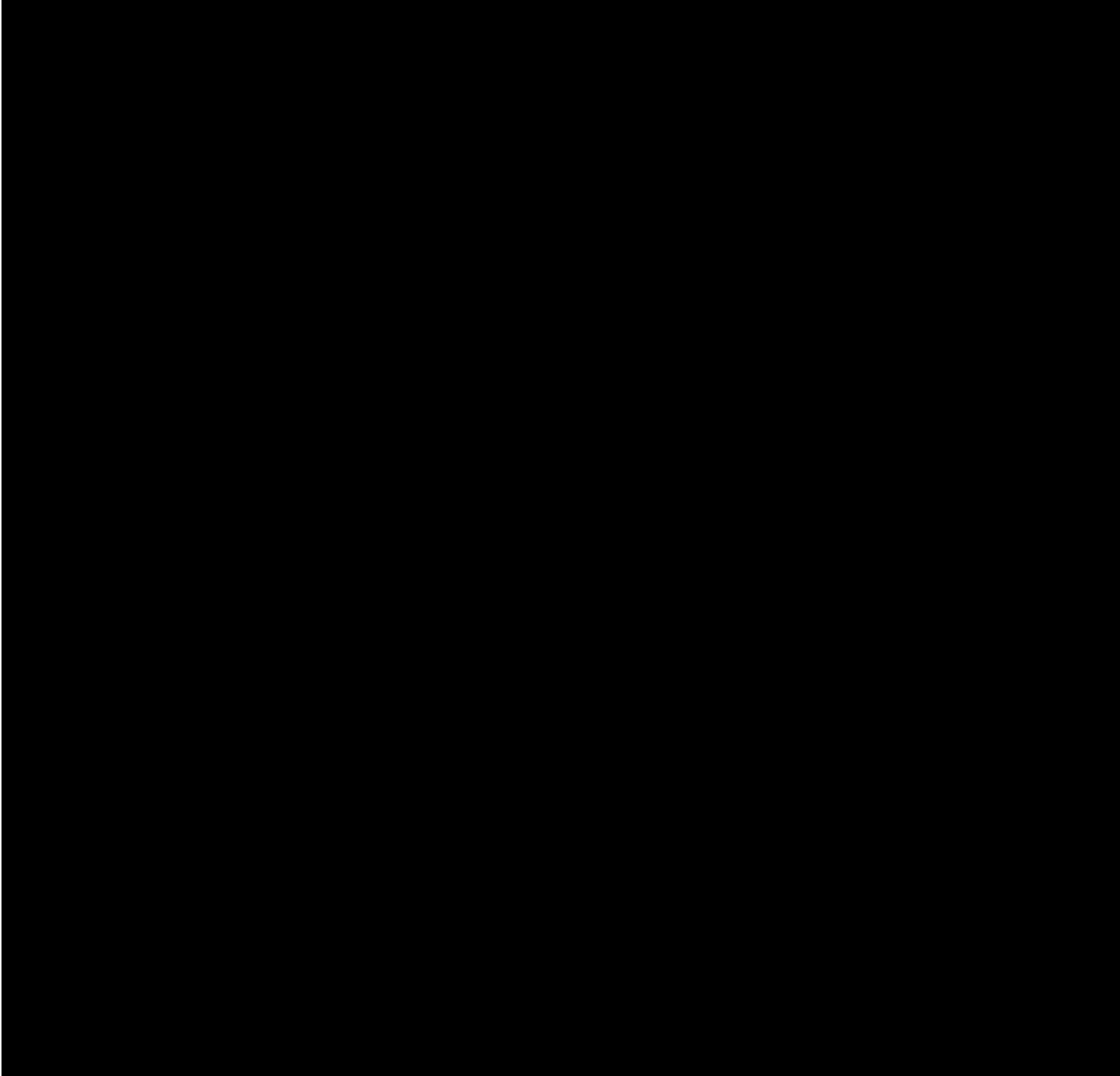
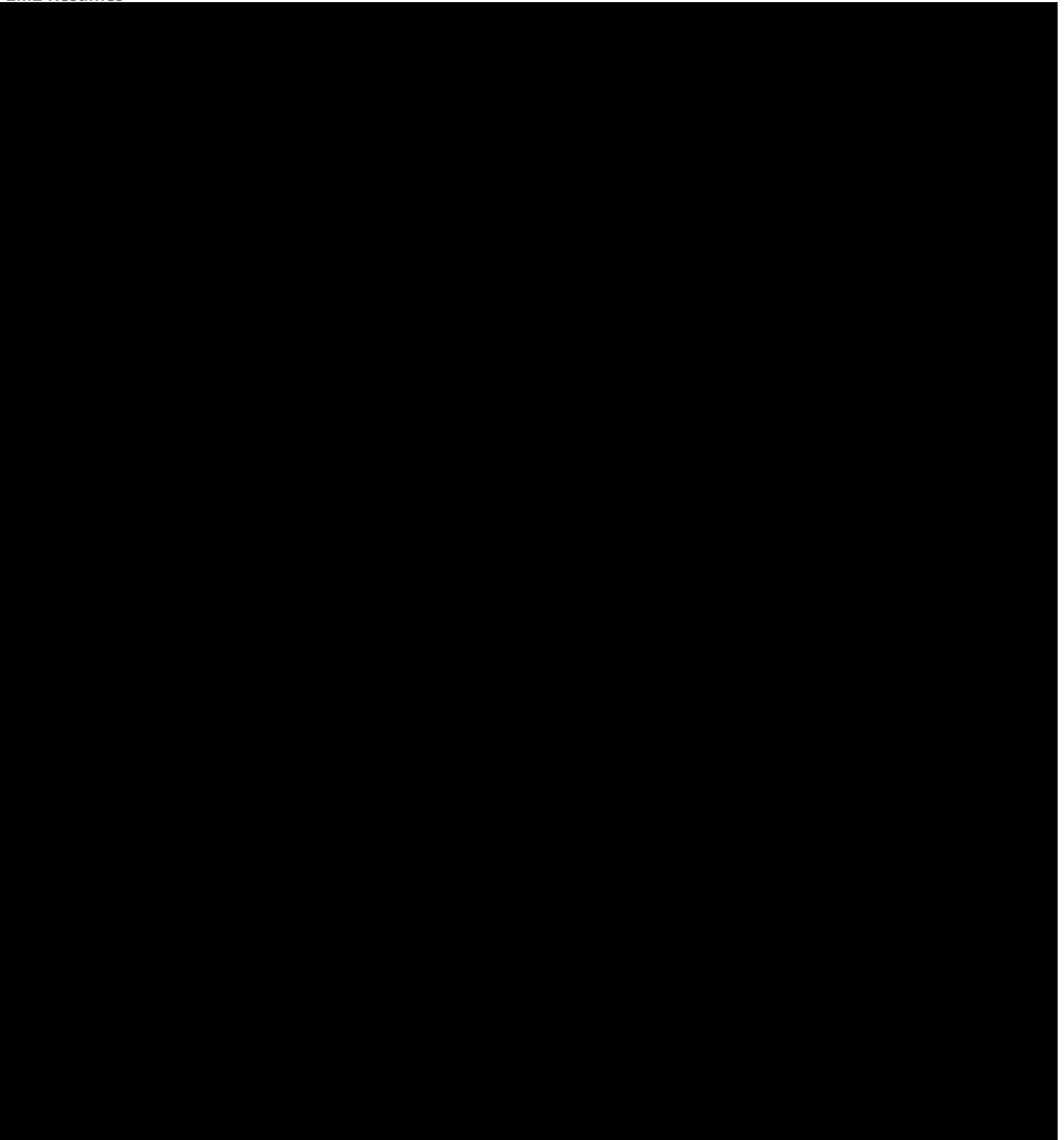


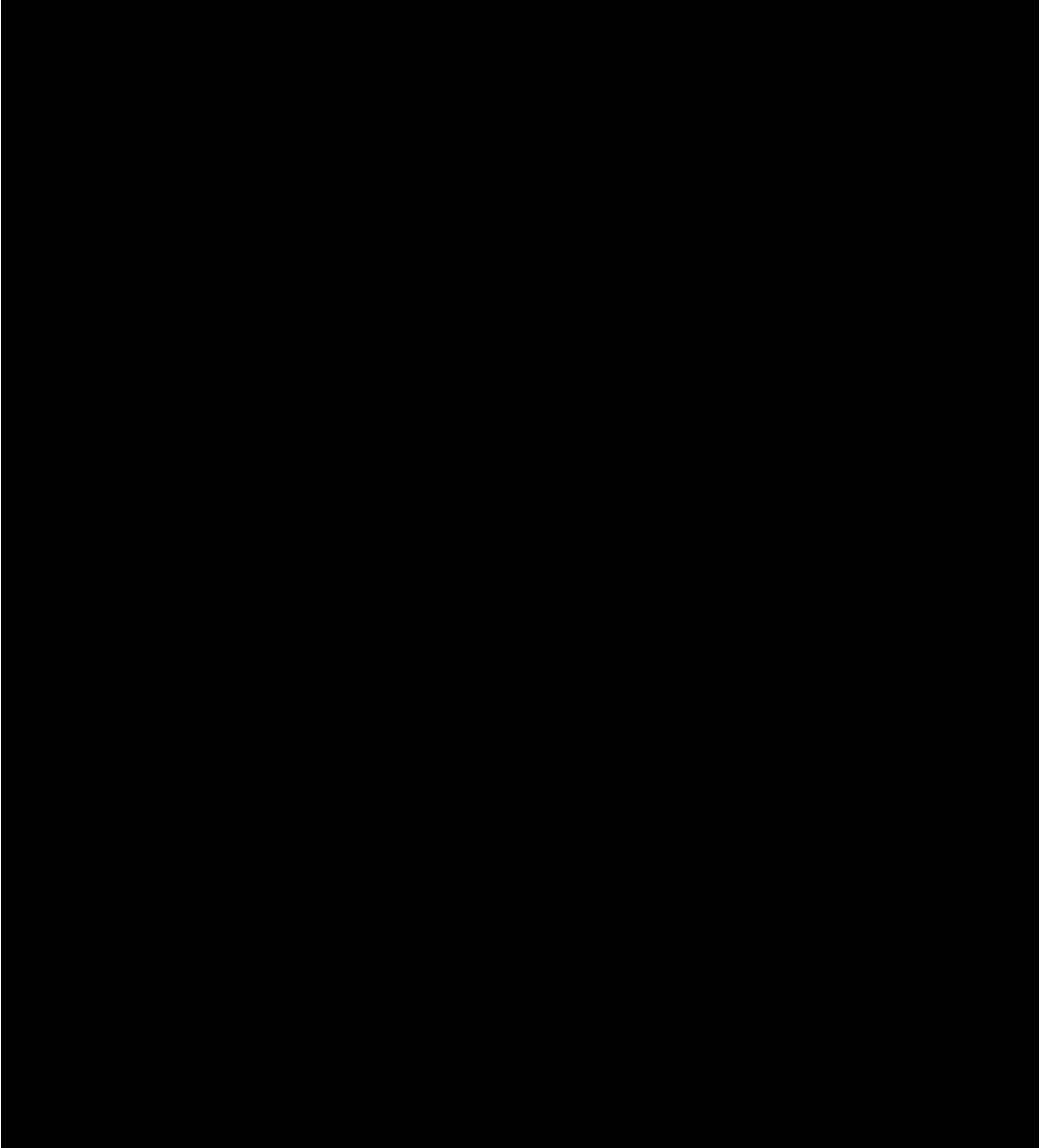
Figure 10. Deloitte Organizational Chart

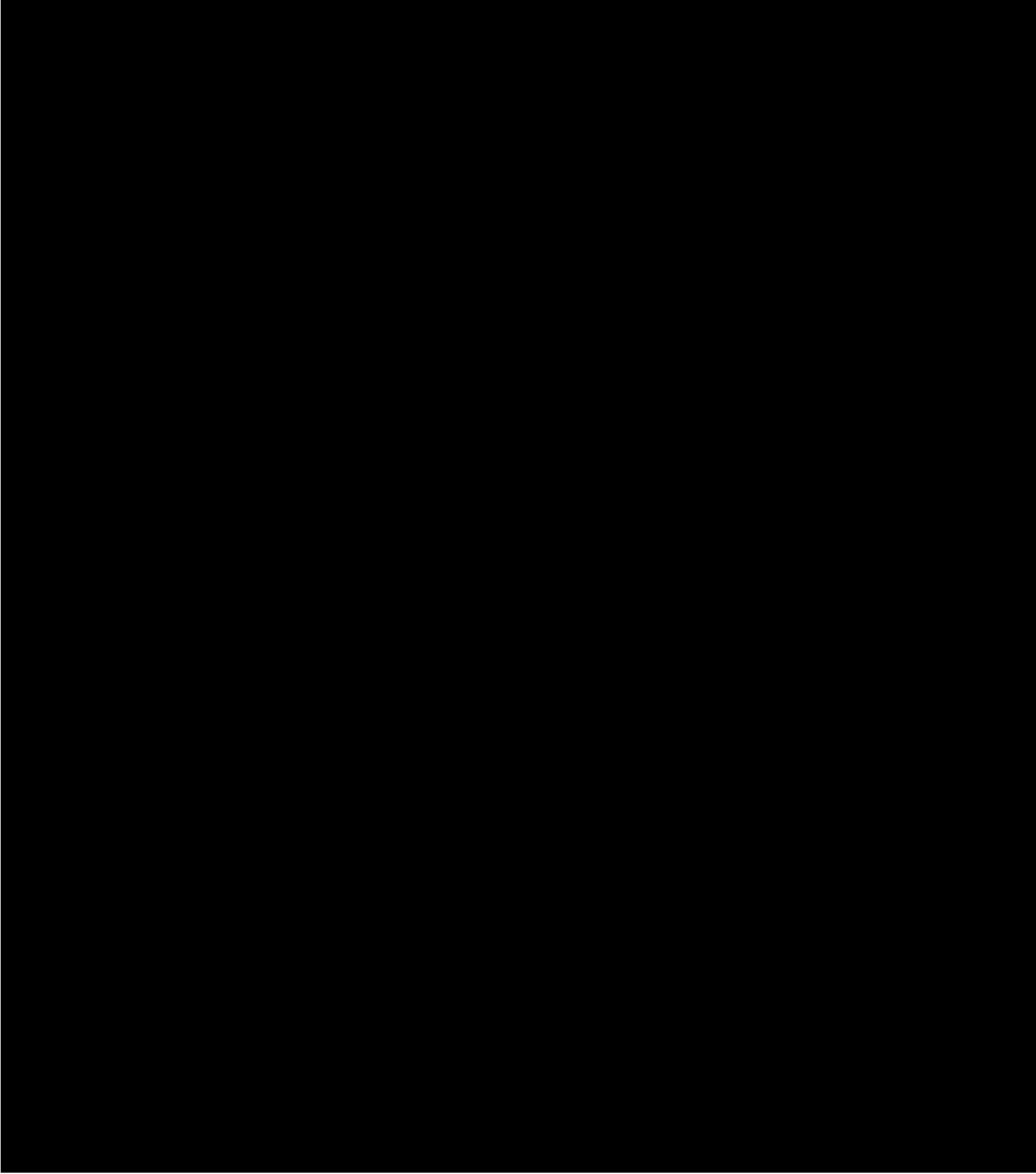


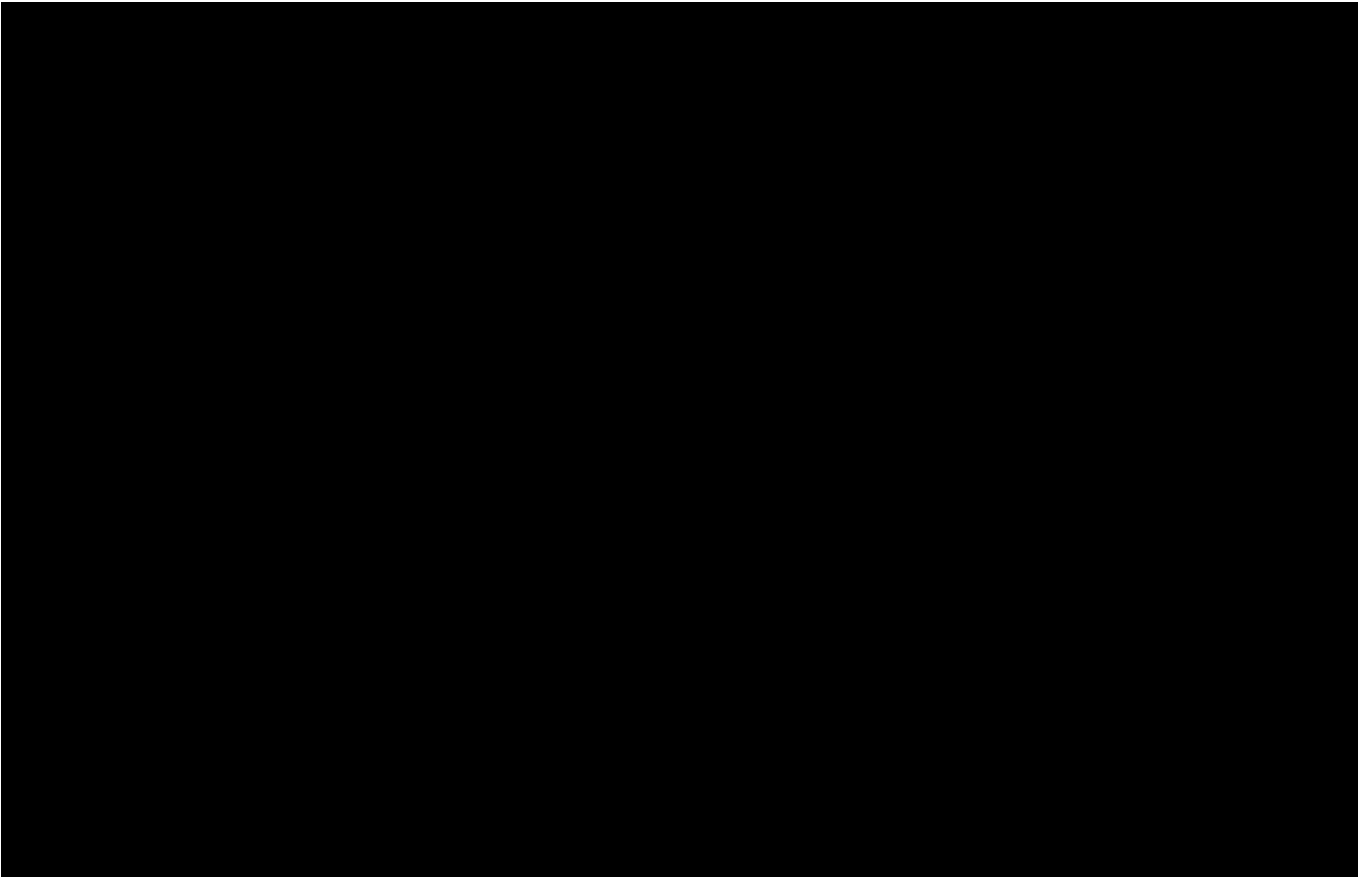


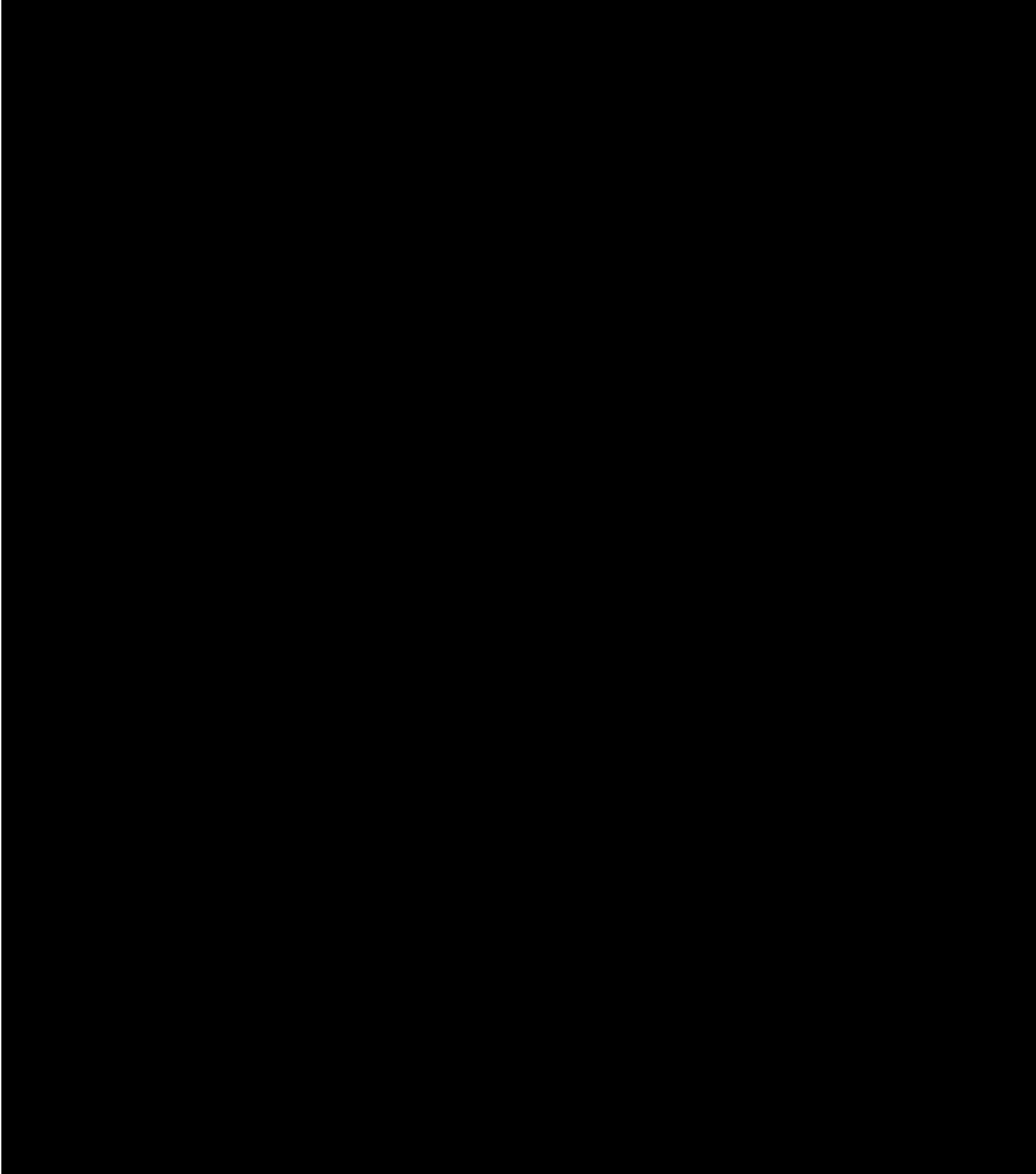
1.i.2 Resumes

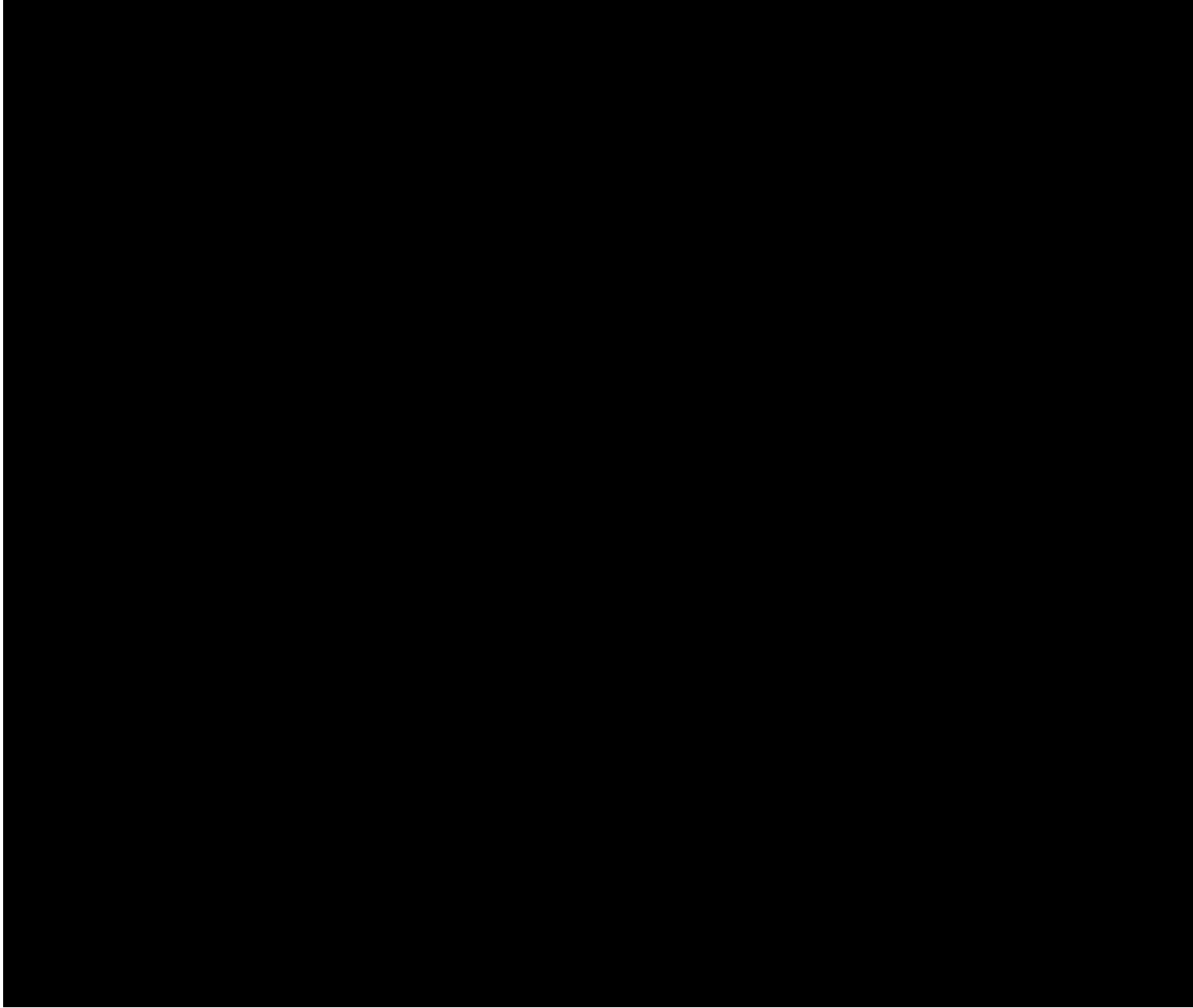


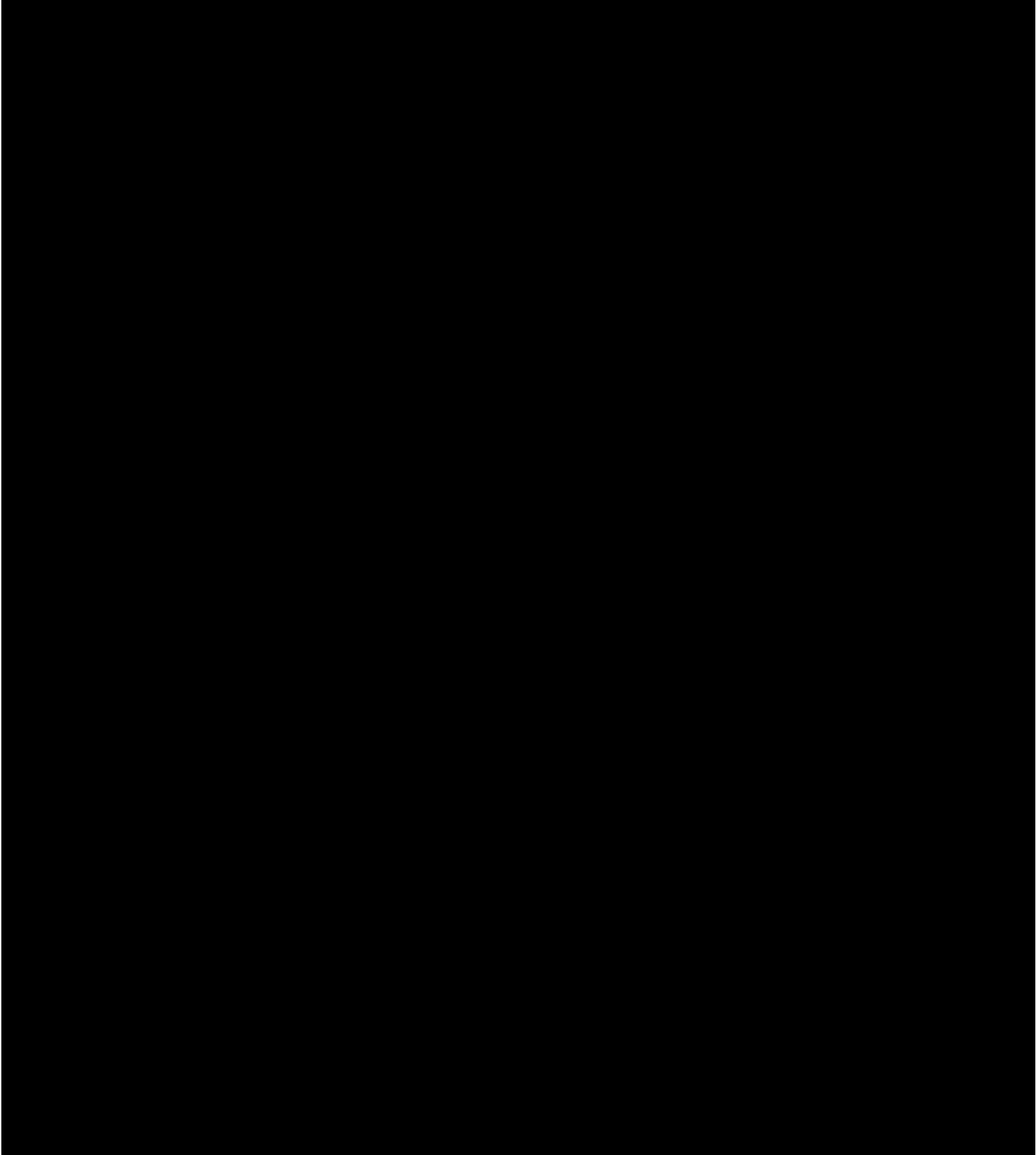


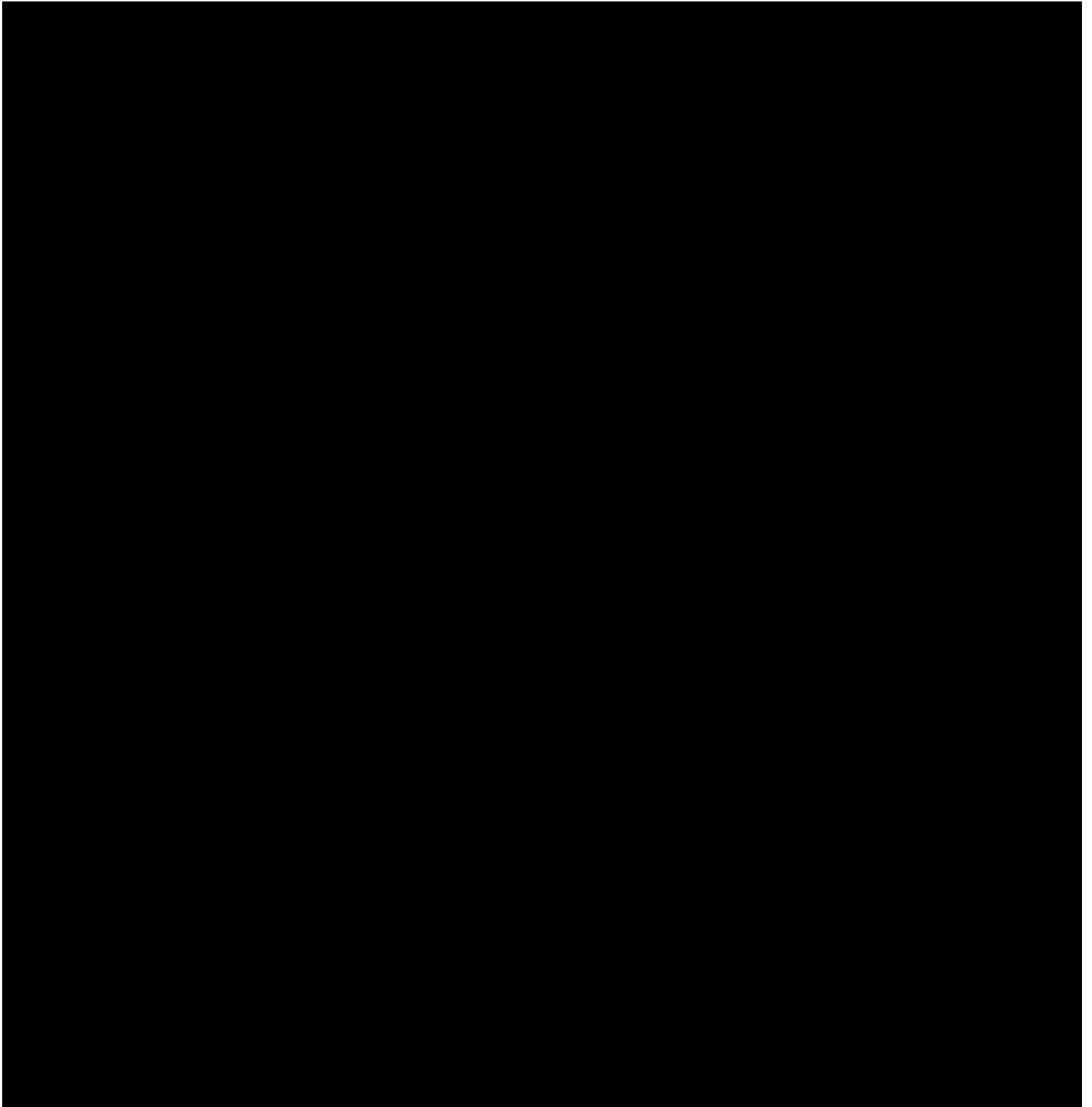


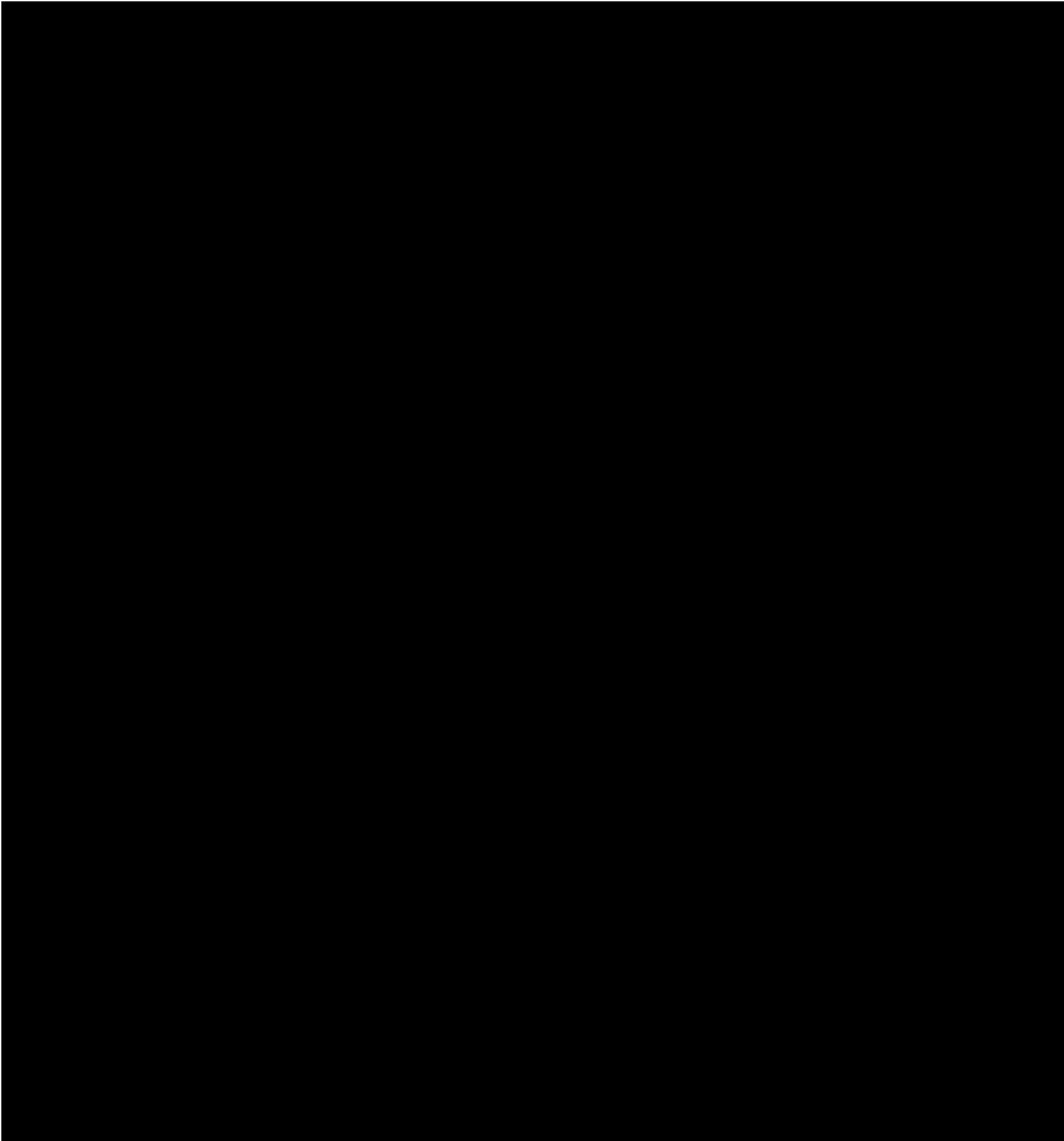


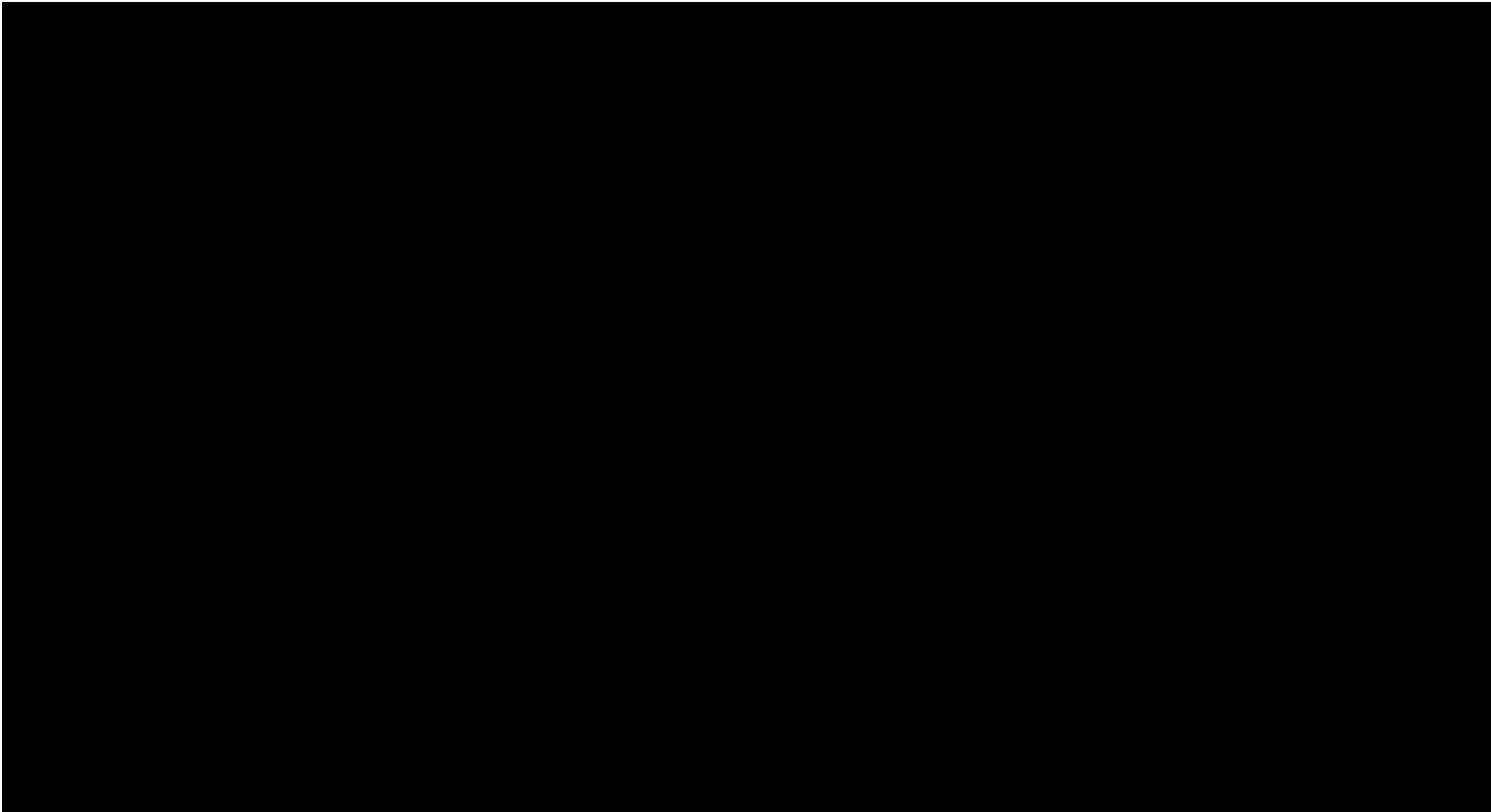


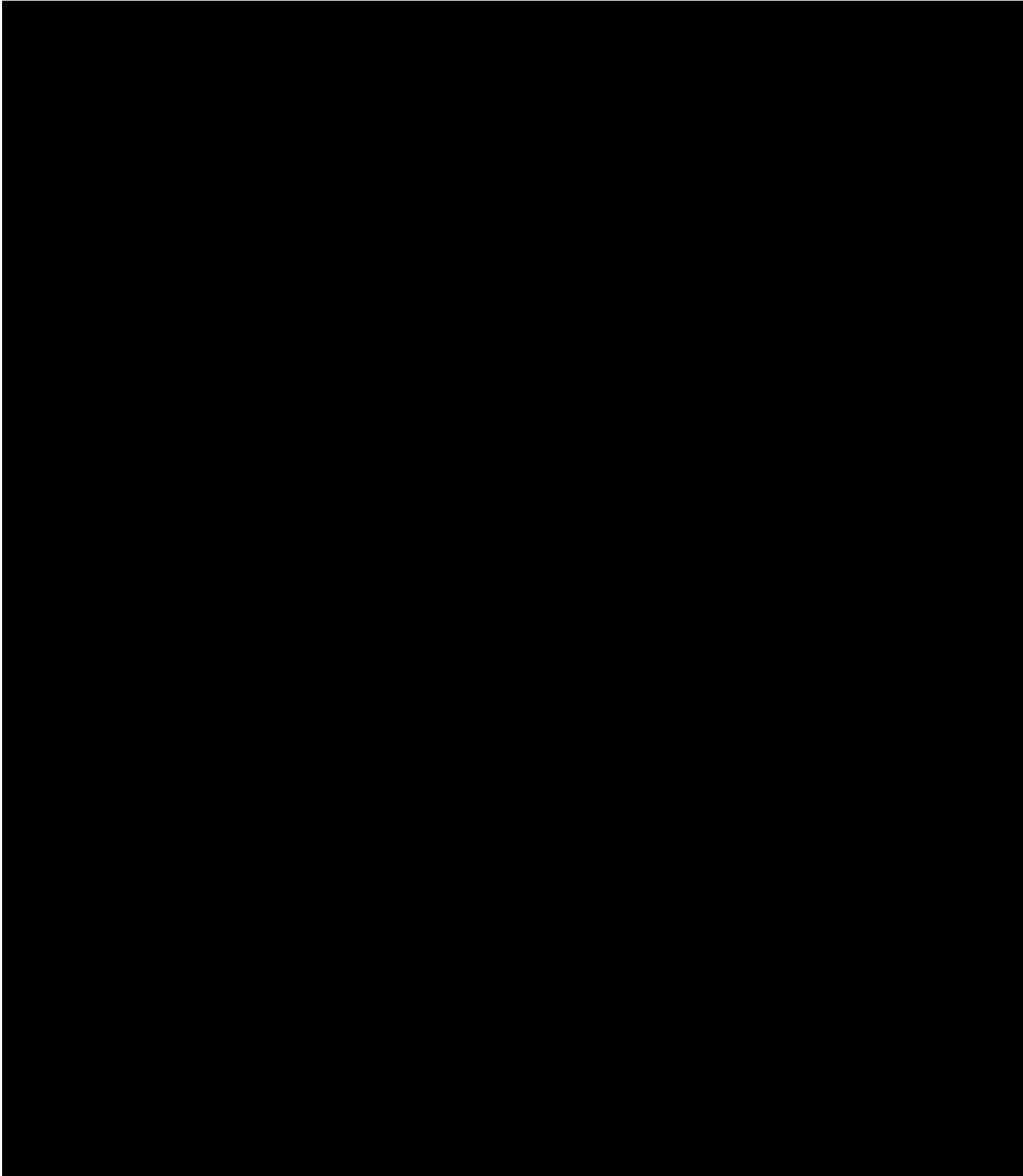


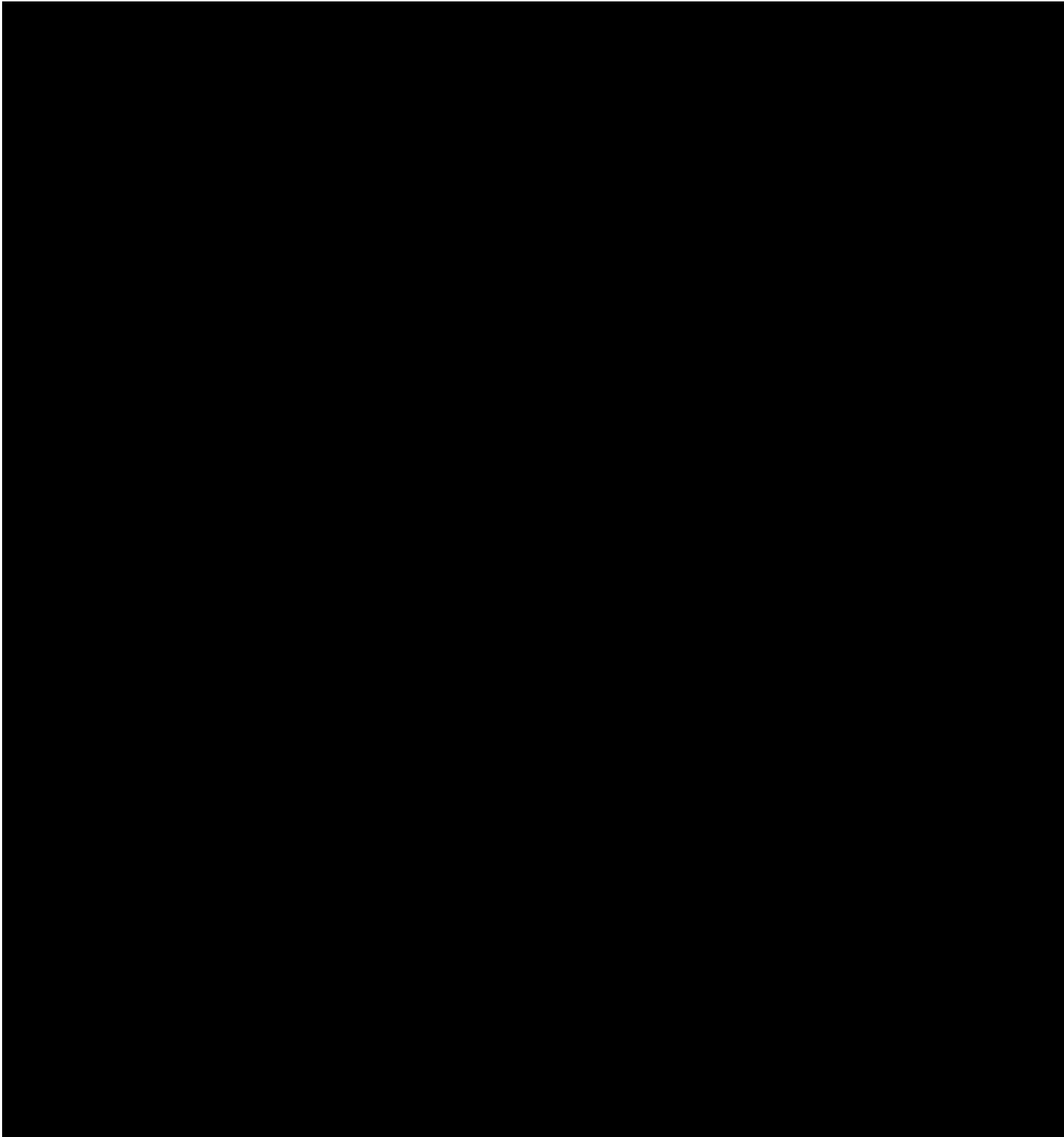












1.j. Subcontractors

Subcontractor Commitment and Scope of Work

For over 20 years, [REDACTED] has been the leading provider to Federal and State governments engaging with multiple Federal Agencies such as USA.Gov, IRS, Health & Human Services, TSA, CFBP, Department of State, Department of Defense, and Department of Transportation. Additionally, [REDACTED] is or has been engaged in over 13 States including Nebraska, New York, California, Ohio, New Mexico, Virginia, and Texas providing call center support for Emergency Rental Assistance, COVID-related programs, unemployment and childcare assistance.

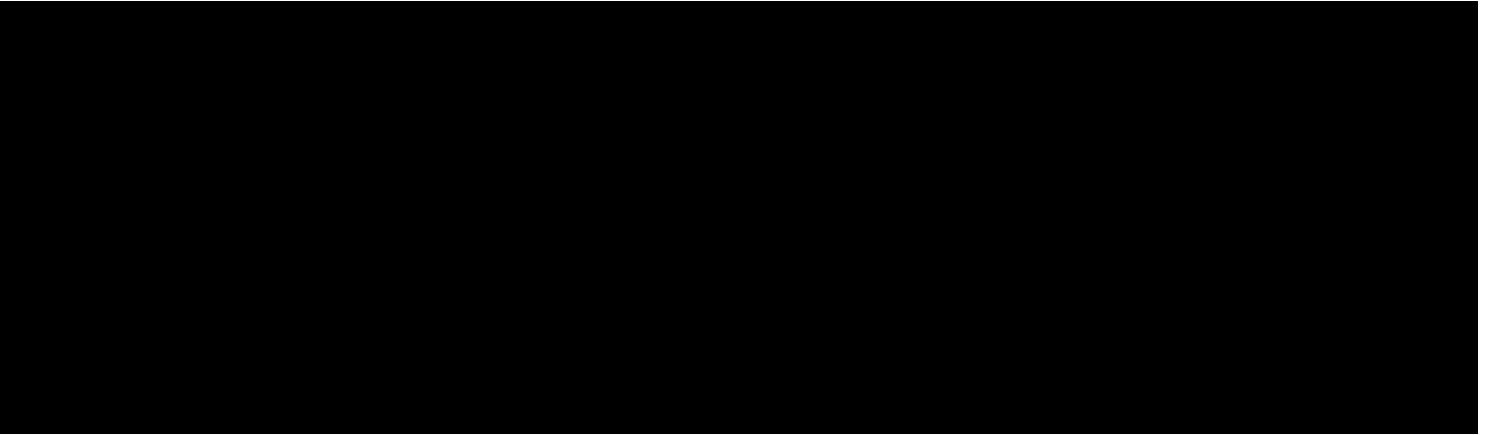
Their broad expertise in the Public Sector space coupled with their operational knowledge as well as their track record to consistently meet or exceed virtually every key metric in the programs they support have made them a trusted partner. One of the other key attributes they've been able to prove out is their ability to ramp quickly. In one program Deloitte and [REDACTED] jointly supported, we ramped over 200 agents in 10 days and performed at the targeted levels. In total, our combined relationship has implemented programs with over 1,800 agents.

[REDACTED] with its operational knowledge of how to support Federal and State needs coupled with Deloitte's strategic capabilities uniquely positions us to support the work defined herein for ACCESSNebraska.

Subcontractor Commitment and Scope of Work

[REDACTED] and has been in business for 20+ years. [REDACTED] core expertise is in providing contingent labor, training, facility, and infrastructure management for federal, state, and local government. [REDACTED] service

portfolio is aligned to serve the needs of constituents that require services and benefits provided under US Government health and human services and social benefits programs. [REDACTED] is a teaming partner with Deloitte Consulting on multiple major contracts nationwide. Deloitte and [REDACTED] have partnered on over 27 US State Government projects over a period of 18 years. The longevity of the business relationship between Deloitte and [REDACTED] has developed into a shared understanding with the shared goals of providing exceptional services to our clients based on mutual trust and integrity. [REDACTED] is eager to provide this exceptional level of service to Nebraskans via ACCESSNebraska.



Subcontractor Commitment and Scope of Work

For 50 years [REDACTED] has focused on the unique requirements of secured customer information and communications. [REDACTED] partnership with Deloitte spans over 10 years and in that timeframe has provided a variety of services that includes providing 1099 tax forms for financial clients, providing 1095 tax form for state governments, and supporting the TennCare Medicare program for the state of Tennessee.

[REDACTED] is committed to and puts a heavy focus on all regulatory aligning practices, policies, and capabilities to minimize risk by complying with HIPAA and all state privacy and security laws. This includes secure technology platforms with automated data encryption and secure facilities with inventory access control, restricted production areas, and 24/7 surveillance. Additionally, processing high volumes of secure data and mail requires a partnership with a strong track record of performance. [REDACTED] has delivered this for Deloitte, and as a result, this trust has led to [REDACTED] providing mailings for Deloitte's internal open enrollment and retirements. Consequently, we know of and expect [REDACTED] to provide timely, accurate and secure processing to the back-office functions needed by DHHS and ACCESSNebraska.

2. Solution Approach

2.1. Understanding of the Project Requirements

Based on our extensive experience operating similar programs, we have grouped the requirements based on our solution. For each of the business requirements listed below, we have detailed our understanding of the requirement, explained our approach for how we will deliver the requirement and confirmed our ability to meet or exceed the State's expectation through the use of our people, processes and technologies.

2.1.1 Business Requirements

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
a.	Answer inbound calls routed to them and conduct outreach calls on behalf of ACCESSNebraska from 8:00AM through 6:00PM Central time, Monday through Friday, with the exception of State holidays defined by law.	Exceeds
b.	Provide an (800) number for routing calls.	Meets
c.	Contractor must answer calls with a maximum Average Speed of Answer (ASA) of five (5) minutes.	Meets

To meet your business requirements, Deloitte proposes our Deloitte's Digital Contact Center (D2C2™) solution. [REDACTED]

[REDACTED]

Our platform is designed to provide organizations like DHHS access to the industry's most cutting-edge technologies without the burden of licensing or long-term contracts through our [REDACTED]. Our platform is fully compliant with DHHS's technical requirements and will offer hours of operation routing, 800 toll-free numbers and much more. Through our experience supporting numerous State and Federal contact centers, we understand the evolving nature of customer service and [REDACTED]

[REDACTED]

In addition, our fully omni-channel capability allows us to meet our customers on the channel of their choice. In a world where customers have the extraordinary ability to choose from various standard and digital channels to communicate, contact center organizations are urgently looking to acquire the necessary technical assets required to develop memorable customer experiences through agile technical environments.

We understand the customer experience. Deloitte brings a deep understanding of the customer experience and delivery of contact center services. The industry community recognizes Deloitte as the leader in complex customer experience implementations including contact center migrations and transformations. Our industry recognition and human-centered design methodologies have fueled our ongoing dedication to serving the customer and have significantly influenced the D2C2™ blueprint and resulting platform.



Figure 15. Gartner Magic Quadrant

Contact centers are often the only interaction a customer has with their service provider. We fundamentally understand the criticality of the contact center experience and the resulting relationship and brand service providers have with their clients after an interaction.

We are Different. Our competitors tout all-inclusive, out-of-the-box services, but they traditionally integrate with third party applications to augment their standard offerings to meet today’s market requirements. [REDACTED]

We Meet Your Business Needs. We will provide a toll-free number, a range of toll-free numbers, or a vanity number through our technology platform. We will work with our carrier partners to select net new, or unused, toll-free numbers to ensure the ACCESSNebraska contact center is not associated with any other organizations or contact centers. As a part of our service, Deloitte analyzes toll-free numbers for connections to inappropriate material or fraudulent operations to proactively prevent impropriety. In addition, we will support Letter of Authorization (LOA) processes to port an existing Nebraska toll-free number or numbers into our system. We understand the complexities of the process of responsible organization (RESPORG) between carriers and will coordinate with DHHS to ensure DHHS’s desired toll-free number is available for use. Deloitte’s processes safeguards DHHS from common RESPORG concerns to ensure continuity of business services and we support both hot and cold toll-free number cut overs. Our solution also includes native solutions for hours of operation and similar routing logic. **Our contact center solution will be staffed by agents and available between 8AM and 6 PM CT, Monday through Friday, except State holidays defined by law and can be adjusted to meet programmatic change.** D2C2™ is cloud capability and will be available to DHHS customers 24/7/365 and is not incumbered by traditional bottle necks, such as trunks or primary rate interface (PRI) connections. All calls will be delivered to an IVR or desired messaging per the guidelines established by DHHS for ACCESSNebraska. D2C2™ also provides both ad-hoc outbound calling and outbound campaigns as native services. Our services range from outbound caller ID masking (to match the inbound toll-free number) to fully blended omni-channel outbound campaigns.

We are Focused on Performance. Our solution will leverage advanced analytics, workforce management, quality management, and our experience to meet service level agreements (SLA) for average speed of answer (ASA) and will not exceed five minutes. To meet this requirement, [REDACTED]

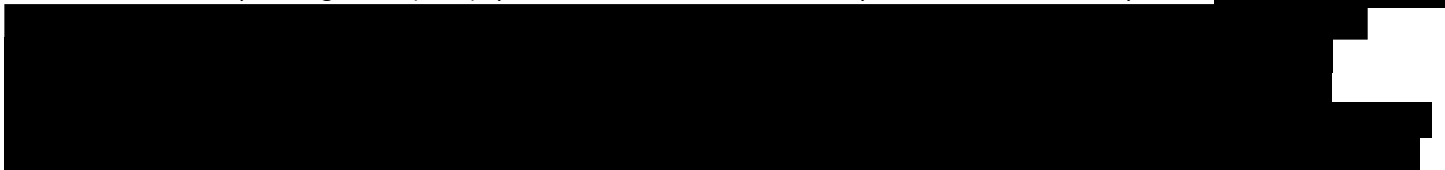


We Are Your Partner. Our contact center practice is built upon an unwavering dedication to customer experience and people. Our team, from the top down, understands the complexity of contact center technology and operations, and understands how best to drive value for our customers. Our understanding of Nebraska’s values and operations through our work supporting the various Nebraska contact center programs positions Deloitte to provide DHHS customers with the highest levels of customer service at the most affordable price.

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
d.	Contractor will enter information regarding the call as needed, either utilizing the ACCESSNebraska web application, DHHS N-FOCUS application, or other DHHS systems that may be made available.	Meets
e.	Information and data received or created by the Contractor in providing services under this contract will only be entered into the ACCESSNebraska.ne.gov website, the contractor’s Customer Relationship Management system, or other systems that may be made available by DHHS. Contractor will ensure that no information and data gathered in providing services under this contract is entered, stored, or maintained elsewhere, except as necessary to perform the work. Additionally, such information and data will only be used for the purposes identified in this contract and is property of DHHS.	Meets
f.	Contractor will store and process information and data received or created by Contractor in providing services under this contract in a secure manner such that unauthorized persons cannot gain access to it by means of a computer, remote terminal, or other means, and to ensure that only authorized persons will have access to such information and data.	Meets

Platform and data security are core pillars of our solution and Deloitte agents and staff will securely access DHHS applications, such as, DHHS N-FOCUS application, the ACCESSNebraska web application, and other DHHS systems to enter call related information. We will work with DHHS engineering to integrate our secure environment with DHHS and identify the most appropriate technical solution.

Data and information collected or received by Deloitte will only be entered into the ACCESSNebraska web application, the Deloitte Customer Relationship Management (CRM) system, DHHS N-FOCUS, or other systems made available by DHHS.



Deloitte’s approach aligns technology with people and processes to combine the industry’s most secure technologies with operational rigor and a commitment to data security. Deloitte acknowledges that program information and data will only be used for the purposes outlined in the contract and is the property of DHHS.

Data stored within our CRM application, or cloud environment, is restricted and will only be accessed by authorized personnel and does not permit unauthorized access through a computer, remote terminal, or other means. Our environment is not web accessible and will only be accessed through Deloitte’s authentications protocols. Our security services include:



[REDACTED]

Data input into our CRM solution, [REDACTED] or into our platform data environment, benefits from the native security features of [REDACTED] Google’s secure and accredited environment, and Deloitte’s extensive experience hardening and securing cloud environments.

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
g.	Contractor will provide and utilize a Customer Relationship Management (CRM) system to document the number and category of services provided. The information in this system shall be made available to DHHS upon request.	Exceeds

[REDACTED]

[REDACTED]

[REDACTED]

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
h.	Contractor must ensure all agents are supplied with telephony software, telephony equipment, computer equipment and software, and all network infrastructure to provide the service. The State will not provide any equipment.	Meets

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
i.	Contractor must adhere to all DHHS and Nebraska Information Technology Commission (NITC) security standards and policies.	Meets
j.	If the Contractor is utilizing telework, the Contractor must ensure that staff has the equipment necessary to perform the work effectively and efficiently, this may include but not be limited to a suitable laptop or other device, additional monitor(s) and a phone. Contractor will also ensure that the staff has a secure location to do business that will keep all client information confidential and safe.	Meets

All contact center staff will be supplied with the required telephony software, telephony equipment, computer equipment and software, and all network infrastructure needed to provide required services to DHHS. Additionally, we will ensure that all agents are fully onboarded and provisioned with necessary access to all systems in advance of when they need it. We have considerable experience around onboarding and provisioning of our agents and have further refined our process to ensure that all agents are seamlessly provisioned and deprovisioned.

[Redacted]

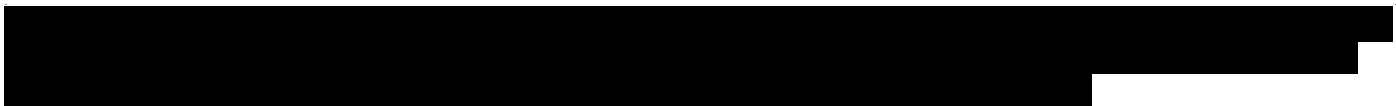
As per business requirement i, we confirm that our technical solution will adhere to DHHS and Nebraska Information Technology Commission (NITC) security standards and policies outlined in the Department of Health and Human Services Information Technology (IT) Security Policies and Standards requirements (version 2.0) found at [Information Technology \(IT\) Security Policies and Standards.pdf \(ne.gov\)](#).

[Redacted]

Gartner has identified Deloitte as the undisputed leader in security consulting services for eleven consecutive years. As the nation's leading global cyber consulting practice, Deloitte leverages a cloud cyber risk framework that maps directly to several cybersecurity frameworks and compliance standards such as FedRAMP Moderate baseline, the Cloud Security Alliance, Cloud Controls Framework, Center for Internet Security Benchmarks, and the NIST Cybersecurity Framework. Across cybersecurity domains within this framework, we have incorporated administrative and logical controls into securing our solution across D2C2™, directly mapping them to the FedRAMP Moderate baseline. This framework has been demonstrated across multiple client cloud solutions across our Commercial and GPS clients. Our cybersecurity team helps manage cyber risk by combining standards-based methodologies and frameworks with industry knowledge and experience to create a practical and sustainable strategy as well as technical and operational architectures. This effort allows us the opportunity to leverage innovation and leading practices for the benefit of DHHS.

As per business requirement j, all agents will be provided with laptops and the equipment necessary to perform the work under the required contract. Additionally, we will ensure that our staff has a secure location to do business that will keep all client information confidential and safe. We address data security through our technology solutions, as well as with our strict security standards which are customized for a remote environment. All agent laptops are secured through advanced software and digital security technologies.

[Redacted]

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
k.	Contractor will support remote access technologies as defined by DHHS (virtual desktop infrastructure and multi-factor authentication).	Meets
		
Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
I.	Contractor will follow all DHHS procedures provided through training, using a "Train the Trainer" method, initially during the contract start-up of the contract and as needed for any new processes amended into the contract.	Exceeds

Deloitte will attend DHHS Train-the-Trainer (TTT) sessions to gather information and knowledge about Medicaid and Economic Assistance programs. The Deloitte training team will use DHHS materials and information to develop a curriculum to cover the levels and cross functional teams on identified topics, in addition to customer service soft skills, best practices, policy, and program/task scenarios. A preliminary training schedule is created, along with a weekly communication strategy that keeps teams informed of changes and updates to the program and processes. The plan is flexible and will be adjusted to include daily or weekly broadcasts, lunch and learn sessions, email, internal chat, knowledgebase, etc.

"I think they did a very good job on putting scenarios on around how to answer calls. Regardless of how many people were in training, they managed to help us all by the end of the day."

Feedback submitted by a recent trainee for another contact center program

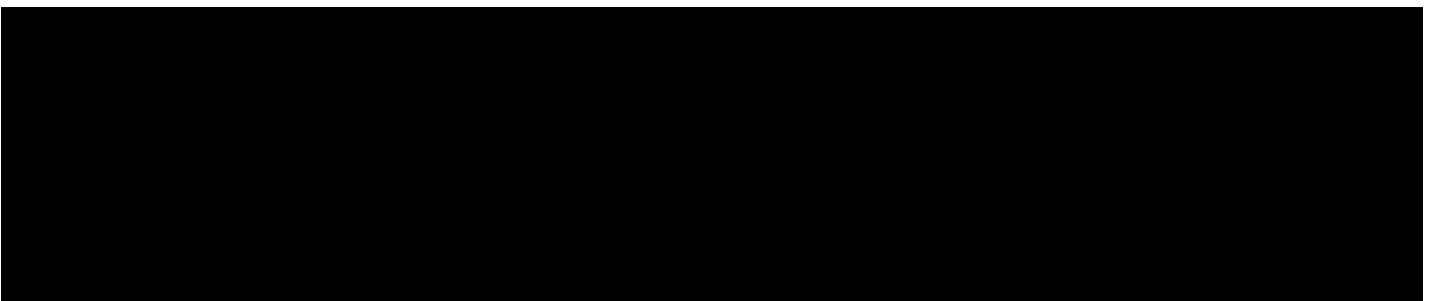
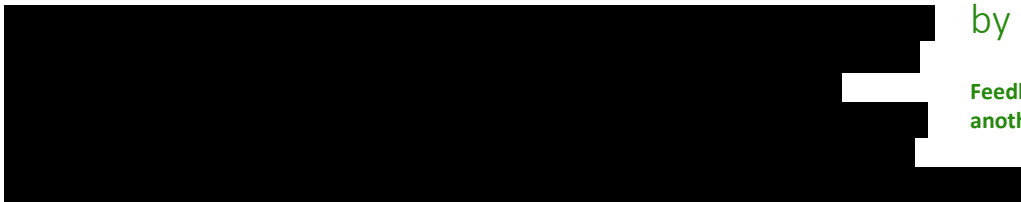
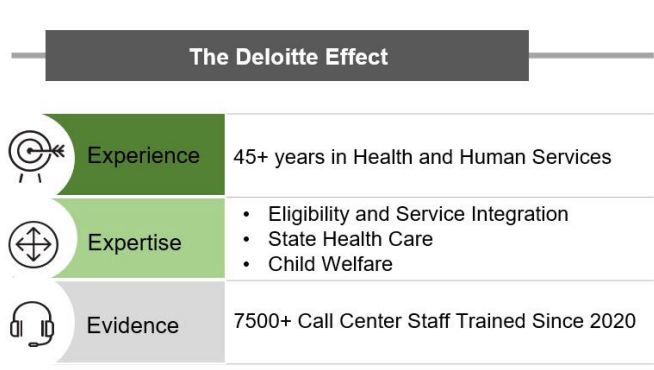


Figure 16. Deloitte Training Process





Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
m.	The Contractor is responsible for all oversight and management of staff including hiring, training, onboarding, tracking time sheets and performing payroll.	Exceeds



Deloitte has more than 45 years of experience in the Health and Human Service industry. Our work alongside state agencies has equipped us with a wide range of professionals that will focus on helping DHHS improve efficiency, effectiveness, and accountability of the state services and benefits that ACCESSNebraska offers. We understand the requirement around the oversight and management of our staff, including hiring, training, and onboarding hundreds of contact center agents at a time to quickly arm them with system and program knowledge needed to address calls effectively. **The Deloitte Team confirms that we will be responsible for the complete oversight and management of our staff**, including tracking of timesheets and performing payroll activities.

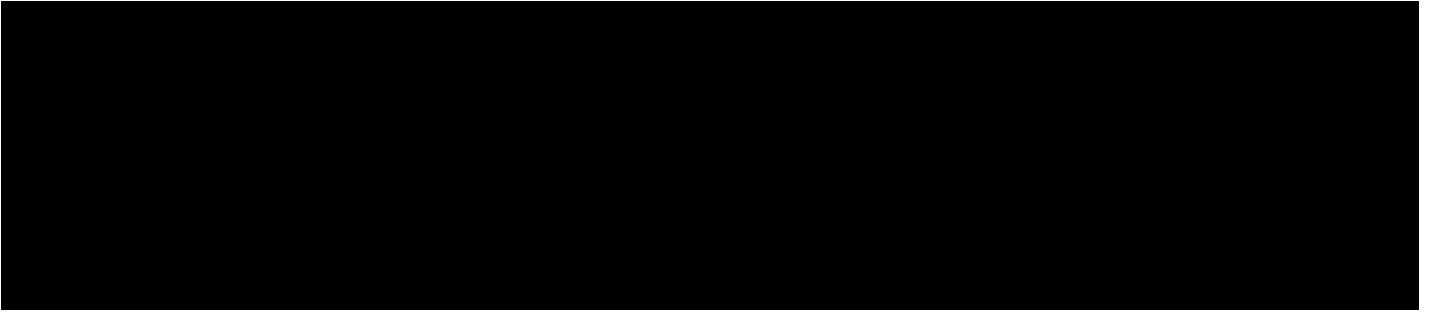
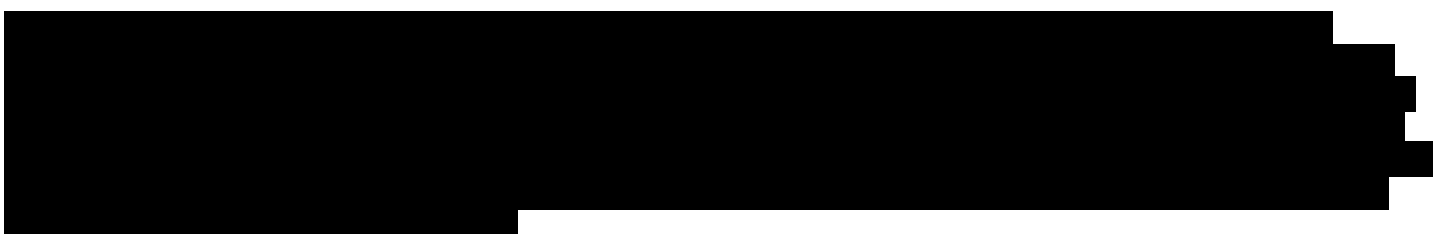
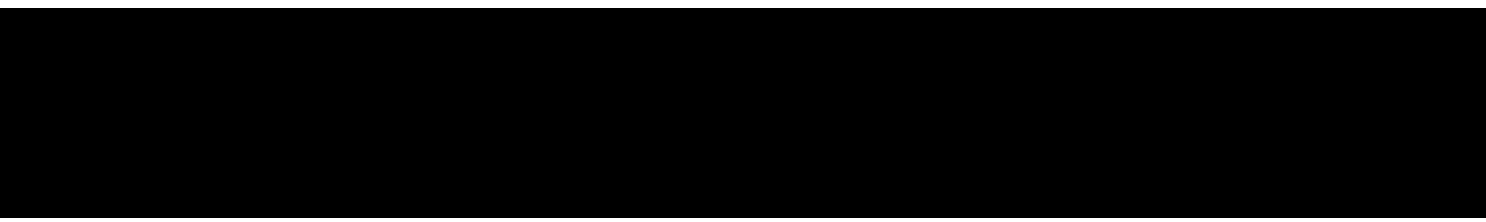


Figure 17. Deloitte Recruiting and Onboarding Process Flow

The following table summarizes our staffing oversight and benefit to DHHS.



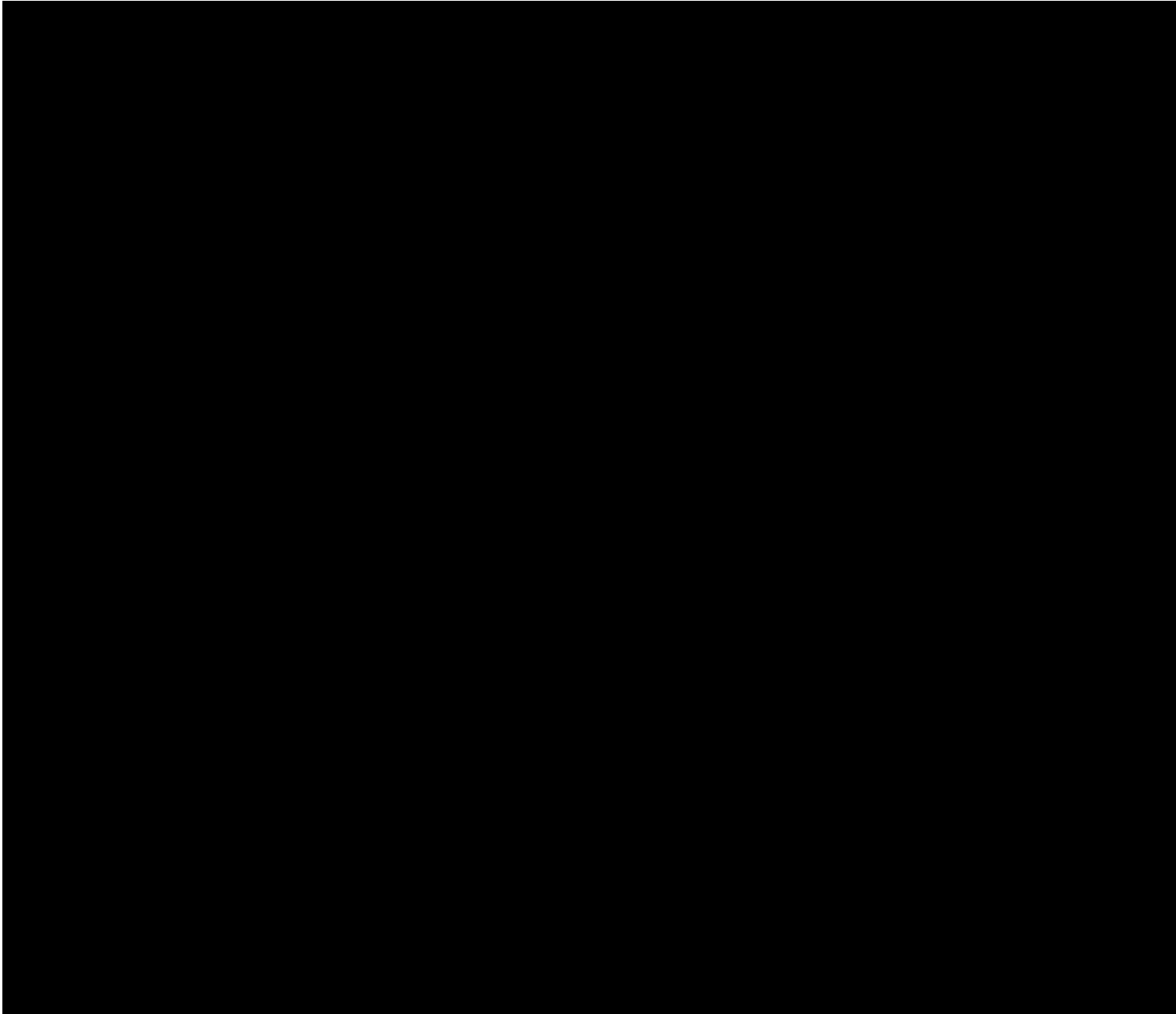


Figure 18. Deloitte Management and Oversight Approach

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
n.	Contractor shall protect any Personal Health Information (PHI) and Personal Identifying Information (PII) in accordance with federal law, including 42 CFR Part 431 Subpart F, and Centers for Medicare and Medicaid Services (CMS) guidance using the National Institute of Standards and Technology (NIST 800-53) control framework. Adherence to the guidance shall be evaluated by a qualified independent third party at the Contractor's expense, evaluation includes annual security controls assessment and a penetration test.	Meets



[Redacted]

[Redacted]

[Redacted]

[Redacted]

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
o.	Contractor will provide DHHS view only access to Contractor's automatic call distribution (ACD) system to assist with call volume distribution.	Exceeds

[Redacted]

[Redacted]

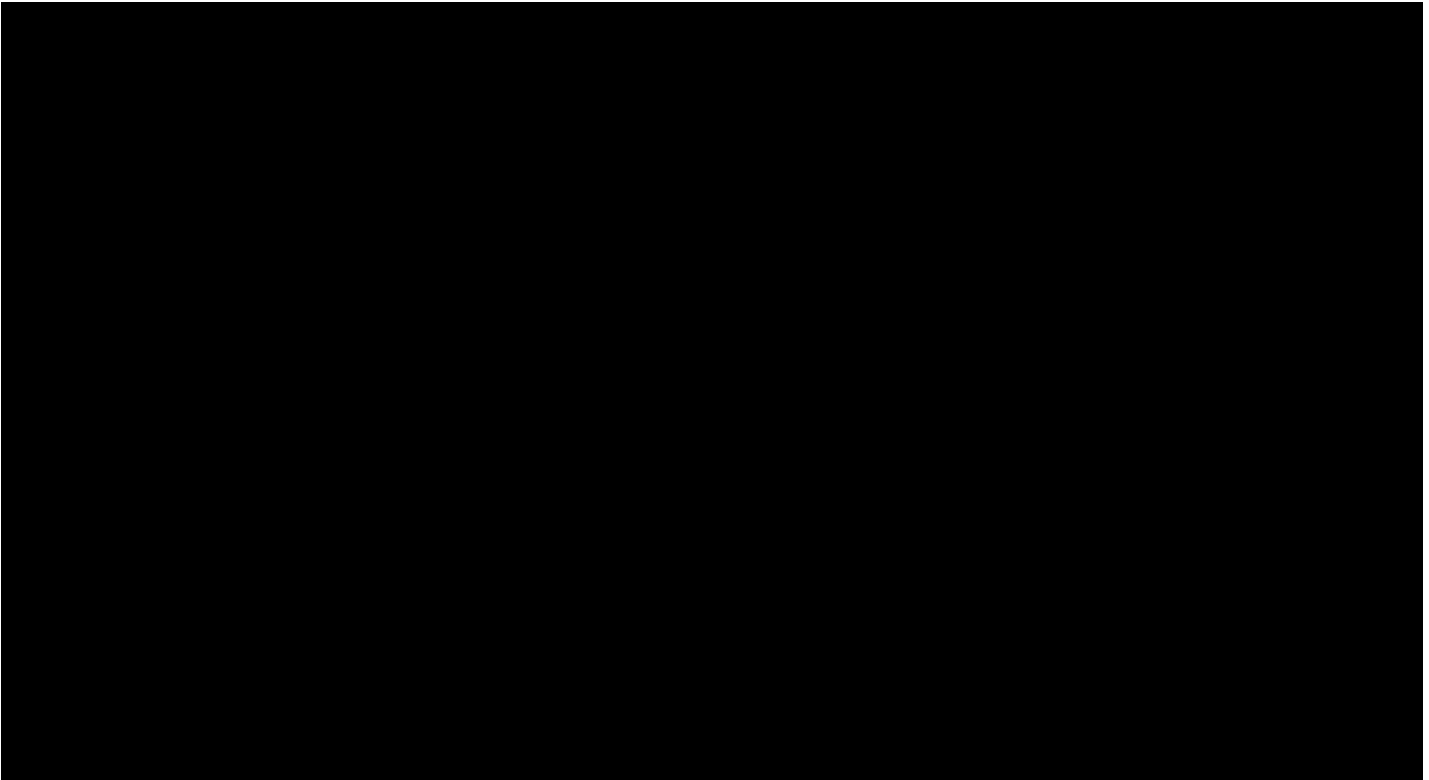


Figure 19. Real-Time Dashboard

Deloitte will provide DHHS with view only access to ACD data environment to provide guidance and direction on call volume distribution. Through D2C2™, we will provide relevant data and analytics through multiple modalities. [REDACTED] DHHS will also be provided with reporting and monitoring access to review real-time data metrics embedded into the supervisor client.

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
p.	Contractor shall provide both English and Spanish language interpretation services. At all times during Business Hours, at least 10% of agents must be fluent in reading, writing, and speaking in Spanish and English. For non-English and non-Spanish language interpretation services, the Contractor must supply a method of telephonic interpretation. Cost of interpretation services shall be included in cost per call.	Meets

We are aware that 7.66% of households within Nebraska speak primarily Spanish and with that, understand the importance of providing both English and Spanish language interpretation services to support the diverse needs of Nebraska residents. As a part of our call center offering, **we will ensure that at least 10% of our agents on the line will be fluent in reading, writing, and speaking in Spanish and English.** [REDACTED]

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
q.	Upon termination of this contract, Contractor shall transfer or return all information and data obtained in providing services under this contract to DHHS and/or delete such data upon DHHS written request. The parties agree to negotiate in good faith, and mutually agree upon the format, timing, and manner for such transfer or return of information and data.	Meets

Deloitte confirms that we will transfer all project related information and data back to the State and/or delete such data upon DHHS written request. We will work closely with DHHS on the format, timing, and manner for the return, transfer, or deletion of requested information and data.

Prior to the end of this contract, we will develop and submit to DHHS for approval a Transition-Out Plan, which will include details on the transfer or return of all information and data obtained in providing services for this contract. Additionally, our Transition-Out Plan will cover the system access, status of actions and technical activities, communication plan for transitioning out, and maintenance and closeout of all deliverables and/or work products delivered under the contract.

We will participate in information and data transfer (through both Technical Exchange Meetings and provision of documentation developed under this requirement) and provide an inventory and reconciliation of State-owned assets used by the team.

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
r.	Contractor must record all inbound and outbound calls. <ol style="list-style-type: none"> 1. Recorded calls shall be named in the specified format. 2. Audio files of the recorded calls shall be sent to DHHS daily, via secure method approved by DHHS. Audio files shall be delivered to DHHS by 10:00AM on the next business day. 3. Recorded calls shall be permanently deleted after successful transfer to DHHS. 4. Call transfer validation process shall be established by the contractor with the review and approval by DHHS. 	Exceeds

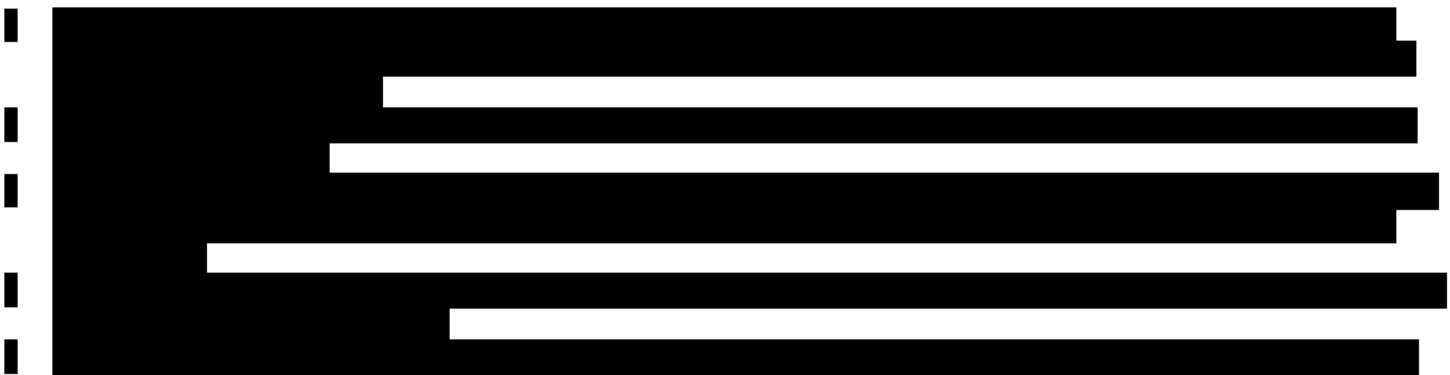
Deloitte will work with DHHS to establish a process for call transfer validation to migrate call recordings to a secure DHHS environment by 10:00 AM of the next business day. D2C2™ provides native capability for call recording and all calls, inbound and outbound, will be recorded per the contractual obligations.

In traditional contact center environments, call recordings are used to conduct quality management reviews and identify areas of improvement to improve performance and offer a better customer experience.

For more information about how our quality solution meets and exceeds your requirements, please refer to our responses to business requirements V, W, and X.

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
s.	Any data that is stored on site including multi-function devices, needs to be secured per DHHS policies.	Meets

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
t.	Mail customers a paper copy of the requested changes and/or applications, if applicable.	Meets
u.	Contractor must only print personal client information when necessary, and only in private office space that is distinctly separate from any publicly accessible area by a wall or other suitable barrier. Any door accessing this private office space shall be secured by a locking mechanism.	Meets



Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
v.	Contractor will maintain Quality Assurance (QA) accuracy at or above an agreed upon level using an agreed upon evaluation tool. An established timeline to meet this performance measure will be included in Contractor Start-Up Plan.	Exceeds
w.	Contractor will monitor at least five calls from each agent per month. Quality scores for each agent will be made available for DHHS oversight staff.	Exceeds
x.	Contractor will utilize the DHHS approved quality evaluation tool to evaluate specific interactions between staff and clients. <ol style="list-style-type: none"> 1. Will meet with DHHS bi-weekly for calibration sessions. 2. DHHS will select and send four random contractor received calls to score at least three days prior to the calibration session. 3. All participants will score each call in advance using an agreed upon evaluation form. 4. Sessions will consist of introducing each call and then sharing evaluation scores to see how evaluations can be completed more consistently. 5. Notes will be taken by DHHS for general coaching notes for staff and any enhancement requests for training in these meetings. 	Exceeds

Req ID	Business Requirement	Deloitte Meets or Exceeds Requirement
6.	DHHS will conduct regular call evaluations and provide feedback to the contractor.	
7.	All feedback will be logged by DHHS on a secured shared drive. Access to the secured shared drive will be provided to the contractor which will include documentation of action taken and the date.	

Deloitte meets your requirement to use an agreed upon quality assurance solution, but we will exceed this requirement by utilizing our QA call recording software. As detailed in Figure 20 below, our Quality Assurance software has multiple functionalities that will be customized to fit the needs of ACCESSNebraska. We configure our QA solution and our timeline to meet performance measures as part of the start-up phase of our development plan.

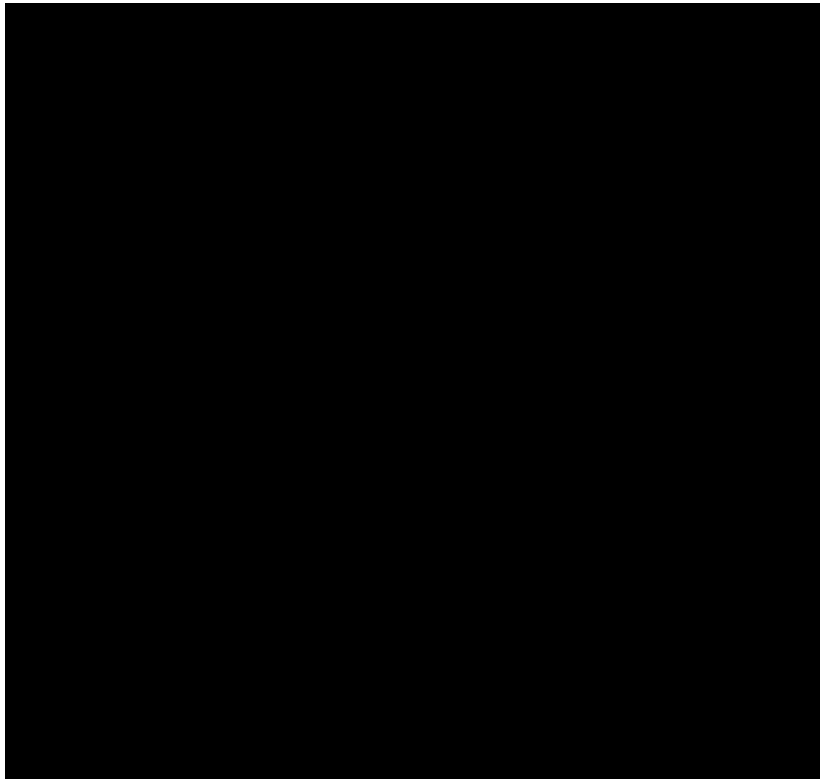


Figure 20. Deloitte's Quality Management



Deloitte's quality assurance team focuses on providing confidence that quality requirements will be fulfilled. The confidence provided by quality assurance practices is twofold: internally to management and externally to our clients. Our program is aimed at defining the standards of **how contact center agents should act to incorporate your core values in the customer experience**. Further, quality

assurance establishes the process as to how agents should be evaluated and continuously coached in accordance with specific service principles on an ongoing basis.



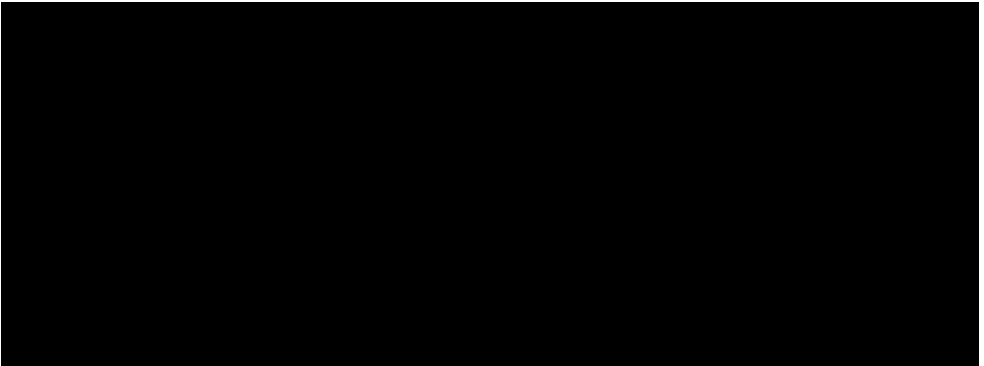
2.1.2 Reporting Requirements

Req ID	Report Requirements	Deloitte Meets or Exceeds Requirement
a.	Daily report with number of offered and number of handled calls, Average Speed of Answer (ASA), Average Handled Time (AHT) by queue.	Exceeds
b.	Daily report the number of completed items by category: <ol style="list-style-type: none"> 1. Change requests 2. Applications 3. Application status 4. Denial status inquiries from Contractor’s CRM 	Exceeds
c.	Daily report for the outreach activities including: <ol style="list-style-type: none"> 1. Number of outreach activities per hour per agent 2. Average talk time per outreach 3. Most frequently asked questions/topics of concern 4. Most frequently used resources 5. Number of outreach actions completed per hour/day/week 6. Number of voicemails left 7. Number of repeat callers 	Exceeds
d.	Ad hoc outreach statistic reports as requested. Due date for ad hoc call statistic reports will be determined by the Parties.	Meets
e.	Daily report with the quantity of calls or tasks completed for any other assigned work types.	Meets
f.	Weekly report of QA monitoring metrics.	Meets

Req ID	Report Requirements	Deloitte Meets or Exceeds Requirement
g.	Weekly QA Calibration reporting.	Meets
h.	Weekly summary reports shall be provided via email to the DHHS Contract Manager or designee, no later than 12:00 noon (Central Time) Tuesday of each week.	Meets
i.	Daily reports of the prior workday shall be provided via email no later than 9:30 am CST.	Meets
j.	Contractor shall provide ad hoc reports as requested by the State. Due date for ad hoc reports will be determined by mutual agreement of the parties.	Meets

Deloitte confirms that we have the capability to provide daily, weekly, and ad hoc reporting for contact center operations metrics, including call center and application numbers, and quality assurance. Daily reports will be provided no later than 9:30am CST for the prior day and weekly summary reports will be provided no later than noon CST on Tuesday of each week. We will utilize the QA and Daily Reporting templates provided as the baseline for our reporting. We will collaborate with DHHS stakeholders to configure additional reporting and dashboarding to provide an end-to-end view of contact center operations and will modify these reports based on DHHS requirements and feedback. We will work with DHHS to identify key performance indicators including, but not limited to, the metrics requested above.

In addition to the requested reports, 


Report Name	Frequency and Format	
Operations Report, Weekly Summary Report	Daily, Report and Dashboard via email Weekly, Report and Dashboard via email	

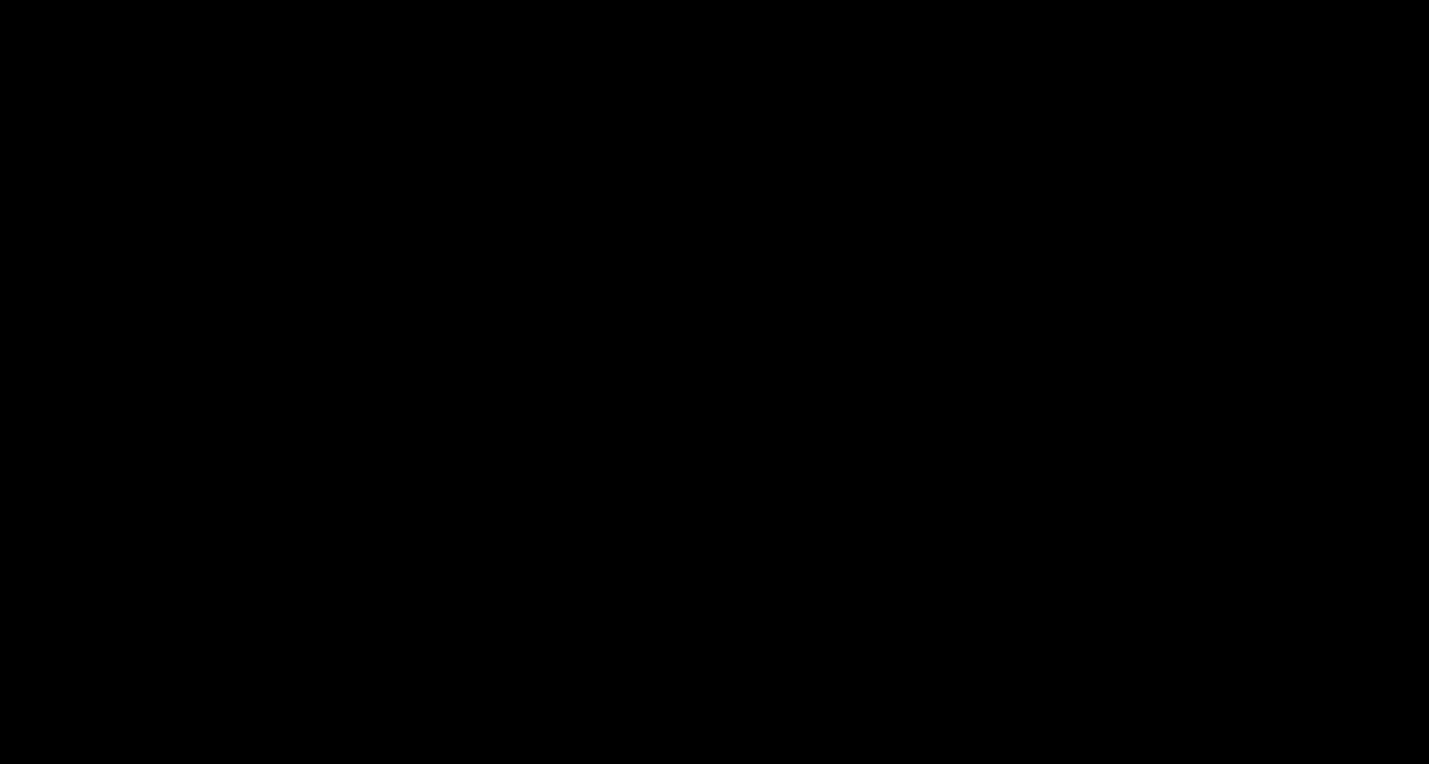


Figure 21. Sample Daily Report

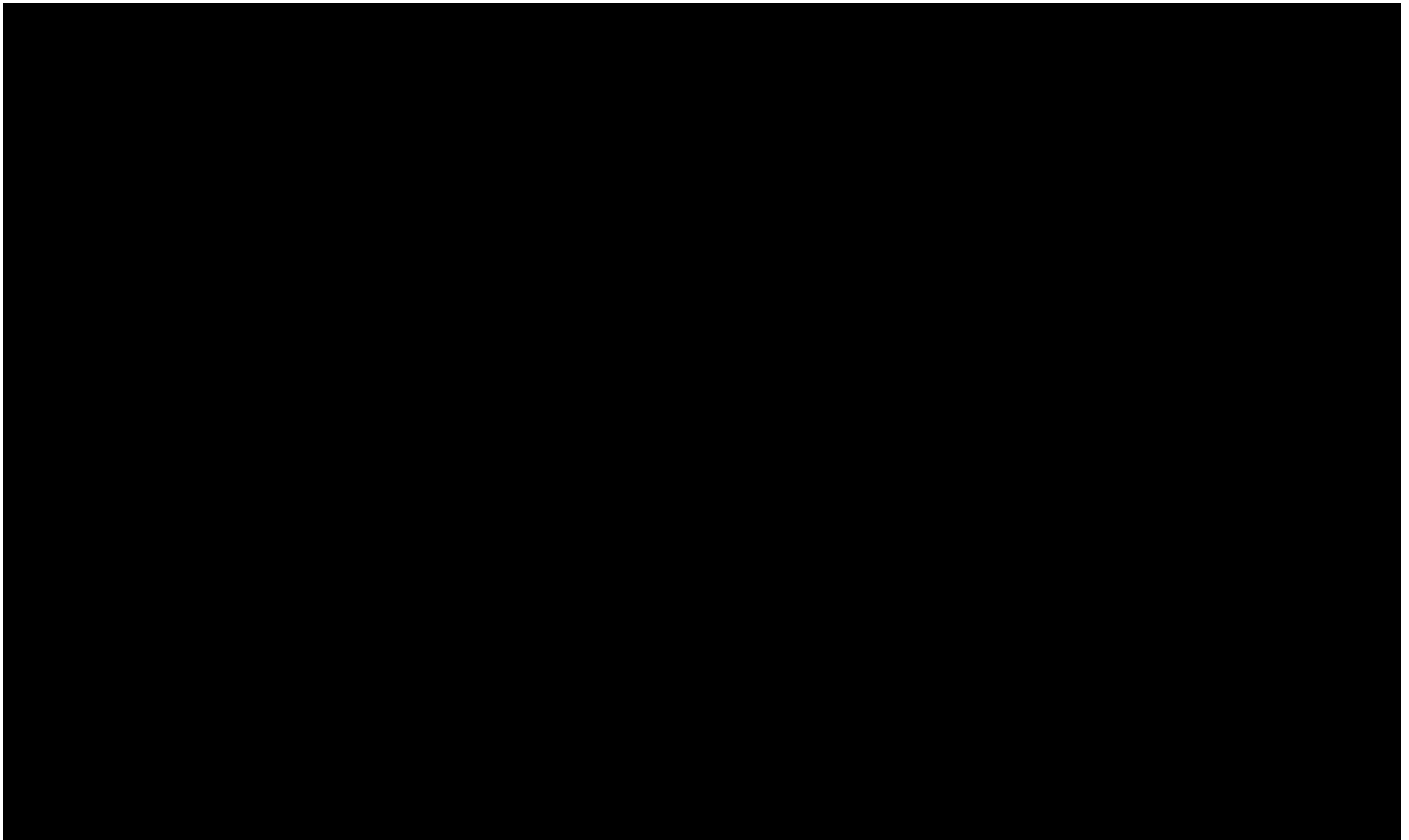


Figure 22. Sample Daily Operations Reporting Dashboard

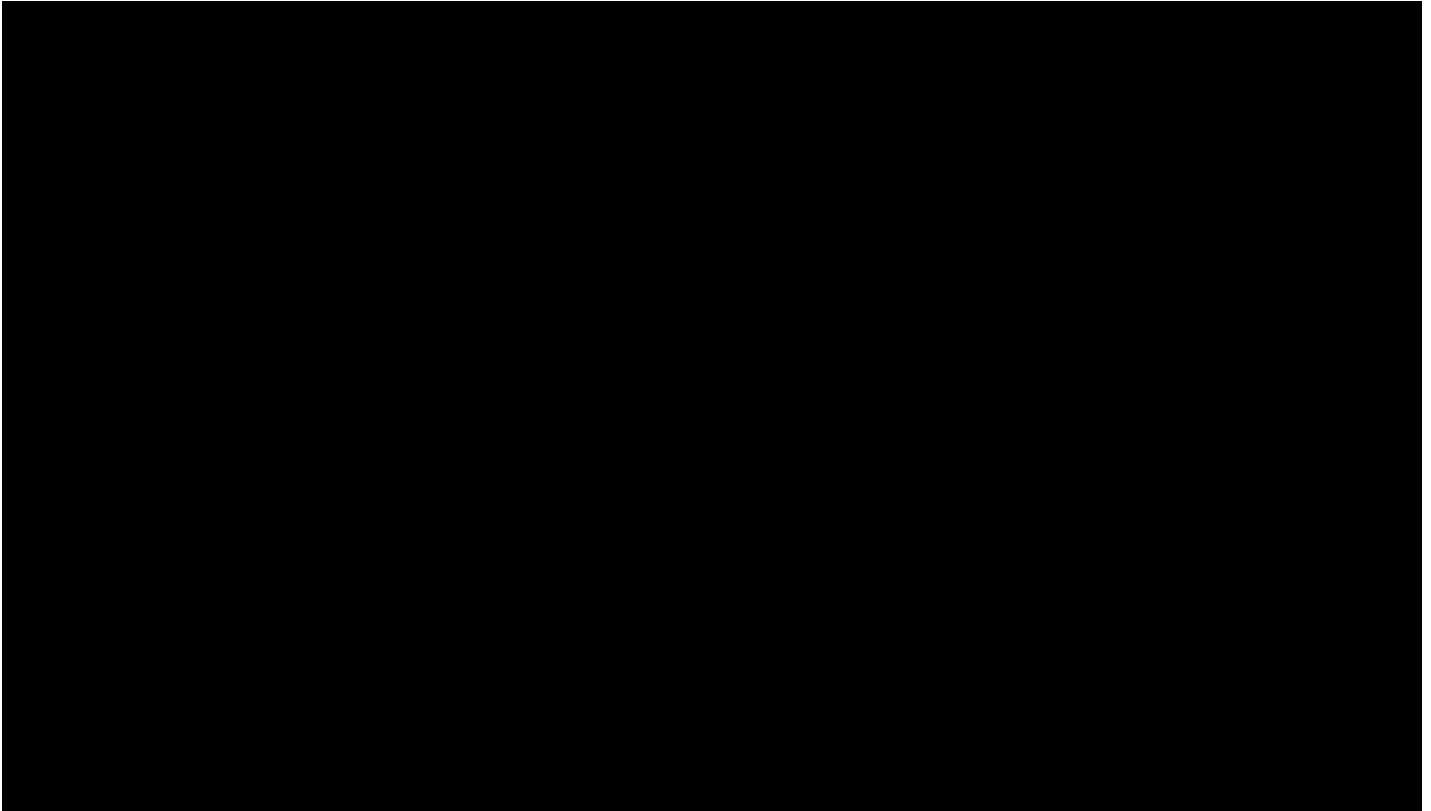


Figure 23. Weekly Summary Report Dashboard

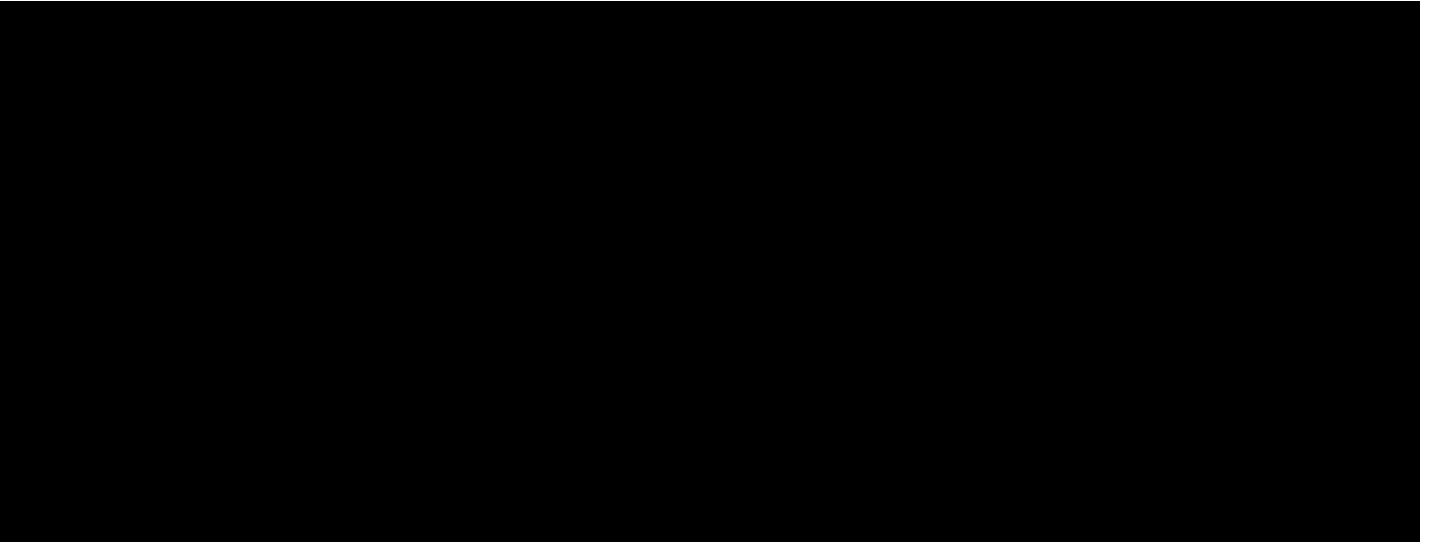


Figure 24. Monthly Agent Report

Report Name	Frequency and Form
Outreach Report	Daily, Report and Dashboard via email

Report Name	Frequency and Format
	

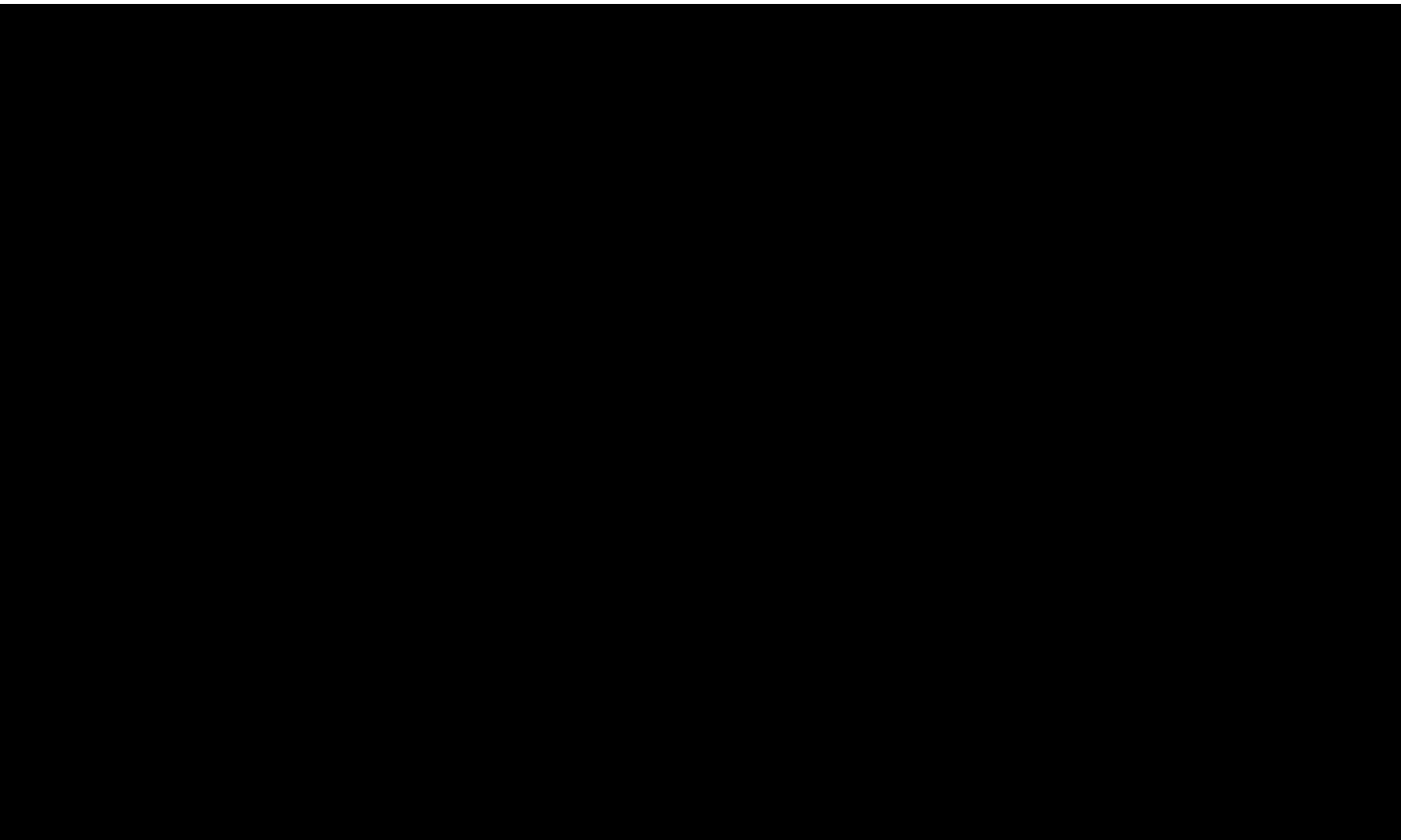
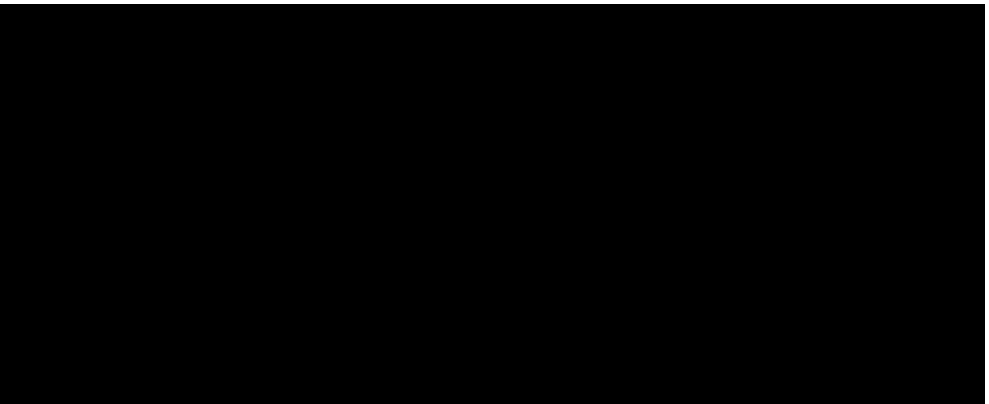


Figure 25. Sample Daily Outbound Reporting Dashboard

Report Name	Frequency and Format
QA Monitoring Report	Weekly, Dashboard via email
	

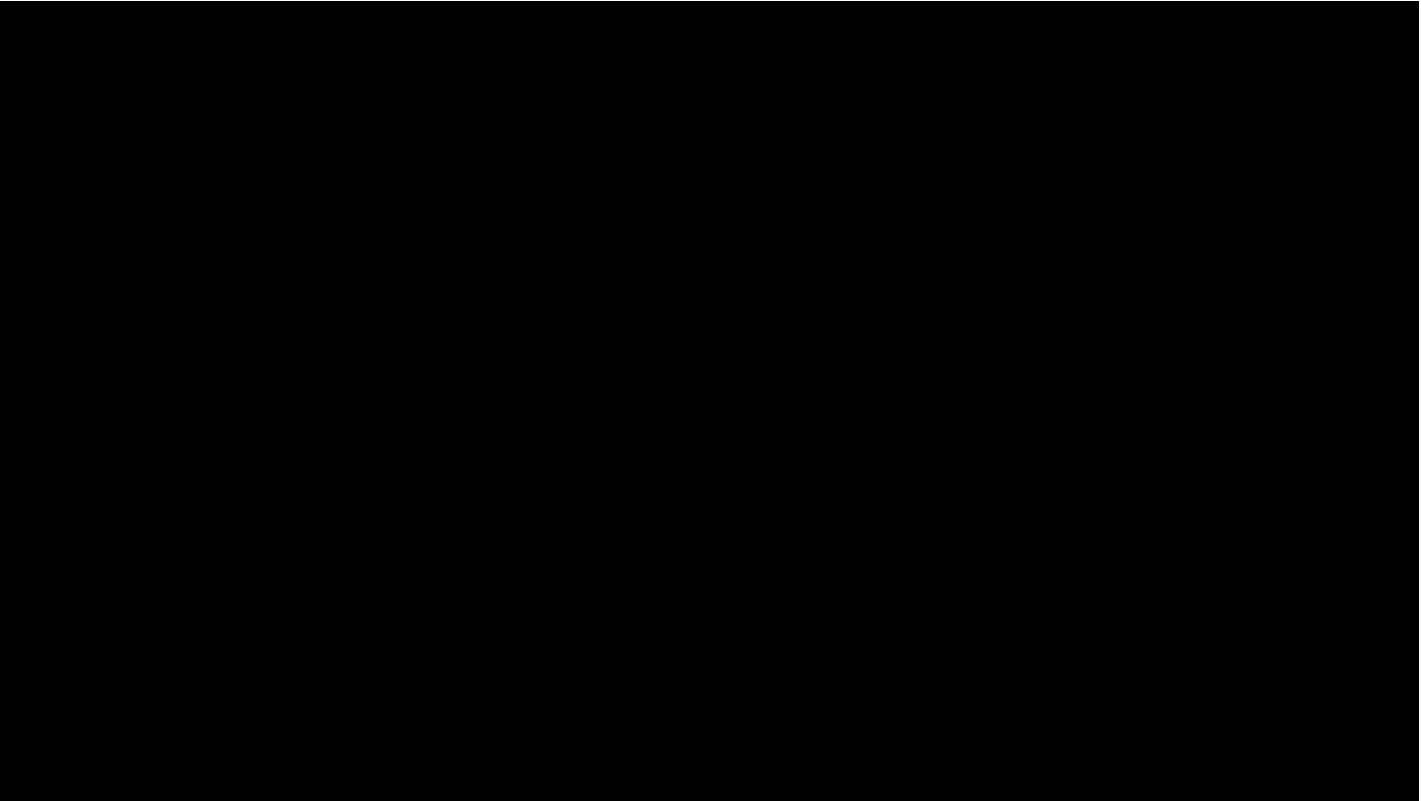


Figure 26. Sample QA Compliance Dashboard

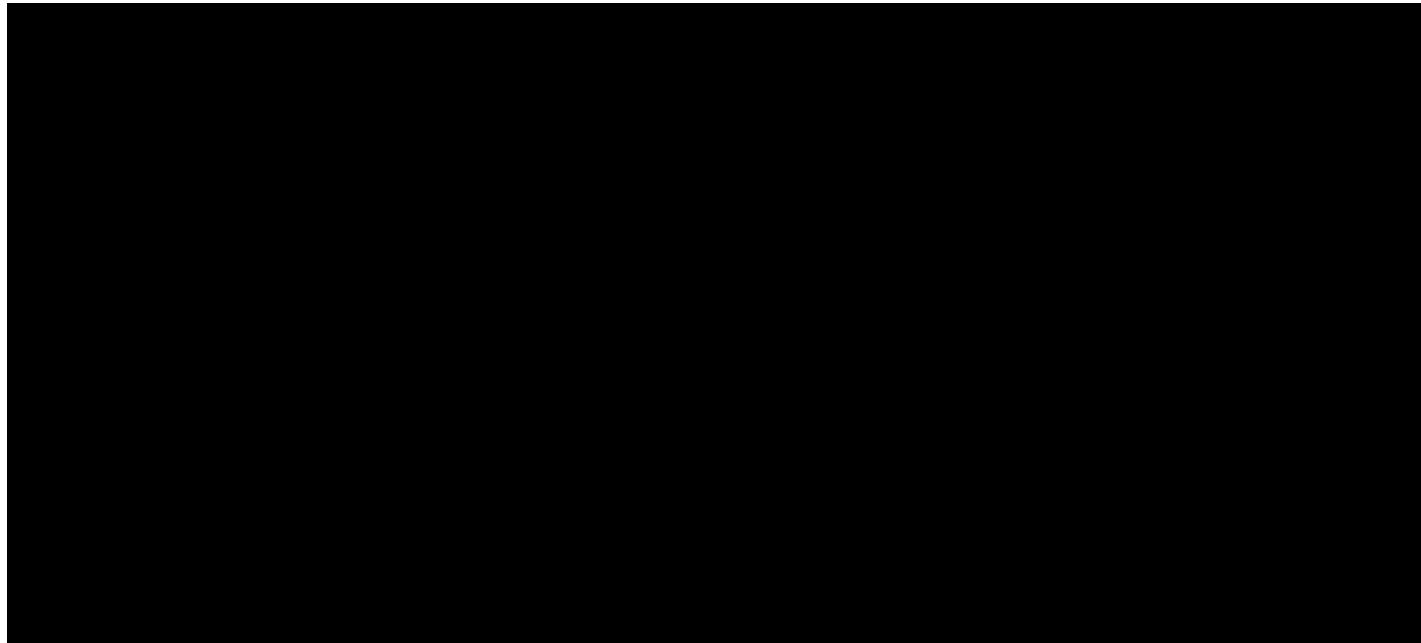


Figure 27. Sample Agent Metrics Dashboard

Report Name	Frequency and Format	
QA Calibration Report	Bi-Weekly Report via email	

Report Name	Frequency and Format	

Figure 28. Sample QA Calibration Report with Multiple Reviewers

Report Name	Frequency and Format	
WFM Report/ Forecasting Report	Weekly, Report and Dashboard via email	

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Figure 29. Workforce Management Schedule Adherence Report



Figure 30. Agent Adherence by Team

Report Name	Frequency and Format
Real-Time Reports and Dashboards	Systems access provided to contact center management

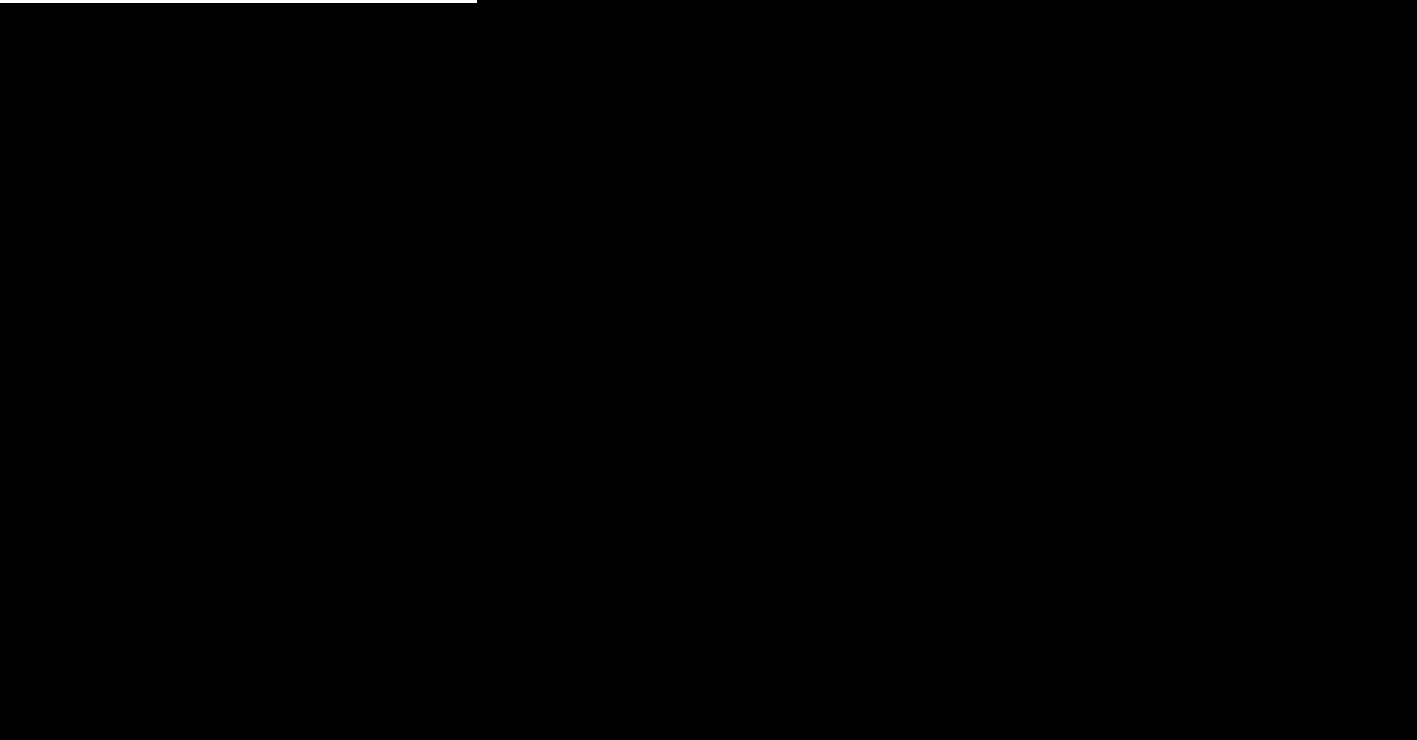


Figure 31. Real-Time Inbound Call Metrics Dashboard

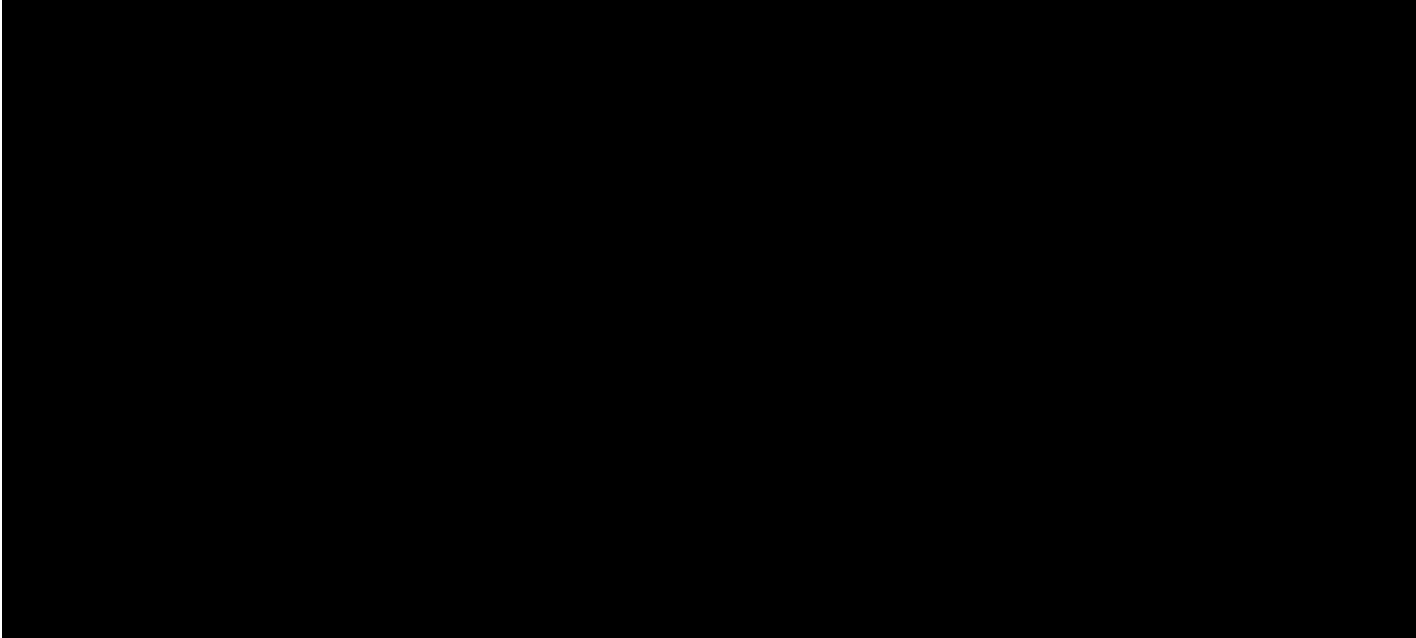


Figure 32. Intraday Inbound Call Metrics by Agent

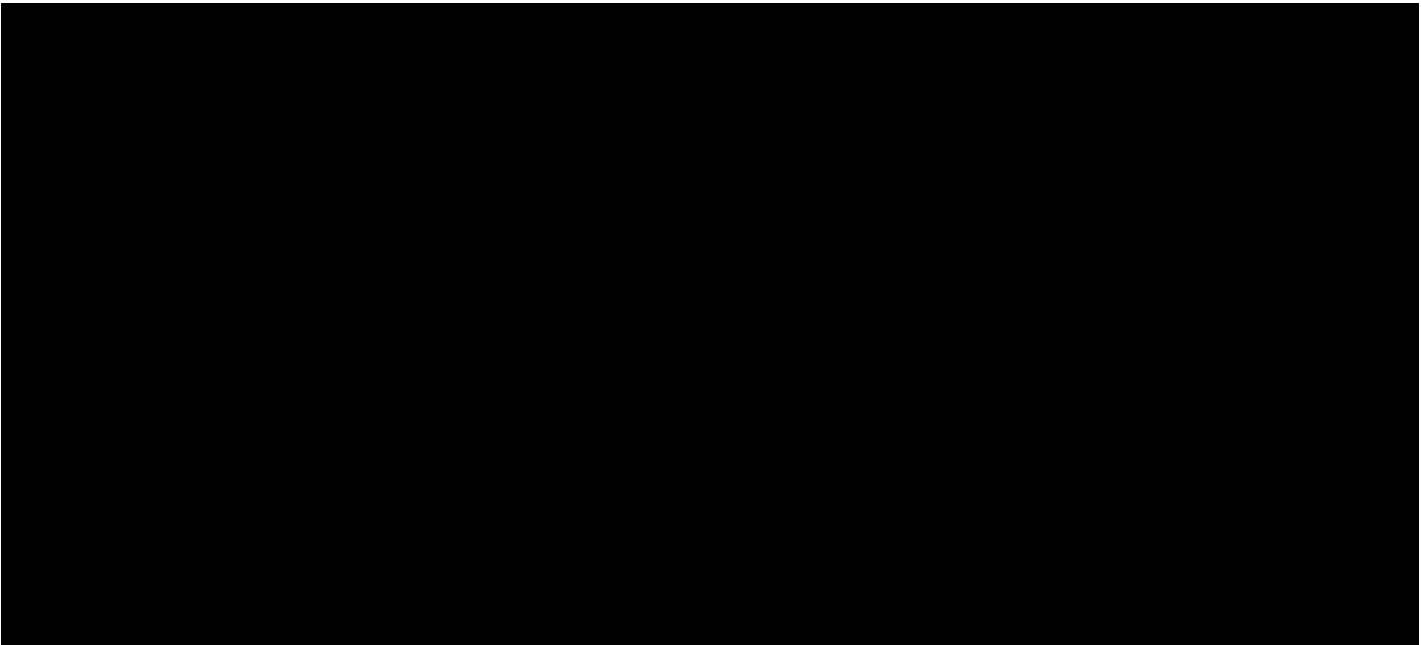
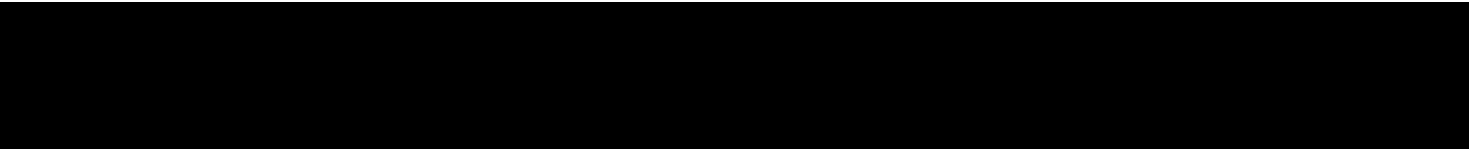
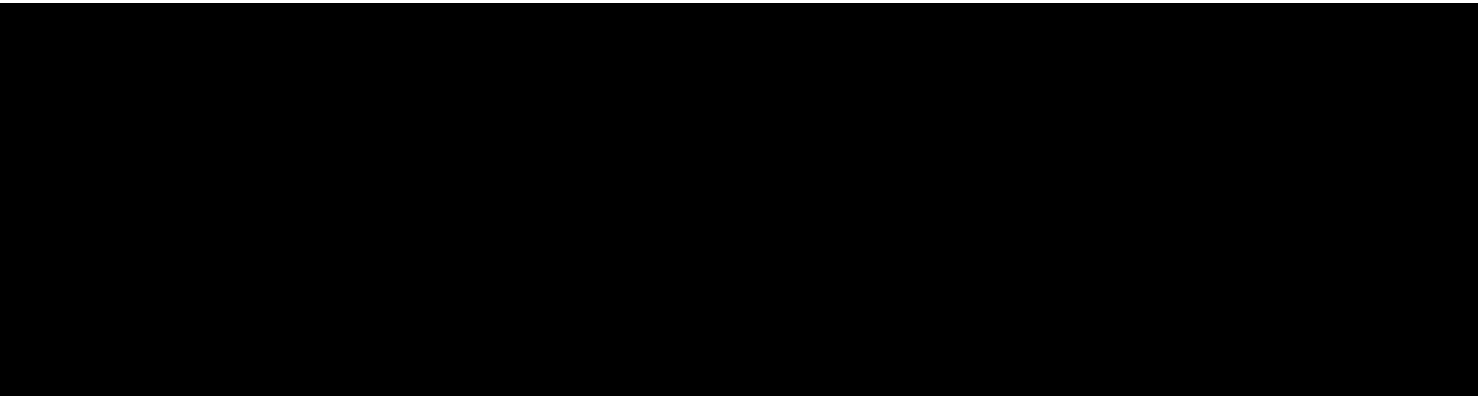


Figure 33. Real-Time QA Dashboard

2.2. Proposed Development Approach

Our proposed development approach incorporates our experience of more than 20 successful contact center implementations nationwide. Initial kickoff discussions and expectation settings will help refine dates and milestones as needed. Our development approach will establish accountable product/process owners for each component and set realistic timeframes for delivery.

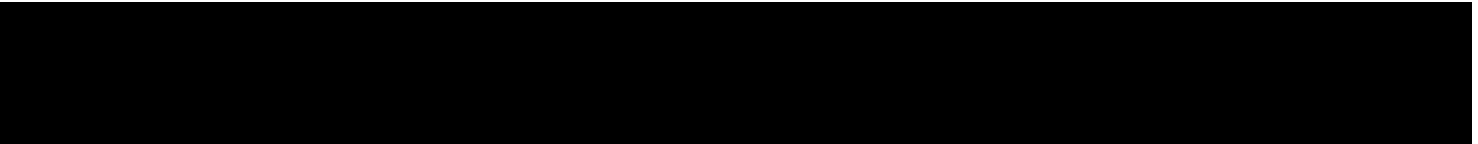


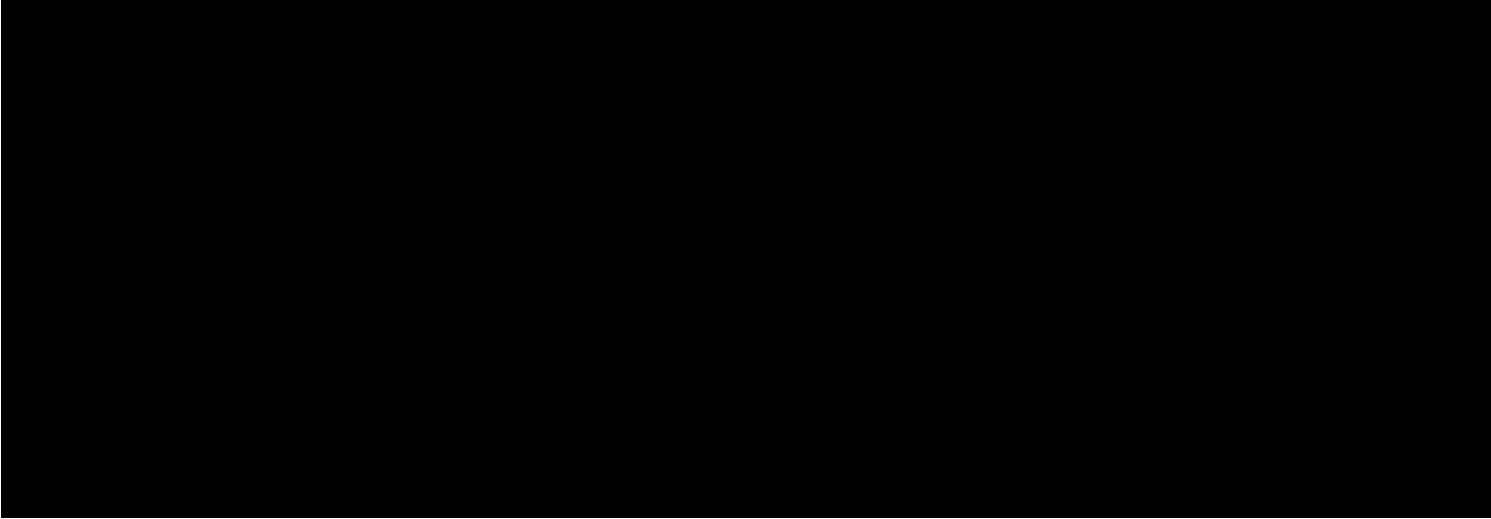


2.3. Technical Considerations

All vendors come with a project management methodology, but Deloitte has a proven implementation approach that is designed to foster accountability, reduce, and mitigate risks, resolve issues, and deliver quality throughout. Deloitte has unmatched experience when it comes to implementing and operating similar type contact center projects. We understand the specific technical considerations that these projects face during the implementation phase and have refined our deployment approach based on our experience. We have used this methodology to successfully implement contact center solutions and services for a variety of organizations across the country.

Over the dozens of implementations our team has successfully led for similar clients, we have identified key, recurring operational and technical considerations. Our continuous improvement mentality focuses on documenting these considerations and developing approaches to address them so that we will streamline our ACCESSNebraska implementation and reduce any risk to DHHS based on these items. In the table below, we share some considerations specific to this project based on our previous experience and summarize how we'll use our experience to avoid risks and optimize implementation outcomes.





2.4. Detailed Project Work Plan

For this engagement, [REDACTED] We based this on our depth of experience in contact center implementations and deployments. Tailoring our approach to the State of Nebraska, Deloitte will focus on collaboration, visibility and transparency, a structured methodology, and accountability to implement our contact center solution. Our project management approach emphasizes the importance of coordinating amongst multiple stakeholders and various technologies in order to be successful. While our proposed project work plan provides a more standard cadence, it will be adjusted in conjunction with DHHS to adapt a timeframe that is best suited for you. In the event there is a project change that impacts implementation, we will update this implementation plan.

[REDACTED]

[REDACTED]

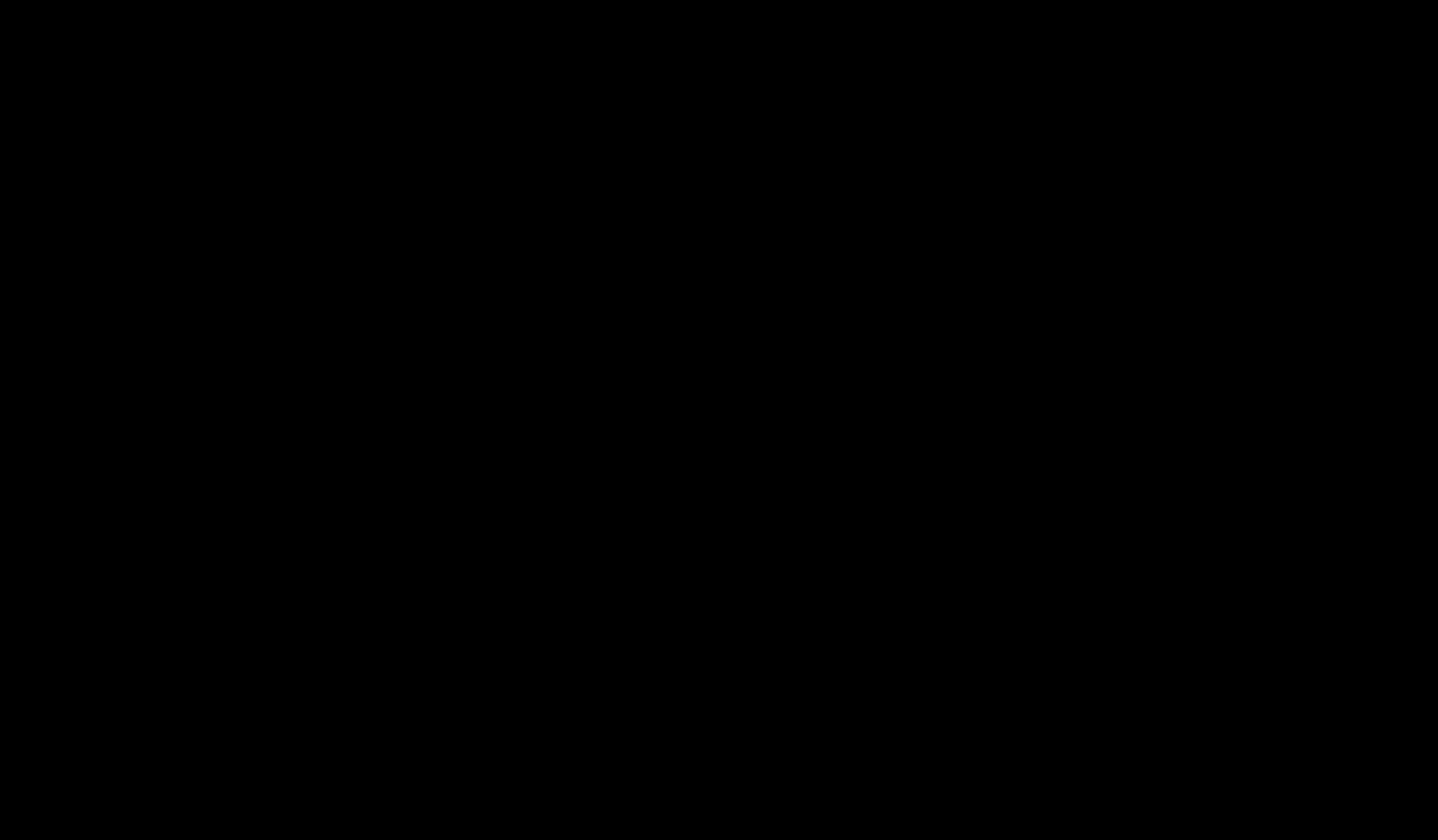
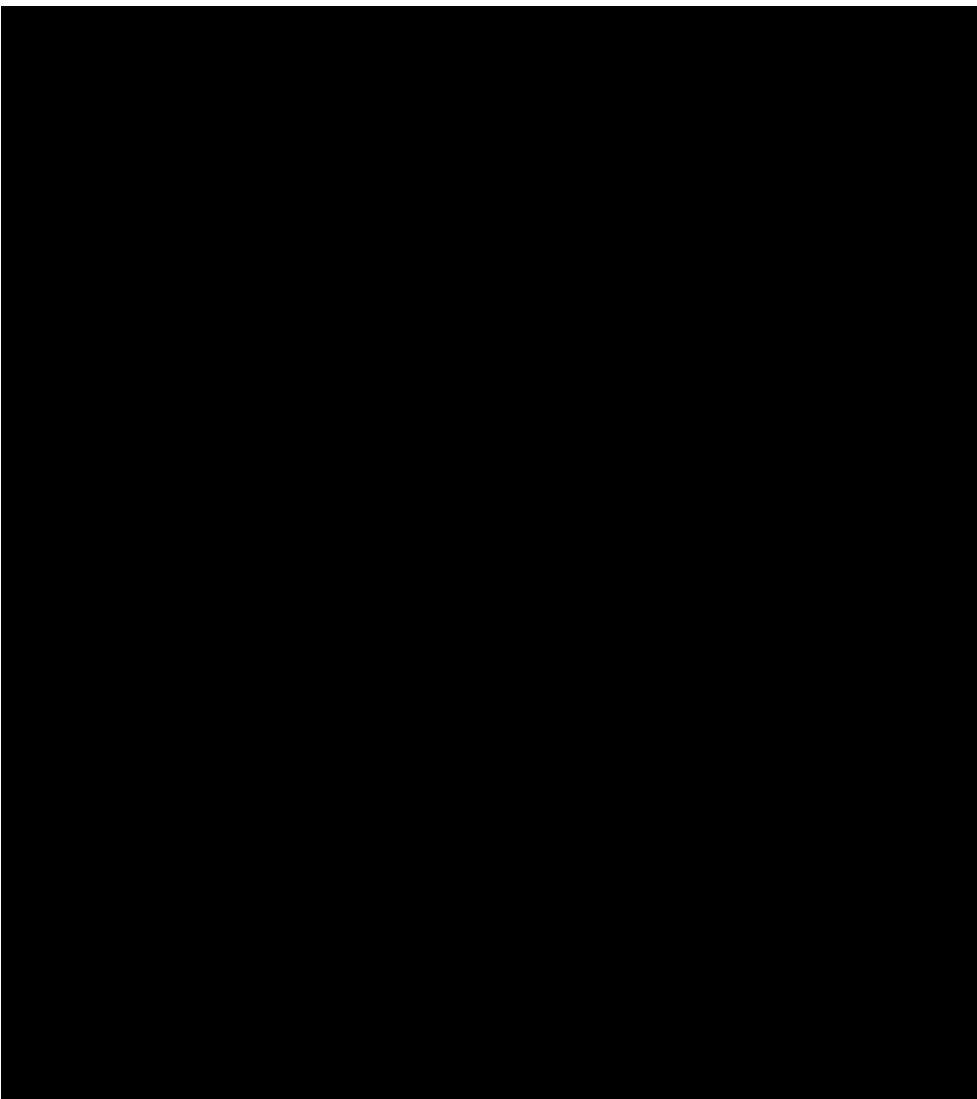


Figure 34. Deloitte Project Work Plan

2.5. Deliverables and Due Dates

A key component of our approach focuses on managing project deliverables. Deloitte traces deliverables to the contract requirements to make sure all requirements are addressed in the deliverable. Each deliverable is outlined below with our detailed approach and the proposed time of delivery.

Req ID	Deliverable
a.	Start-Up Plan, which includes a schedule, Gantt chart, and milestones for the first month of services. <ul style="list-style-type: none">• Program Implementation• Discovery Phase• Standard Operating Procedure (SOP) Process Mapping• SOP Read-out• Technology Set-up• Custom CRM• ACD/IVR• Email Platform• Quality Assurance System• Initial Training Development• Training for Staff• Go-live date

Req ID	Deliverable		
	<ul style="list-style-type: none">• Third-party IT security attestation completion date and report		
b.	Training for contractor’s contact center staff as a pass-through cost.		
c.	Provide daily services and reports as specified in this RFP.		
d.	Per page printing at proposed pass-through cost.		
e.	Mailing reimbursement at cost.		

ATTACHMENT 1

Form A
Bidder Proposal Point of Contact
Request for Proposal Number 113578 O3

Form A should be completed and submitted with each response to this solicitation. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information

Bidder Name: Deloitte Consulting LLP

Bidder Address: 1100 Capitol Ave. Ste. 300 Omaha, NE 68102

Contact Person & Title: [REDACTED]

E-mail Address: [REDACTED]

Telephone Number (Office): [REDACTED]

Telephone Number (Cellular): [REDACTED]

Fax Number [REDACTED]

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information

Bidder Name: Deloitte Consulting LLP

Bidder Address: 1100 Capitol Ave. Ste. 300 Omaha, NE 68102

Contact Person & Title: [REDACTED]

E-mail Address [REDACTED]

Telephone Number (Office): [REDACTED]

Telephone Number (Cellular) [REDACTED]

Fax Number [REDACTED]

ATTACHMENT 2

FORM B REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Solicitation, and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder maintains a drug free work place.

Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

FIRM: Deloitte Consulting LLP

COMPLETE ADDRESS: 1100 Capitol Ave. Ste. 300 Omaha, NE 68102

TELEPHONE NUMBER: [REDACTED]

FAX NUMBER [REDACTED]

DATE: 12/05/2022

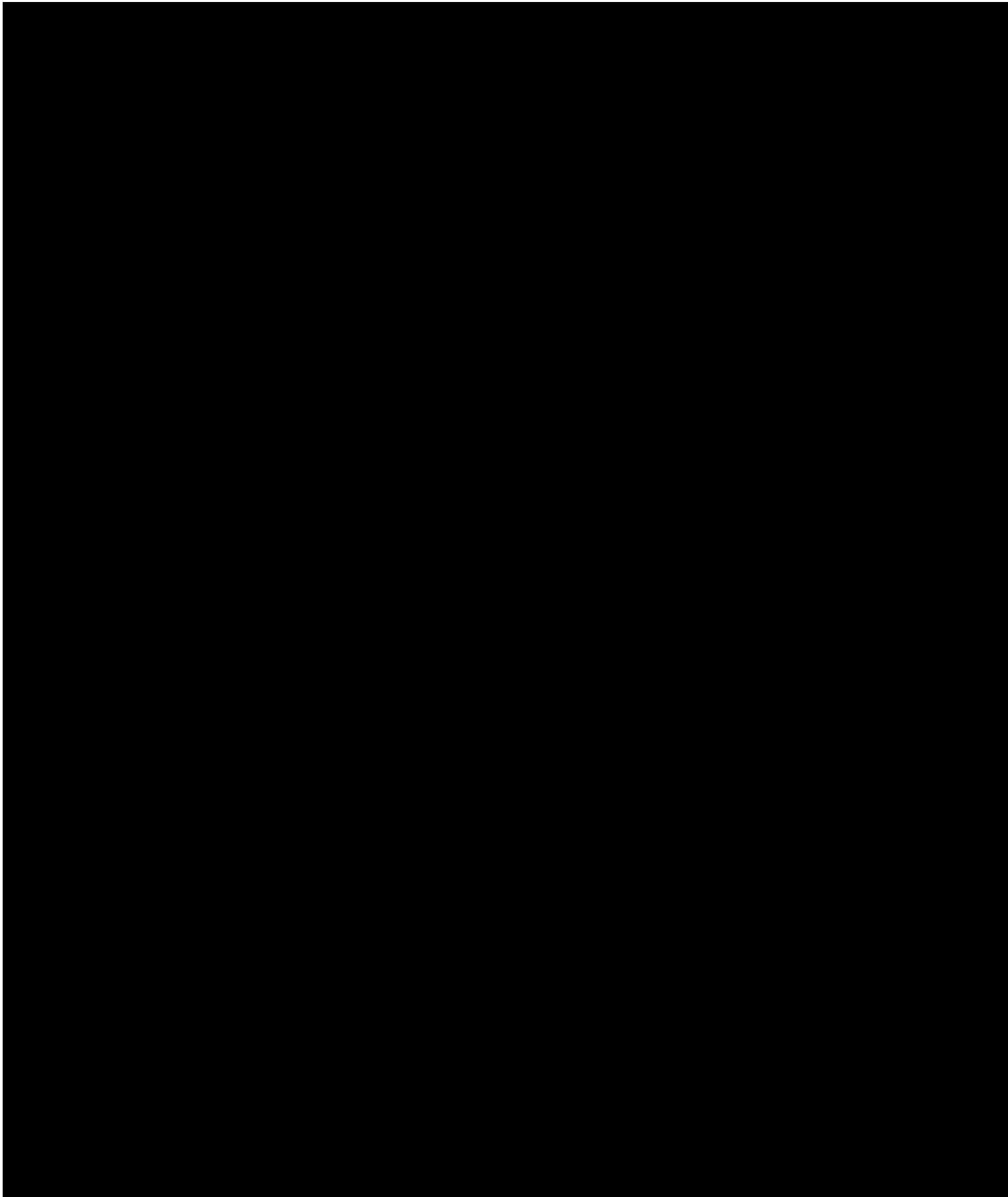
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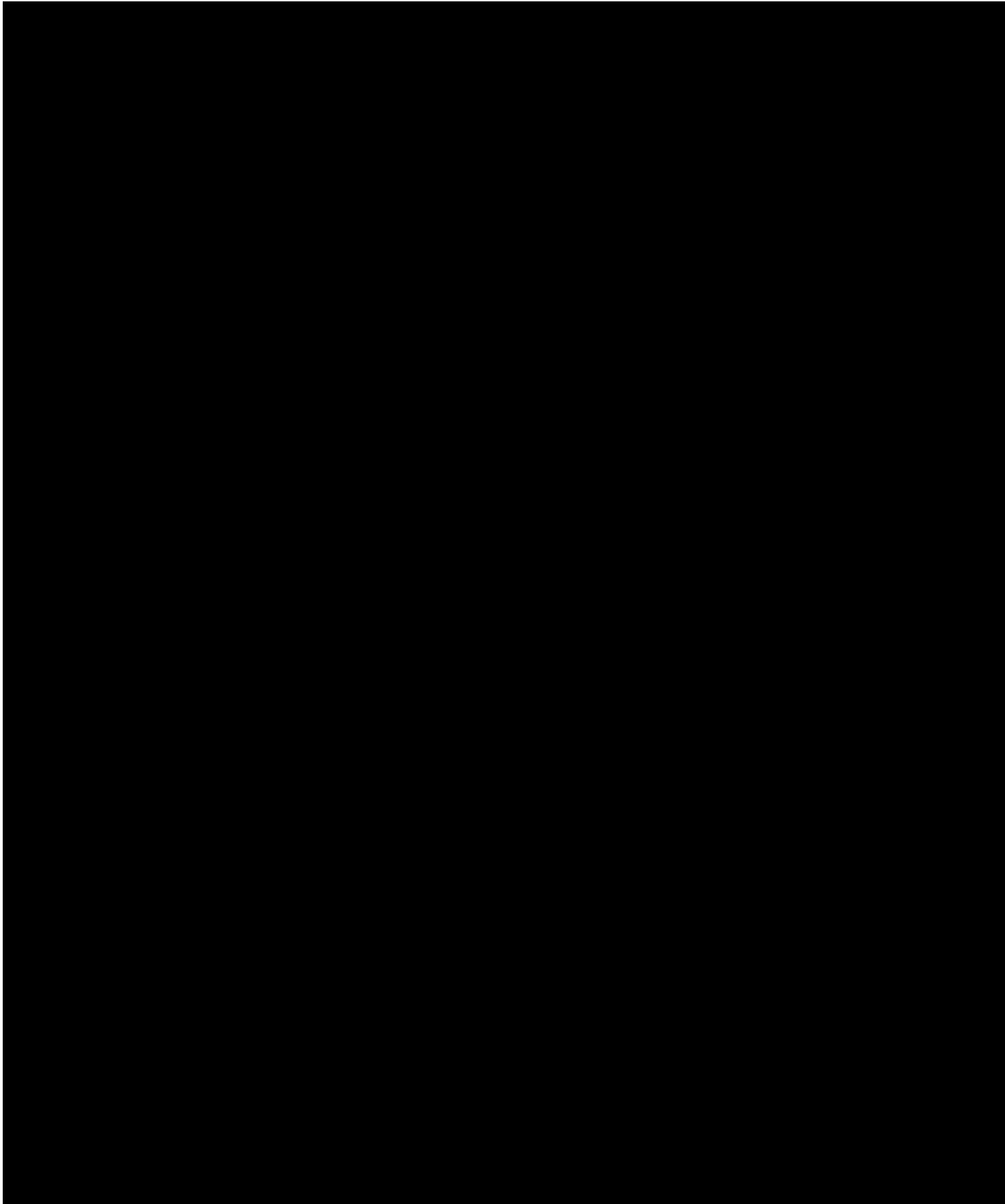
TYPED NAME & TITLE OF SIGNER: [REDACTED]

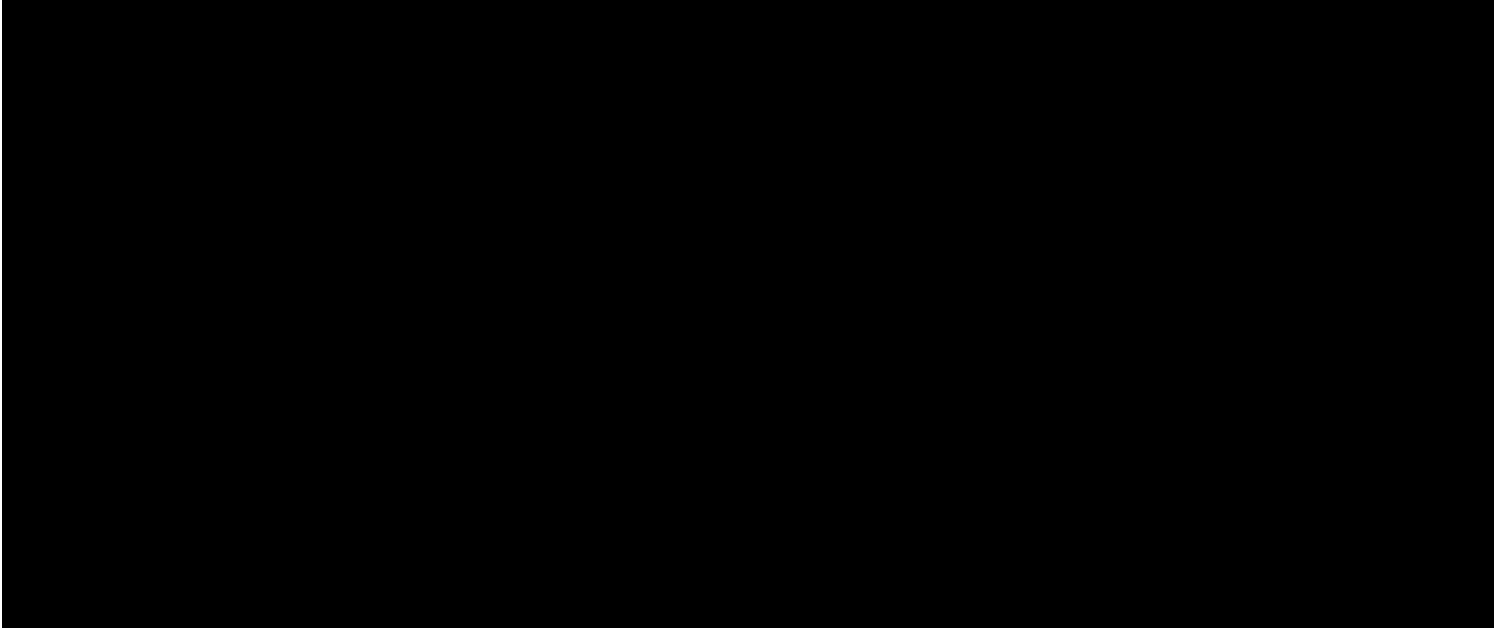
ATTACHMENT 9

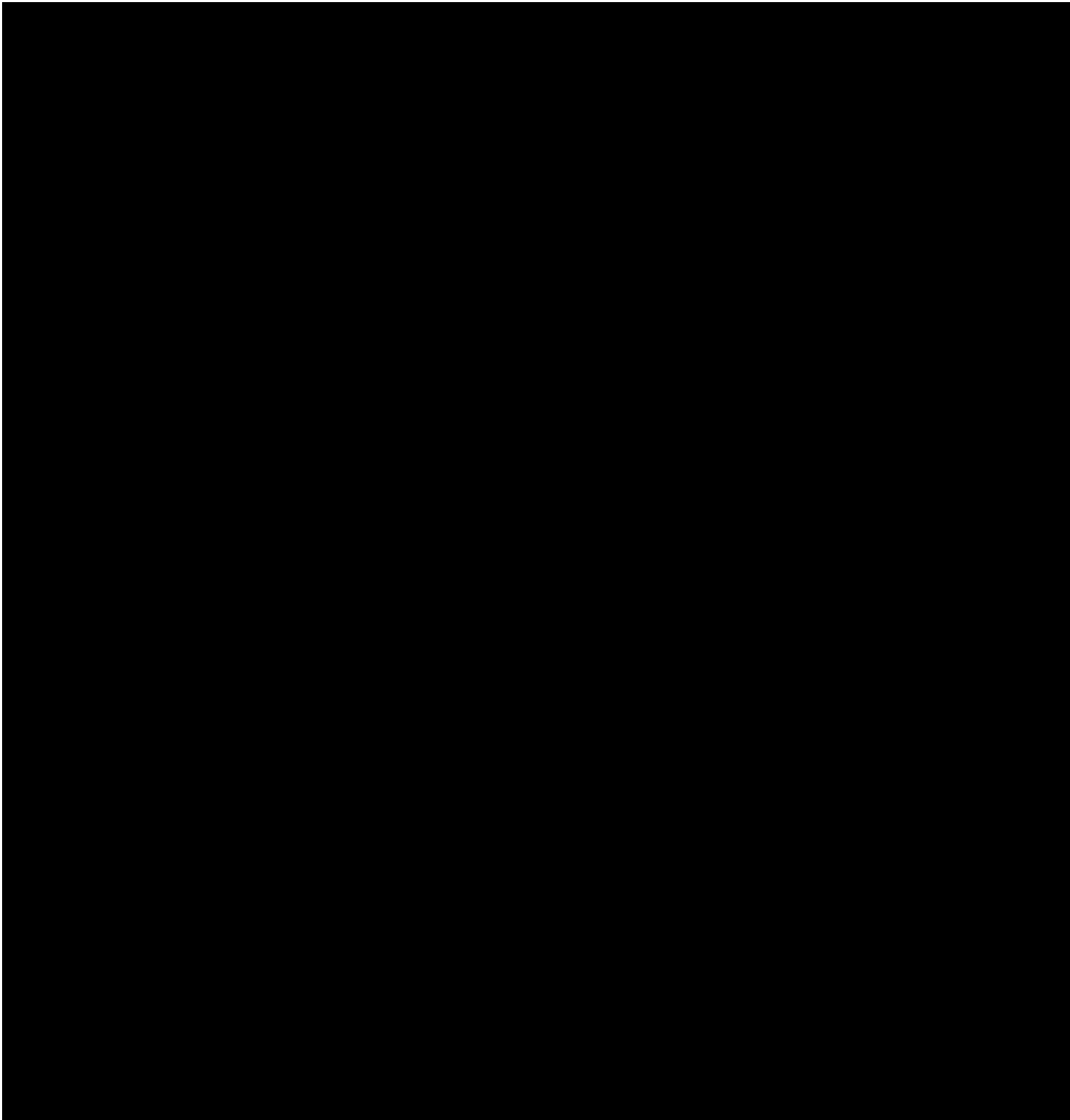
Deloitte.

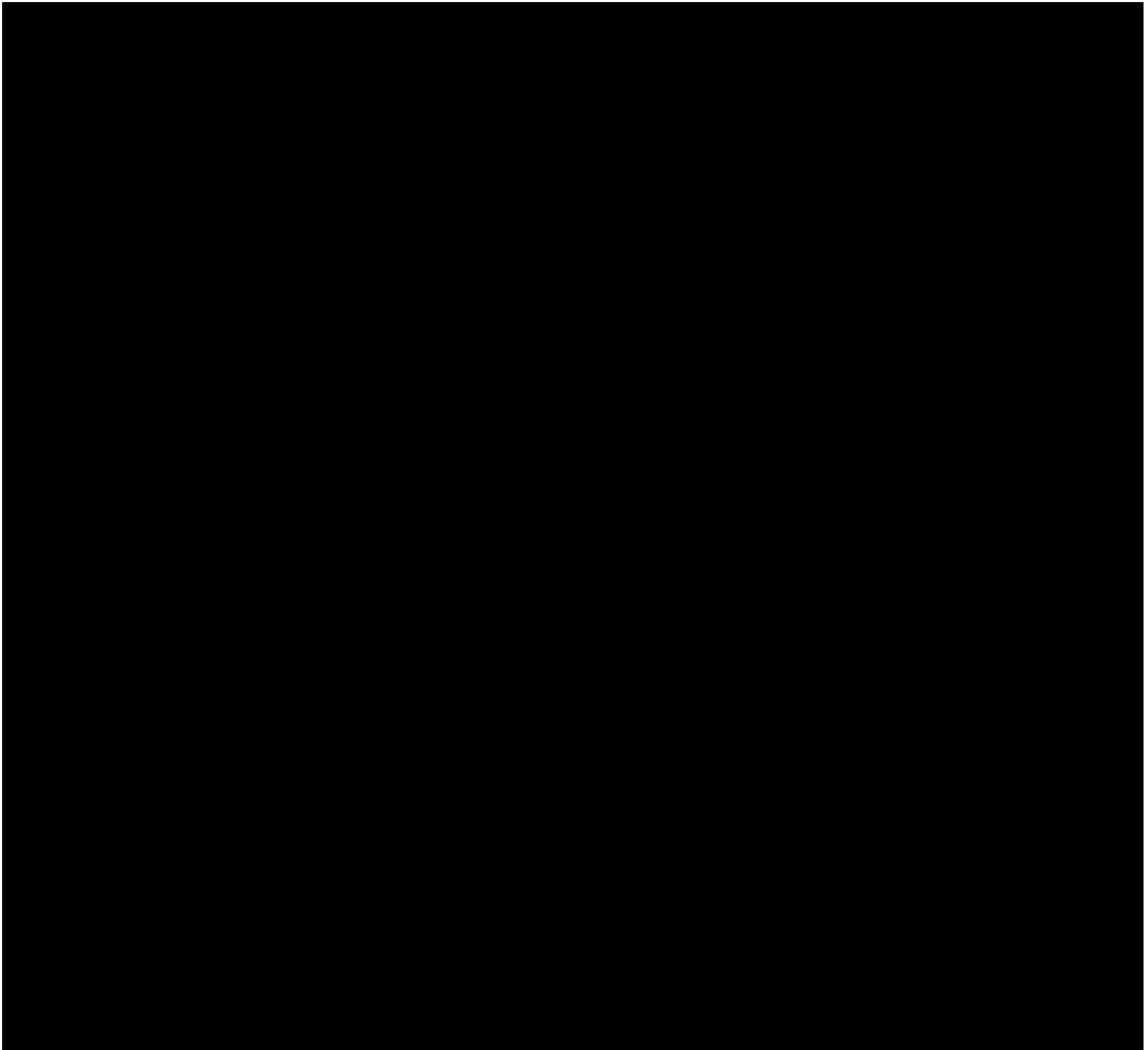


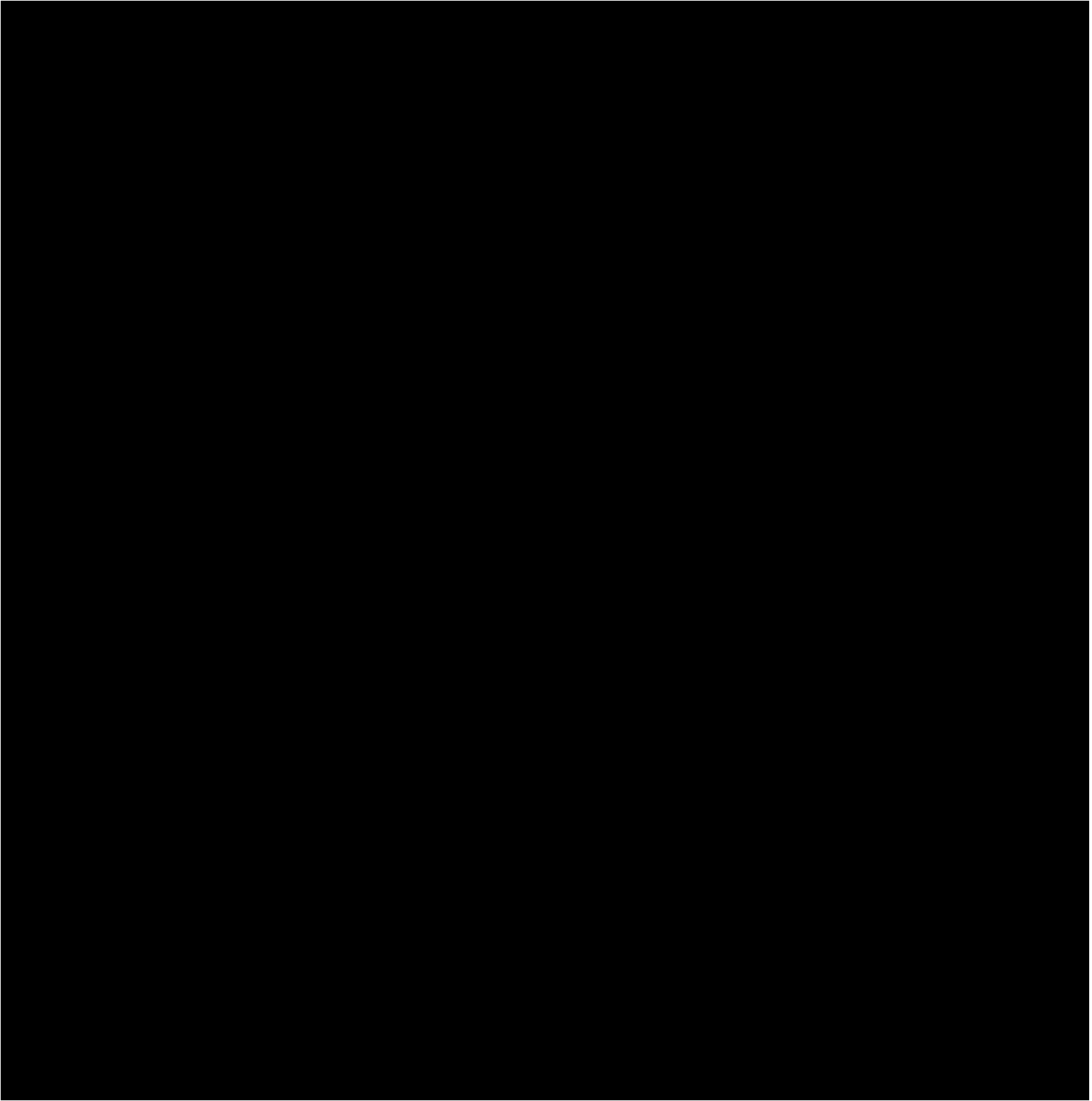






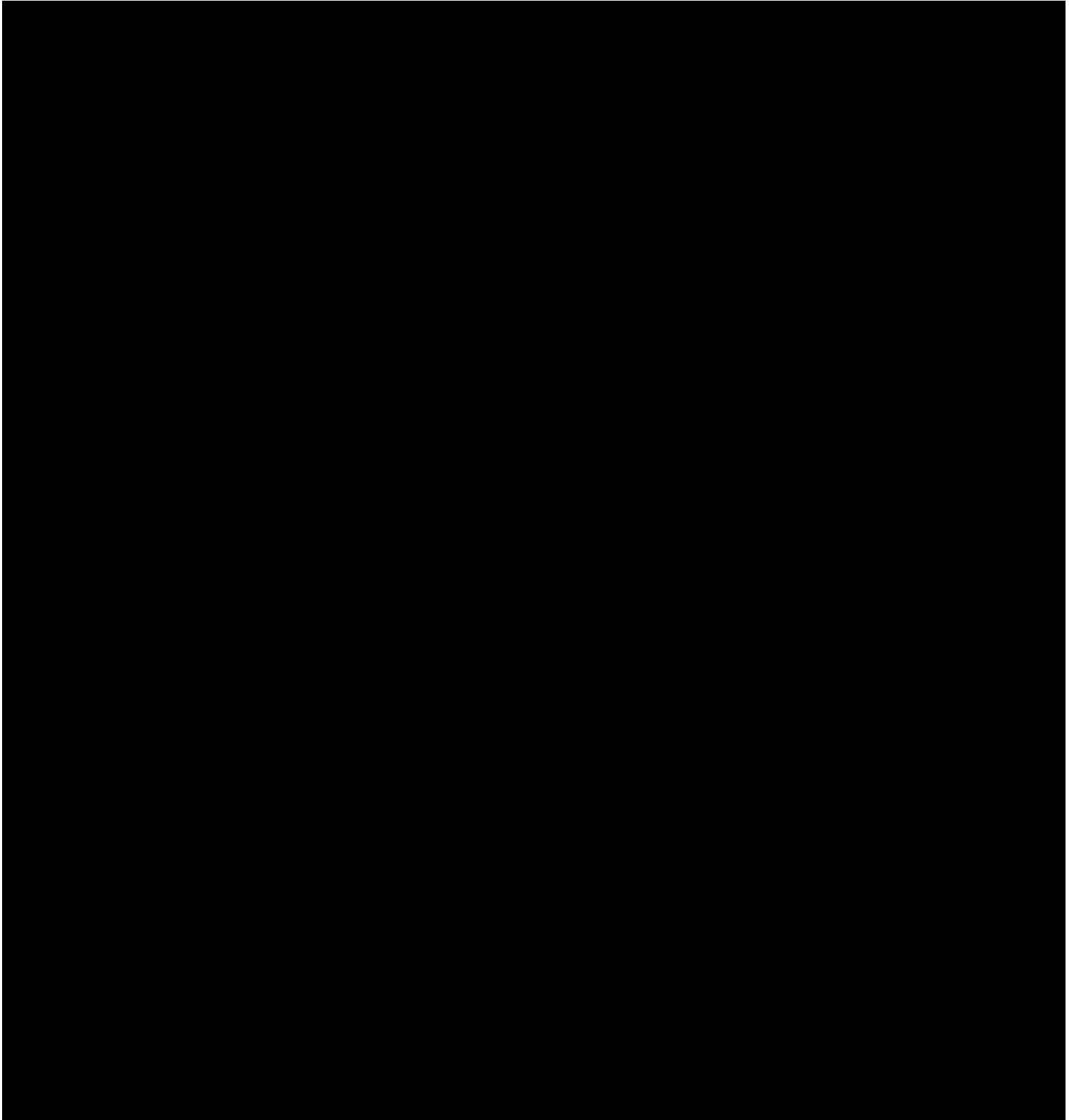


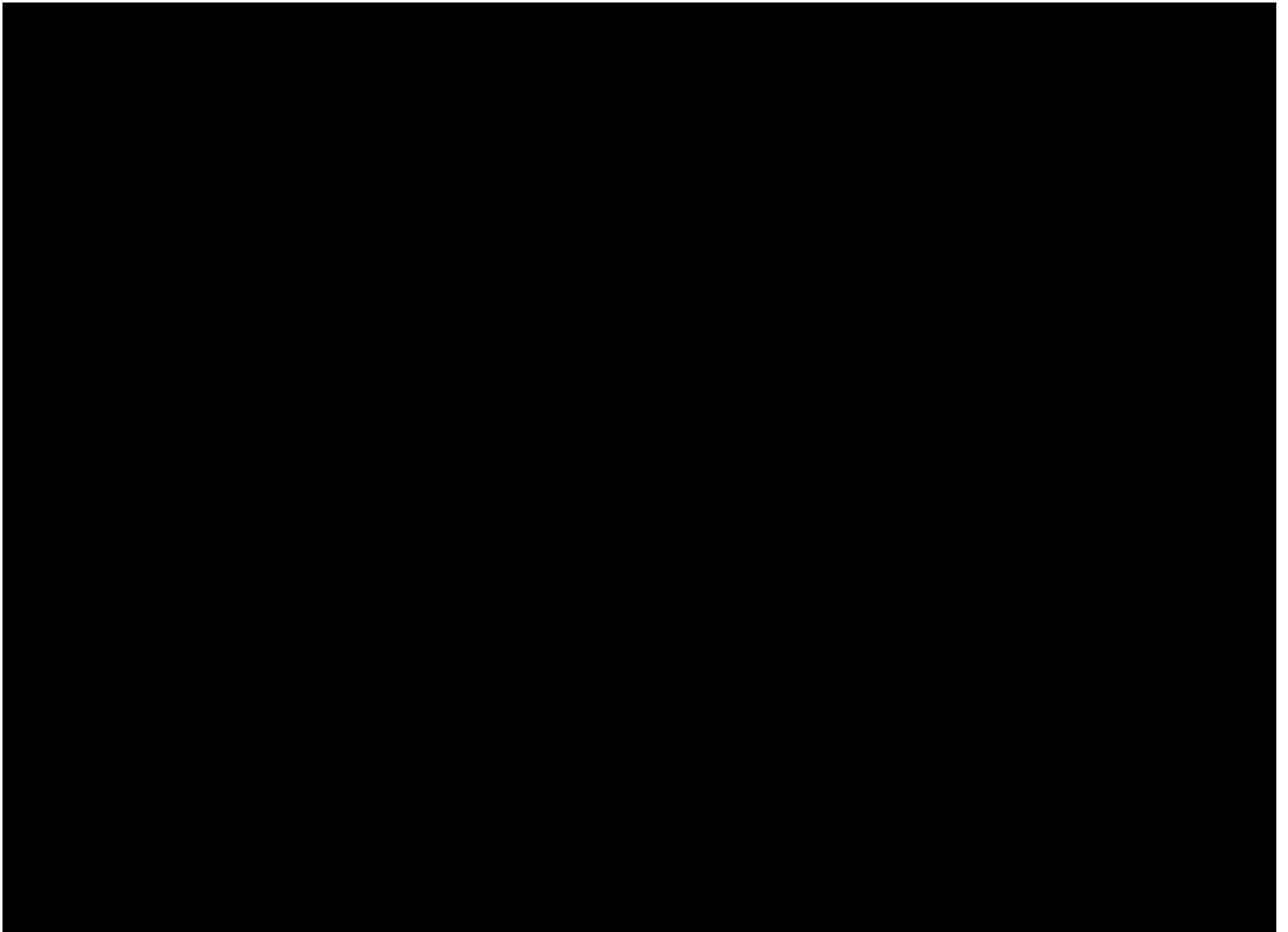


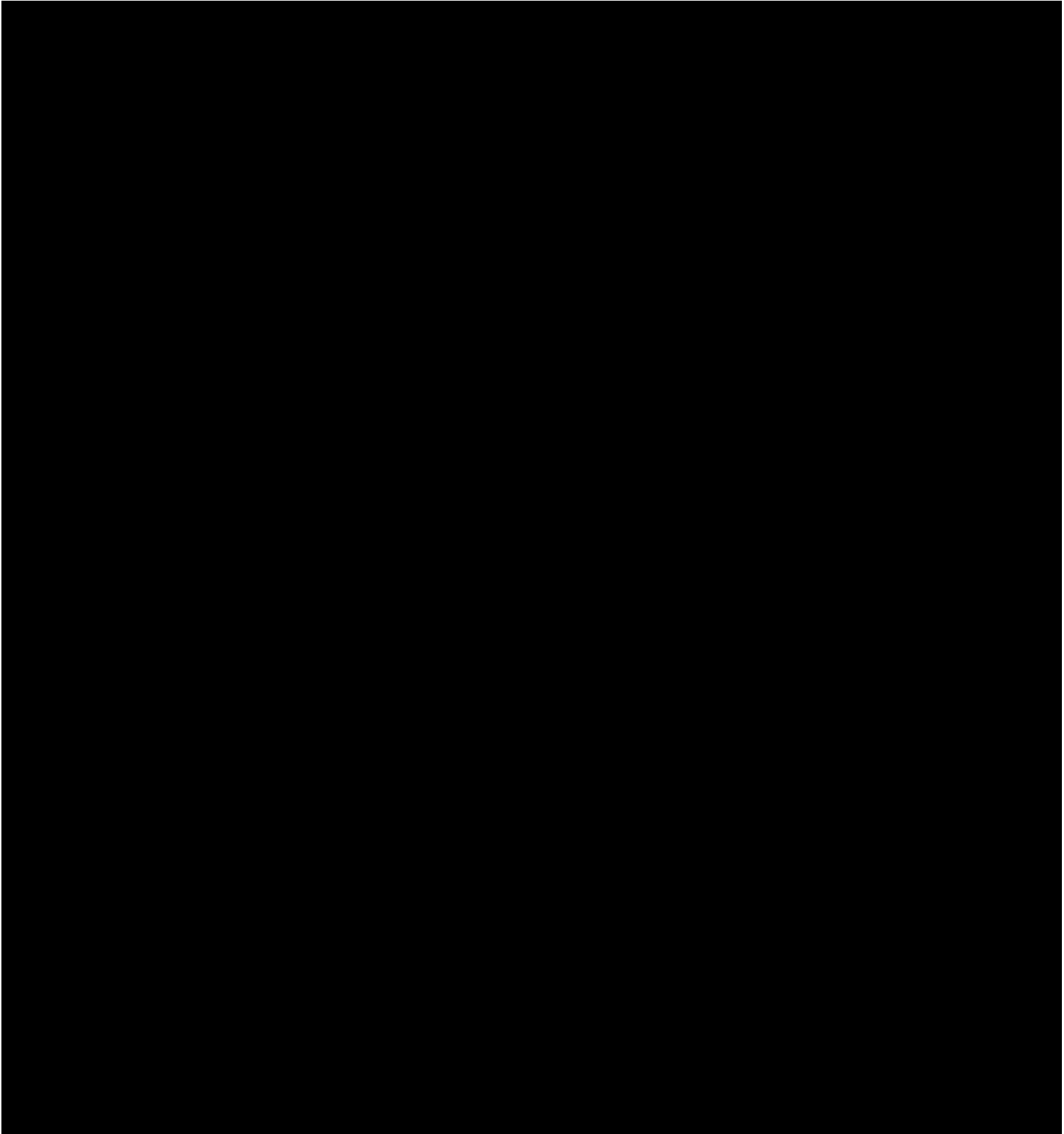


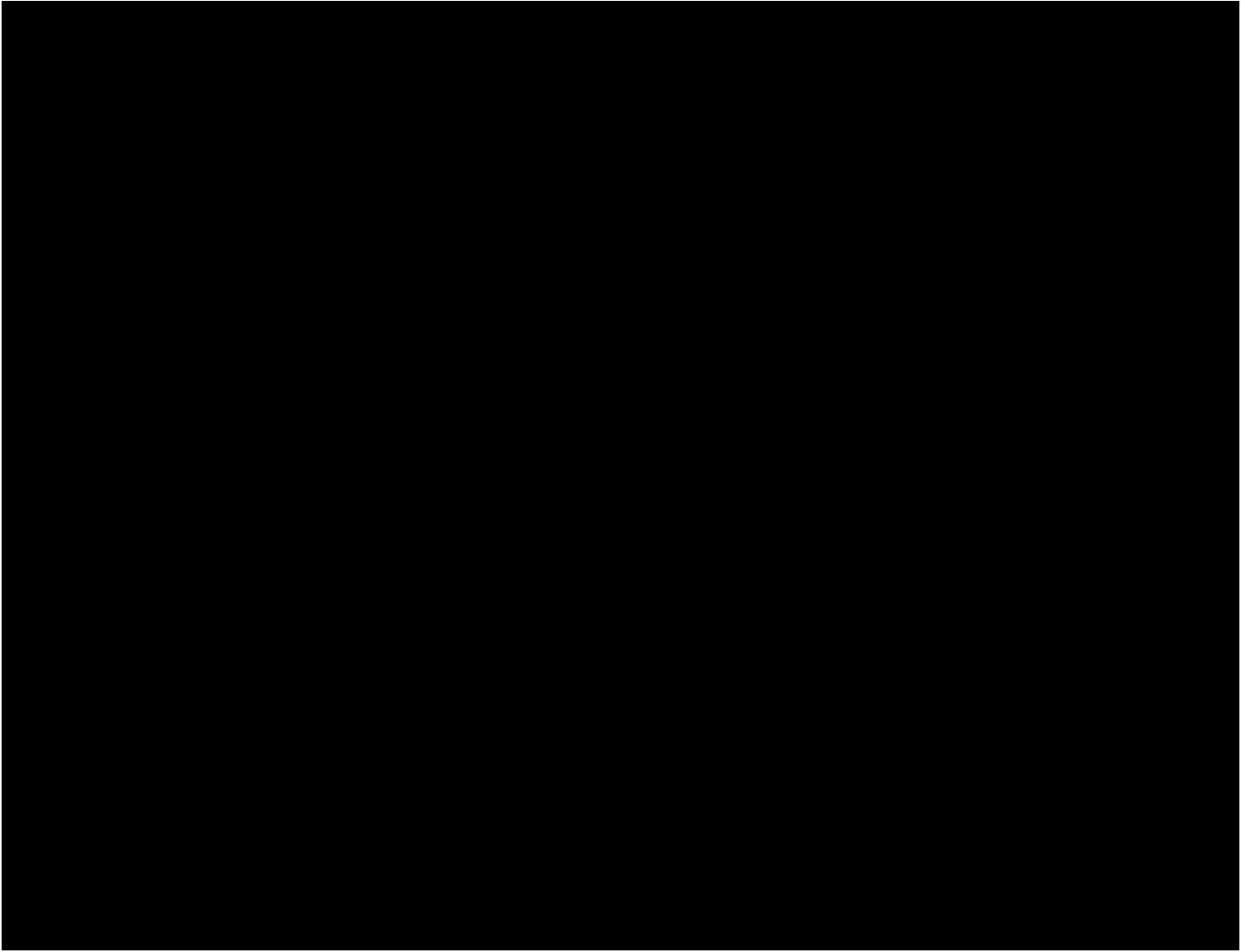








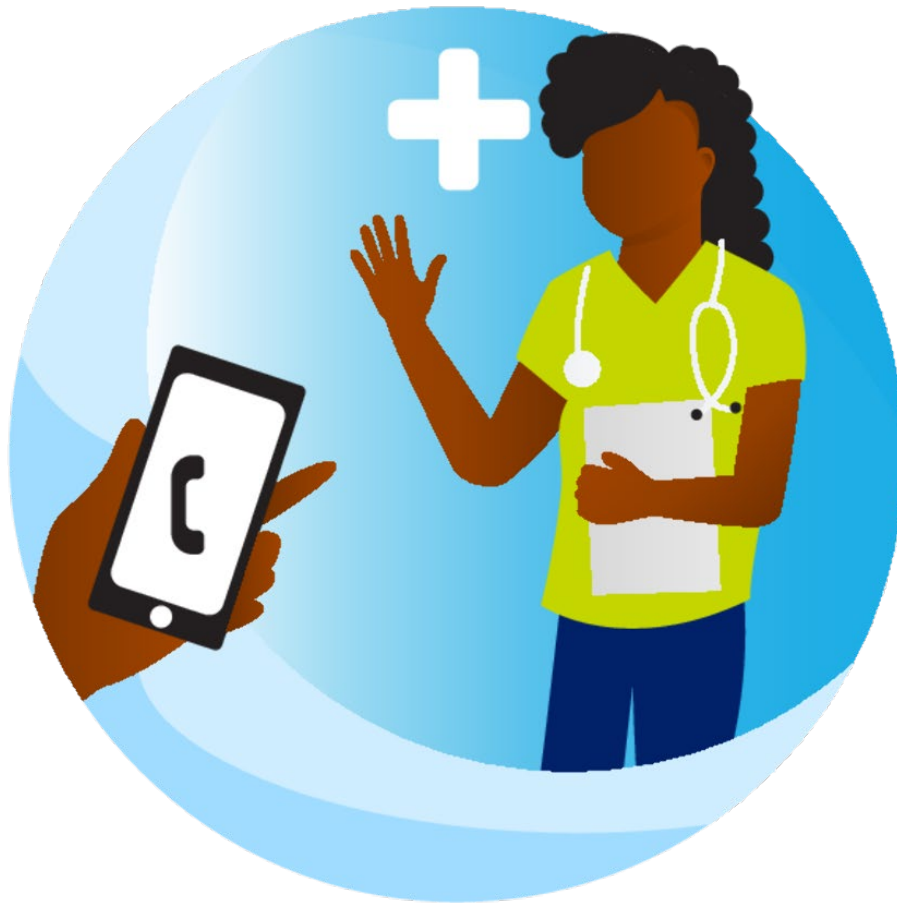






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Department of Health and Human Services
ACCESSNebraska Call Center Support
Event Number: RFP 113578 O3

December 6, 2022
Deloitte Consulting LLP

ATTACHMENT 3

Required bidder responses

1. Describe your understanding of the business requirements, including reporting requirements. Describe your approach of how you will accomplish the business and reporting requirements.

Bidder's Response:

ACCESSNebraska provides Nebraska residents with a convenient way to receive support around its Medicaid and Economic Assistance Programs. Deloitte will be a reliable partner for DHHS as it seeks additional support for inbound calls, customer outreach services, and back-office processing. We understand the business requirements and demonstrate our approach to each individual requirement in the solution approach section of our technical response through the use of our **people, process and technology**.

People:

Process:

Technology:

What Does This Mean for You?

We understand your requirements and are the best suited team to deliver results for Nebraskans.

- Our experience is unmatched, and our processes are repeatable and proven.
- Our technology puts the customer first and is designed for organizations like DHHS.

Reporting & Dashboarding:

Workforce Management:

2. Describe your site security and how you will maintain security for remote workers. Both physical and technology security.

Bidder's Response:

Through our experiences supporting remote agent workforces, including for several State COVID-19 contact centers during the pandemic, we understand the importance and difficulty of securing an endpoint in a remote environment.

We recognize that there are intrinsic security risks associated with remote agents and we account for them in our approach.

What Does This Mean for You?

Our D2C2™ technology platform and physical print facilities are closely monitored and secured.

- We secure our environment using the industry's most advanced technology and adhere to the most stringent security controls.
- We understand the risks of remote work and take the additional steps to proactively eliminate threats.

In addition to technology, we will ensure that the printing of outbound documents is both secure and tracked for accountability. We go into further detail around our secure print facilities and procedures in questions 5 and 7 of this document.

3. Describe your language capabilities, including the percentage of call center staff who are bilingual in English and Spanish, and any other languages available. Describe how you will ensure that call center staff are able to communicate with individuals in multiple languages

Bidder's Response:

ACCESSNebraska serves a diverse population. From our extensive health and human services eligibility work around the country, we know that Medicaid and other Economic Assistance programs often receive inquiries from residents who prefer a language other than English. We bring the competencies and tools to serve this population alongside those who speak English. All Nebraskans deserve easy, equitable access to the programs in ACCESSNebraska.

To meet the needs of residents relying on programs like ACCESSNebraska, our priority is to staff the Contact Center with the appropriate number of bilingual agents. We understand that language capabilities are crucial in contact center environments to provide exceptional service to Nebraska residents who depend on programs like ACCESSNebraska for their Healthcare needs. To make certain candidates have the necessary language skills, [REDACTED]

[REDACTED] This is above the 7.66% of households that speak Spanish as the primary language in the State of Nebraska. In addition to assessments, our training curricula details how to meet the unique needs of callers who have limited English proficiency. Preparing Contact Center staff for these encounters and making certain they have the essential skills is vital to deliver the same level of service to all Nebraskans.

To further our efforts, we incorporate this awareness into our IVR system offering menus in Spanish to simplify the navigation process for non-English speakers to be routed to the appropriate agent. We understand that it is not just about having menus in Spanish, that is why every translation is vetted with real Spanish speakers to confirm it is understandable. For [REDACTED]

[REDACTED] by Spanish speaking individuals. This approach is integrated into our scripts, knowledge articles, IVR prompts and other applicable areas. This aids in avoiding negative health outcomes for residents on Medicaid or other social service programs.

To ensure that call center staff are able to communicate with individuals in multiple languages, [REDACTED]

[REDACTED]

[REDACTED] eloitte has used this service across many engagements with great results.

4. Describe your experience handling Personal Protected Information (PPI) and Health Insurance Portability and Accountability Act (HIPAA) information, including any HIPAA training that employees have previously received. If you are a covered entity under HIPAA, please provide the number of breach notifications you reported to Office of Civil Rights in the last 3 years. If you are a business associate under HIPAA, please provide the number of security incidents which required notifications to Office of Civil Rights for any covered entities for which you are a business associate in the last three (3) years.

Bidder's Response:

Safeguarding client information is important, so we have implemented physical, technical, and procedural safeguards across our solution that are designed to protect the security and confidentiality of information, protect against anticipated threats or hazards to the security or integrity of information, and protect against unauthorized access to or use of information.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

6. Describe how you will ensure that any data resulting from services provided is properly secured according to the requirements in this RFP and is not used, accessed, or disseminated by any method or for any reason not authorized by DHHS.

Bidder's Response:

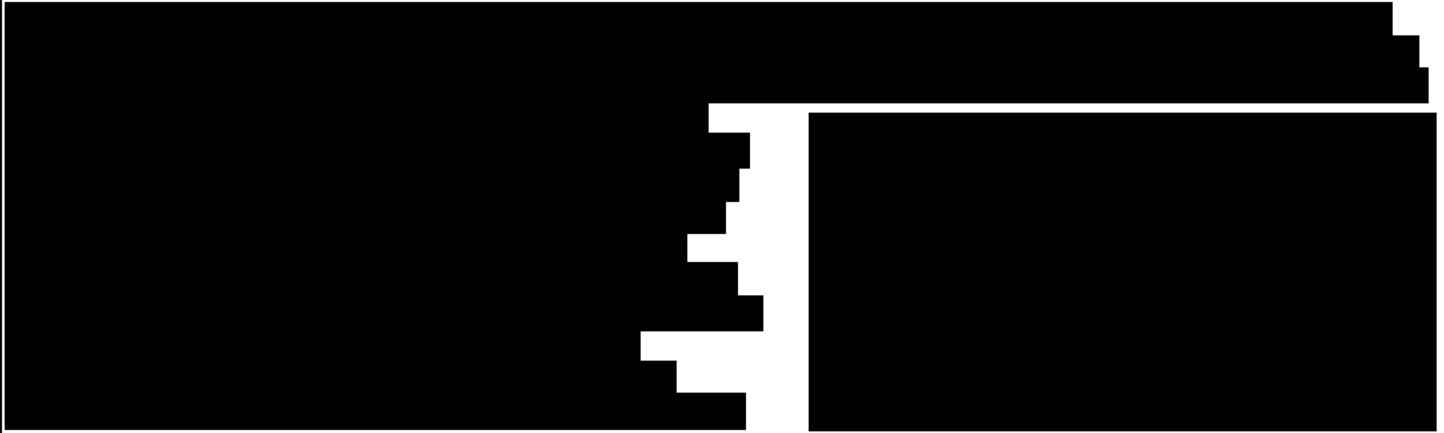


Deloitte also maintains strict data security and privacy standards for all printed material as described in question 7 below.

7. Describe your ability to meet the facility requirements for the printing functions?

Bidder's Response:

The security of customer data and associated personal identifiable information (PII) is of paramount importance within Deloitte's mailroom operational protocols. We adhere to the principle of least privilege practices of restricting access rights for users and accounts to only those resources absolutely required to perform the authorized activities. All printing occurs only in private space separated from public areas and behind a locked door.



8. Describe your approach to workforce planning, including the speed, agility, and flexibility necessary to match your workforce to the fluctuating demand of this contract. Response should include a description of equipment provided to staff.

Bidder's Response:

Like many things, contact centers are governed by the principles of supply and demand. Our approach to workforce management, including forecasting, scheduling, and reporting, is designed to make sure that our supply of agent capacity will meet customer demand. A well-functioning support center keeps these factors close to equilibrium.

Staffing and workforce management are the cornerstones to achieving efficient outcomes.

[Redacted]

[Redacted]

[Redacted]

Figure 1. Deloitte Workforce Management Approach

Forecasting for successful outcomes

[Redacted]

[Redacted]

Scheduling our staff to cover consumer support needs

[Redacted]

[Redacted]

Our extensive experience operating contact centers has given our teams opportunities to put our forecasting and scheduling methods into practice. Because we operate contact centers focusing on pandemic support and state-based health and human services programs, we are familiar with shifts in staffing needs due to external factors.

[Redacted]

[Redacted]

Monitoring/reporting to track and improve outcomes

[Redacted]

[Redacted]

[Redacted]

Staffing flexibility with a proactive approach

Remaining flexible when staffing is key to adapting to program and workload changes. We have an abundance of tools available at our disposal to tackle contact center challenges.

[Redacted]

Staff Equipment

All staff will receive equipment based on program requirements. Laptops or desktops may be issued dependent on the specifications outlined in the proposal along with connection cables. Additional monitors may be provided if deemed necessary to accomplish project tasks. Headsets will be provided along with amplifiers for tele-work.

9. Describe your quality monitoring processes.

Bidder's Response:

Our quality assurance team has a well-established enhanced quality assurance process employed throughout the project life cycle. By leveraging our capabilities, including automated monitoring technology, as described in the Solution Approach section 2.1.1, we will confirm that all quality expectations and requirements are met and exceeded.

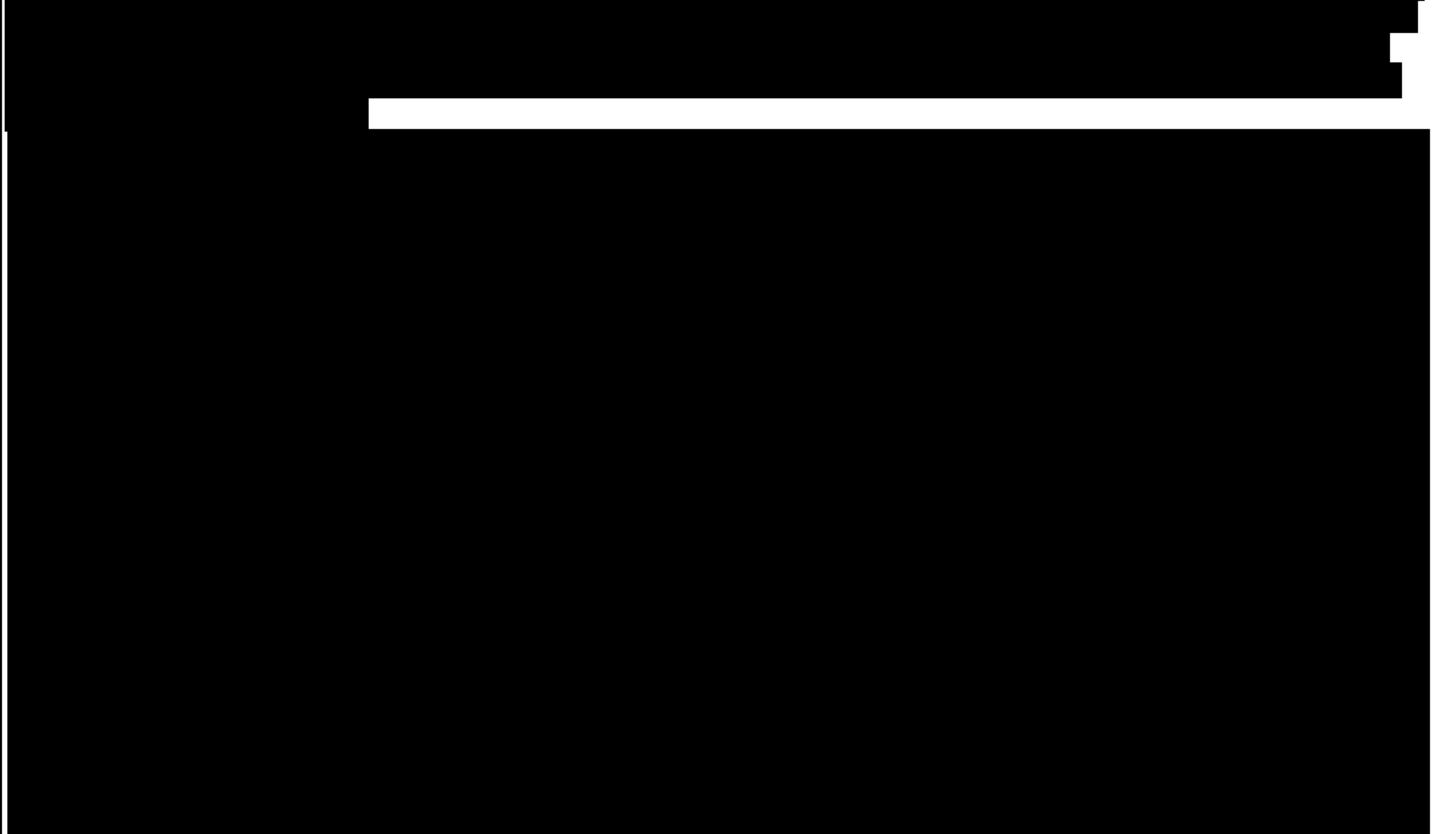


Figure 2. Deloitte Quality Assurance Approach

In partnership with DHHS,



10. Describe your ability to meet the timelines established in this RFP for reporting and quality monitoring.

Bidder's Response:

[REDACTED] he Deloitte team understands the timelines and reporting

requirements noted in the RFP for reporting and QA as noted below:

- Daily Report of inbound and outbound call center metrics, including breakdowns by queue, category, and agents
- Weekly report of QA monitoring metrics
- Bi-Weekly QA Calibration reports
- Weekly summary reports

In order to meet the timelines established in the RFP, we will create automated reports that go out daily, weekly and monthly for inbound, outreach and QA reporting. Reports will be scheduled at requested frequencies and real-time or ad hoc reports will be generated as requested.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

11. Describe your maximum call capacity and the timeframe required to increase call capacity.

Bidder's Response:

We look at call capacity from two angles, first the number of agents staffed to handle calls, and second the technology platform to support concurrent agents. The following is our approach to each of the two components to identifying maximum call capacity.

Our call center and staff operate virtually with remote capability. As such, we will accommodate for any demand in agent resources without the restrictions of traditional contact centers' agent capacities. Deloitte has access to a large pool of support staff that will be onboarded to meet requested volume and mitigate unforeseen volume increases. Preparations are made to ensure onboarding of staff; distribution of equipment and system accounts are ready for immediate deployment on day one of project go-live.

Deloitte understands that call centers experience peaks and dips in call volume and must be armed with contingency plans to address sudden changes in volume.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

In addition to the technology, we understand the volatile nature of Contact Center service delivery.

[Redacted]

[Redacted]

12. Describe your capacity of in-house trainers and approach to on-boarding new call center staff to the project.

Bidder's Response:

Deloitte's in-house trainers have specialized experience and expertise in Health and Human Services Programs, including Medicaid and other Economic Assistance options. As a clear leader in delivering both eligibility technology and contact center solutions, we take pride in serving millions of customers each year through high-quality technology systems, operations services, and training plans.

Training Design & Development

Figure 3. Deloitte Training Approach

Training Delivery

The training team is adept and flexible, with a proven ability to virtually train remote contact center staff for the DHHS. Since 2020, Deloitte has trained and prepared thousands of individuals for contact center work simultaneously for multiple states.

Our training structure is grounded in cognitive learning science that enhances the ability to train diverse audiences following a detailed training plan and delivery.

Training Evaluation & Ongoing Improvement

Deloitte recognizes that training is not a one-time event,

[REDACTED]

13. Describe your staff retention policies and the average employee length of service.

Bidder's Response:

At Deloitte, **our biggest resource is our people**. Our employees are the keys to our success in any engagement. Deloitte's team generally seeds a portion of our programs with existing experienced workforce. Our ability to motivate, inspire, reward, and retain our people is a fundamental cornerstone of our People Strategy and we will leverage these approaches in support of the State.

[Redacted]

[Redacted]

What Does This Mean for You?

Satisfied agents produce better customer service and higher customer satisfaction for callers.

- We listen to our agents and take appropriate actions to improve.
- We have the most passionate, motivated, and tenured employees in the industry.

We believe consistent excellent service delivery and the highest levels of customer satisfaction will only be achieved through high agent satisfaction. [Redacted]

[Redacted] This means that we are always asking our agents for input and suggestions, listening, and taking appropriate actions to improve so we will provide DHHS with the best possible customer service.

14. Describe your ability to meet the reporting requirements set forth in Section V.C.2. including ad hoc reporting capabilities.

Bidder's Response:

Reporting is a foundational pillar of our contact center solution and will be provided per the reporting requirements in section V.C.2. Reporting is available on demand, per schedule, and ad hoc. Our platform supports interval-based reporting along with daily, weekly, monthly, quarterly, and custom requests. Deloitte will work with DHHS to identify key performance indicators including the below metrics requested in the Scope of Work:

- Number of Calls Offered and Handled
- Average Speed of Answer (ASA) by queue
- Average Handled Time (AHT) by queue
- # of Change Requests by category
- # of Applications by category
- Application status
- Denial status inquiries from Contractor's CRM
- # of outreach activities per hour per agent
- Average talk time per outreach
- Most frequently asked questions/topics of concern
- Most frequently used resources
- # of outreach actions completed per hour/day/week
- # of voicemails left
- # of repeat callers

[Redacted]

[Redacted]

Deloitte will work with DHHS to refine and customize the reporting as needed and our solution will fully comply with the reporting requirements.

[Redacted]

What Does This Mean for You?

Our D2C2™ Platform provides a robust and powerful reporting and analytics platform.

- We will utilize reporting to gather Nebraskan insights and areas for optimization.
- All reports will be customizable to DHHS needs.



Figure 4. Sample Daily Reporting Dashboard

15. Describe how DHHS staff will access your Automated Call Distribution (ACD) software to view real-time wait times and available call capacity.

Bidder's Response:

Deloitte understands the importance of data analysis and reporting in a contact center environment and our technology allows organizations like DHHS to translate data into actionable insights. Reporting is a native, out of the box, solution for most of the industry's contact center applications,

[REDACTED]

[REDACTED]

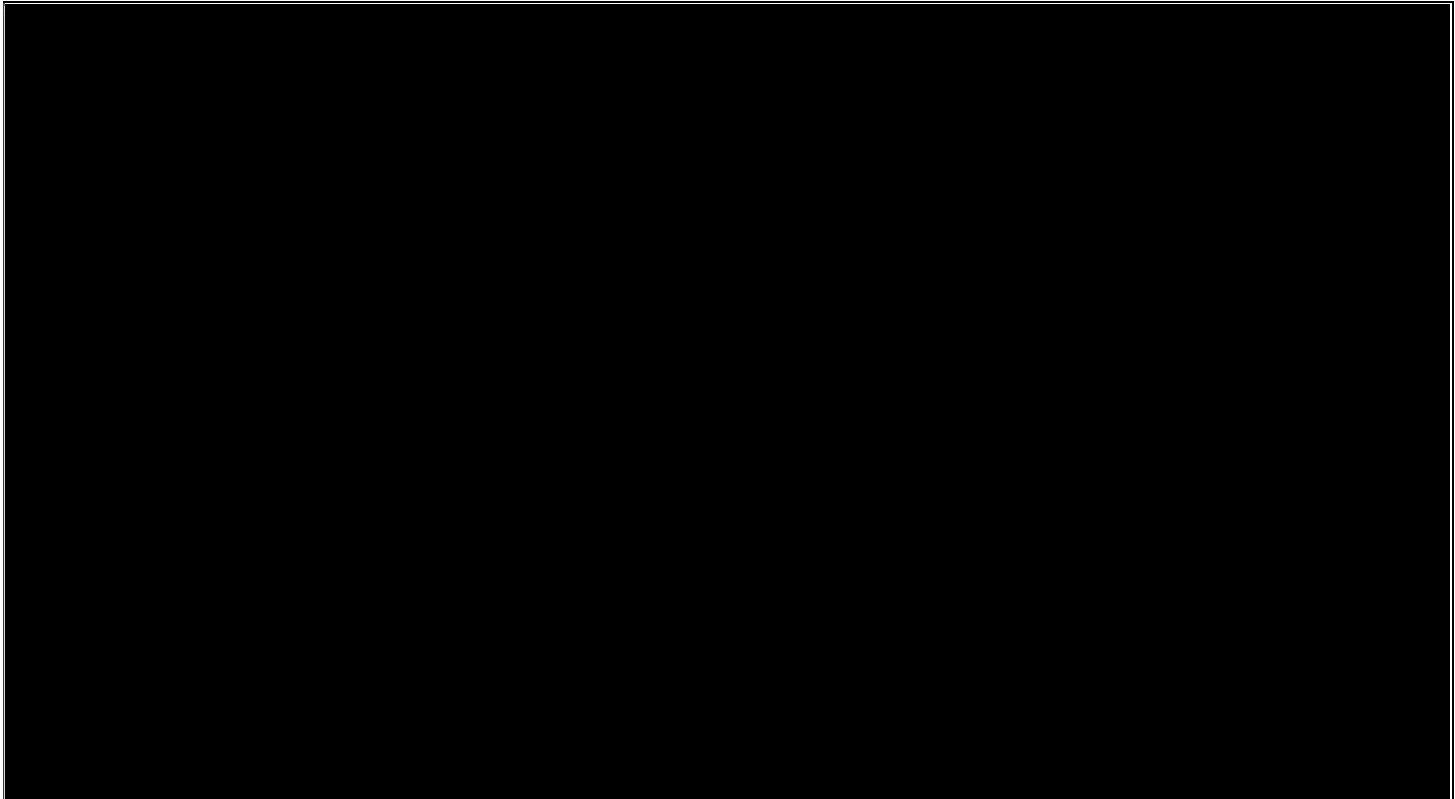


Figure 5. Real-Time Dashboard

16. Do you use an off the shelf Customer Relationship Management system, or one developed in house? If off the shelf, please specify the product and company. Please describe the capabilities of the Customer Relationship Management systems in use.

Bidder's Response:

D2C2™'s CRM platform provides DHHS with one of the industry's

[Redacted]

[Redacted]

[Redacted]

[Redacted]

What Does This Mean for You?

Our CRM platform will be customized to meet the needs of DHHS.

- Our CRM solution will provide DHHS with all of the reporting requirements.
- Our integrated agent interface increases agent efficiency and automates case creation to streamline the workflow.



About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the “Deloitte” name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.

Redaction Log
Designation of Confidential Information

Deloitte Consulting LLP (“Deloitte Consulting”) requests the following information in its Proposal be withheld from disclosure by the State of Nebraska Department of Health and Human Services (the “State”) pursuant to R.R.S. Neb. §84-712.05(3) and R.R.S. Neb. §87-502(4). This information is trade secret and/or proprietary or commercial information which if released would give advantage to Deloitte Consulting’s business competitors and serve no public purpose. To that end, we are providing the State with a redacted copy of our Proposal and have clearly labeled each page of our Proposal containing such information with the words “**PROPRIETARY INFORMATION.**” We respectfully request that should the State receive a public records request seeking Deloitte Consulting’s Proposal, that the State respond by providing the attached redacted copy.

Section Number Page Number(s)	Description of Confidential/Trade Secret Material and Justification for Withholding
V. Scope of Work and Proposed Solution 1.i.1 Organizational Structure (Project Management Approach) pg 31-32 2.1.1 Business Requirements (Proprietary Approach) pg 47-69 2.2 Proposed Development Approach (Proprietary Approach) pg 69-70 2.3 Technical Considerations (Proprietary Approach) pg 70 2.4 Detailed Project Work Plan (Proprietary Approach) pg. 71-72 2.5 Deliverables and Due Dates (Proprietary Approach) pg. 72-73 Attachment 3 (Proprietary Approach) pg 1-20	<p>Trade Secret/Proprietary Methodology, Tools and Approach: The information in this category reflects trade secret and confidential commercial and proprietary information, including proprietary patterns, methods, techniques, procedures, graphics, compilations of information, and technical data, the confidentiality and proprietary status of which Deloitte Consulting makes every effort to maintain.</p> <p>In developing the Deloitte Proposal, Deloitte Consulting was required to use its ingenuity and originality to determine how best to accomplish the State’s objectives which is reflective of Deloitte Consulting’s market strategy. For example, the Deloitte Proposal reflects Deloitte Consulting’s overall proprietary approach to the design, development, and implementation of its contact center solution for the State of Nebraska’s ACCESSNebraska Contact Center, including details regarding its technical designs, technical/solution architecture, framework, and market-leading tools, accelerators, and differentiators. This information is not the kind of information that Deloitte Consulting customarily discloses to the public and is being provided to the State with the reasonable expectation that it will not be released. Additionally, the disclosure of this information would cause substantial harm to Deloitte Consulting’s competitive position by permitting its competitors to leverage Deloitte Consulting’s innovative business strategies, designs, methodologies, and approaches, all of which have significant commercial value and represent the investment of substantial time, effort, and money.</p> <p>In addition, these pages further highlight Deloitte Consulting’s industry-leading and differentiated experience implementing and supporting similar contact center solutions for other state government agencies across the country and reflect Deloitte Consulting’s business decisions regarding its staffing model and strategy, project management approach, work plan, proposed project timeline, market alliances and strategic vendor relationships, best practices, guiding principles, success factors, project assumptions, and how the key features of its proposed</p>

Section Number Page Number(s)	Description of Confidential/Trade Secret Material and Justification for Withholding
	<p>solution/approach directly align with the State’s project requirements; the compilation of which constitutes Deloitte Consulting’s trade secret and confidential commercial and proprietary information. These details have not been disclosed outside of Deloitte Consulting’s team except on a limited basis and only for the limited purpose of furthering the development of the underlying strategic approach and solution. Disclosure of this information would provide our competitors with direct access to Deloitte Consulting’s individual approach to work, internal operations, and proprietary thought processes and strategy. Therefore, Deloitte Consulting seeks to protect such information from disclosure.</p> <p>These pages also contain Deloitte Consulting’s proprietary graphics, figures, tables, charts, diagrams, dashboards, sample reports/templates, screenshots, and other artwork. The proprietary graphics reflect a general creative direction and approach that could be used by Deloitte Consulting with another current or potential client. This information is part of Deloitte Consulting’s creative body of work that may be used in other proposals/projects. Disclosure of this information would place Deloitte Consulting at a competitive disadvantage by allowing it competitors to have access to and the ability to utilize the graphics that it expended considerable time and resources to design. Deloitte Consulting has marked these graphical items for protection against disclosure because they contain confidential information, and the format is proprietary to Deloitte Consulting. Disclosure of the confidential information and the format would provide an unfair advantage to Deloitte Consulting’s competitors, as they would then be in a position to use Deloitte Consulting’s graphical format in proposals when competing against us.</p> <p>Much of the substantive discussion throughout the Deloitte Proposal refers to Deloitte Consulting’s proven methodologies and unique processes for delivering the requested services. Deloitte Consulting’s methodologies and approaches are proprietary and are used repeatedly in its consulting work. Deloitte Consulting developed and continues to enhance and maintain these methodologies at considerable time, effort, and expense to Deloitte Consulting. The methodologies facilitate both efficiency and enhanced service quality, which give Deloitte Consulting a significant competitive advantage in bidding on projects, both in the public sector and commercial arenas. Because these methodologies reflect the expertise and experience of Deloitte Consulting, they are not easily replicated by a competitor, except through improper means. Disclosure of this information would cause substantial harm to Deloitte Consulting’s competitive position by allowing its competitors to leverage Deloitte Consulting’s innovative business strategies, methodologies, and approaches in order to mature their own capabilities and offerings in this market. Therefore, this information is exempt from disclosure as trade secret and confidential commercial and proprietary information.</p>

Section Number Page Number(s)	Description of Confidential/Trade Secret Material and Justification for Withholding
	<p>Further, this information has application well beyond the instant solicitation and reflects Deloitte Consulting’s qualifications and experience with similar projects. Disclosure of this information would provide our competitors with direct access to Deloitte Consulting’s individual approach to work, internal operations, and proprietary thought processes and strategy. Accordingly, its disclosure would seriously undermine Deloitte Consulting’s competitive advantage by allowing competitors to have access to Deloitte Consulting’s ideas, processes, and methodologies that they would not have had or would have had to spend considerable funds to develop on their own. Disclosure of this information would impair Deloitte Consulting’s ability to successfully compete for future work by relinquishing our approach to competitors who may then fashion future proposals to utilize a similar strategy. Therefore, this information is exempt from disclosure as trade secret and confidential commercial and proprietary information.</p>
<p>V. Scope of Work and Proposed Solution 1.h.1 Summary of Bidder’s Corporate Experience (Reference Information) pg 25-28</p>	<p>Client Names/Reference Information/Experience: These pages contain confidential information pertaining to Deloitte Consulting’s capabilities and non-public client qualifications which include client organization, client names, title, contact number, email address, and a description of the services provided. The identities of Deloitte Consulting’s clients and the information about the projects completed for those clients, including contact information, are protected, confidential commercial, proprietary and trade secret information. The client information is confidential information that is not widely known outside of Deloitte. These clients are not identified in documents that are disseminated widely nor are they made known on Deloitte’s internet website.</p> <p>Deloitte Consulting has expended a substantial amount of time, effort and money to develop its relationships with the clients revealed in the proposal to the State. Deloitte Consulting’s competitors could use such information to undermine Deloitte Consulting’s future efforts to develop business with new clients as well as maintain business relationships with their past clients. For example, if the client information was obtained by Deloitte Consulting’s competitors, then the competitors could make targeted “pitches” that highlight the competitors’ differences with Deloitte Consulting to those businesses and government agencies. Without access to the client information contained in the proposal, Deloitte Consulting’s competitors would be unable to “properly acquire” that information.</p> <p>Additionally, the compilation of client names, contract information, project descriptions, and lessons learned constitute Deloitte Consulting’s demonstrated competence and qualifications to perform the services</p>

Section Number Page Number(s)	Description of Confidential/Trade Secret Material and Justification for Withholding
	<p>requested by the State. This collection of information as a whole would take Deloitte Consulting’s competitors significant time and effort to collect, and therefore disclosure of this information would certainly provide Deloitte Consulting’s competitors with valuable insight on how to structure their qualifications for future bids. Accordingly, as such client information would give Deloitte Consulting’s competitors an advantage, such information is protected from disclosure pursuant as trade secret and confidential commercial and proprietary information.</p> <p>Further, this information contains technical details and methodologies employed by Deloitte Consulting in performing other contracts for the design, development, and implementation of contact center solutions relevant to the ACCESSNebraska RFP, and, as discussed above, such information is exempt from disclosure. Deloitte Consulting performed specialized work for such clients and spent time developing processes to solve their special needs. Without access to the client information contained in the Deloitte Proposal, including details regarding the specialized solutions and approaches, Deloitte Consulting’s competitors would be unable to “properly acquire” that information. Deloitte Consulting does not customarily release this information to competitors or otherwise to the public. Therefore, because the release of such client information would give Deloitte Consulting’s competitors an advantage, such information is protected from disclosure as trade secret and confidential commercial and proprietary information.</p> <p>This information is further exempt from disclosure for the additional and independent reason that its release would be detrimental to the best interests of the public as it could jeopardize the State’s ability to conduct business by decreasing the willingness of Deloitte Consulting and other contractors to include such detailed reference information and/or project qualifications in their written proposals or other submissions to the Government.</p>
<p>Cover Letter (Personal Contact Information and Signature) Page 3</p> <p>V. Scope of Work and Proposed Solution 1.b Financial Statements (Personal Contact Information) pg 21</p>	<p>Identity, Qualifications, and Experience of Personnel and Subcontractors:</p> <p>These sections contain confidential information and protected trade secrets concerning the identities, qualifications, and relevant project experience of individual Deloitte Consulting personnel and proposed subcontractors, including team member names, signatures, photographs, contact information, short bios, resumes, and a list of previous clients served; the compilation of which Deloitte Consulting deems trade secret and its confidential commercial and proprietary information. <i>See 1 MILGRIM ON TRADE SECRETS §1.09[8][g] (2020)</i> (“...[b]usiness information which can be protected under a trade secret theory...[includes]...[i]nformation concerning...effectiveness and good sales performance of key sales and other personnel...”). Disclosure of this</p>

Section Number Page Number(s)	Description of Confidential/Trade Secret Material and Justification for Withholding
<p>1.d Office Location (Personal Contact Information) pg 23</p> <p>1.i.1 Organizational Structure (Personal Information and Pictures) pg 31</p> <p>1.i.2 Resumes (Personal Information and Pictures) pg 33-44</p> <p>1.j Subcontractors (Proposed Subcontractors) pg 45-46</p> <p>Attachment 1 (Personal Contact Information) pg. 74</p> <p>Attachment 2 (Personal Contact Information and Signature) pg 75</p>	<p>type of information would injure Deloitte Consulting's competitive position by providing competitors with insight into the manner in which Deloitte Consulting assembles individuals with particular types of education, experience and talents into project teams. In addition, disclosure of such information would allow Deloitte Consulting's competitors with visibility into how we may position subcontracts for the potential engagement. Deloitte Consulting's competitors could use this information to free ride on its years of experience by assembling project teams virtually identical to those of Deloitte Consulting in terms of composition and qualifications. In addition, providing competitors with the identification of our firm's resources not only would result in placing Deloitte Consulting in a less competitive position in the future, but could also compromise our ability to perform in the present, should those resources be pirated by competitors.</p> <p>Because Deloitte Consulting considers its proposed team to be a trade secret and/or its confidential commercial and proprietary information, Deloitte Consulting does not customarily release its staffing arrangements to third parties. Further, in order to protect the confidentiality of certain information, not all team members are provided access to all sections of Deloitte Consulting's proposal. To the extent Deloitte Consulting must disclose information to its subcontractors and/or teaming partners, prior to doing so, Deloitte Consulting ensures that all subcontracts and/or teaming agreements to which Deloitte Consulting is a party contain restrictions on the release of information between Deloitte Consulting and its subcontractors and/or team members. Further, Deloitte Consulting is not aware of any public interest in the disclosure of such information and certainly such individuals have a reasonable belief that the compilation of their names, photos, signatures, relevant project experience, references, contact information, and other qualifications would not be disclosed pursuant to a public records request and are entitled to protection of their privacy. Because the compilation of such information provides Deloitte Consulting with a competitive business advantage in winning solicitations, is not relevant to the ordinary work of the State, and the protection of this private information outweighs the public interest in disclosure, we request that such information be withheld from public disclosure pursuant as Deloitte Consulting's trade secret and confidential commercial and proprietary information.</p>
<p>V. Scope of Work and Proposed Solution</p> <p>1.b Financial Statements (Headcounts and Revenue) pg 21-22</p>	<p>Confidential Commercial/Financial Information:</p> <p>These pages contain confidential commercial and financial information pertaining to Deloitte Consulting's financial stability, including headcounts, revenues, assets, liabilities, working capital, and other financial information for the years 2020-2022, that Deloitte painstakingly protects from public disclosure. As a private organization, Deloitte Consulting is not required to publicly disclose this information, as</p>

Section Number Page Number(s)	Description of Confidential/Trade Secret Material and Justification for Withholding
1.h.4 Additional Experience (Headcounts) pg 28-30	<p>competitors could seize upon this information and use it to their advantage in bidding processes, and disclosure would certainly impair the State’s ability to obtain this information in the future as Deloitte Consulting would be reluctant to disclose it in future bids as a result. Furthermore, Deloitte Consulting only provided this information so that the State could evaluate its responsibility and ability to perform the work required under the solicitation at issue, but with the expectation that it would not be disclosed publicly. Because this information is not publicly disclosed, Deloitte Consulting would be disadvantaged if its competitors were made aware of this information. Hence, Deloitte Consulting’s financial information is exempt from disclosure as trade secret and confidential commercial and proprietary information.</p>
II. Terms and Conditions (Proposed Changes) pg 1-9 III. Contractor Duties (Proposed Changes) pg 10-18 IV. Payment (Proposed Changes) pg 19-20 Attachment 9 (Deloitte’s D2C2™ Subscription Agreement) pg 76-88	<p>Other Confidential Commercial and Proprietary Information:</p> <p>These pages contain information regarding Deloitte Consulting’s breadth of capabilities and competencies relevant to the requested services, including Deloitte’s D2C2™ Subscription Agreement, its proposed project assumptions, distinguishing factors regarding Deloitte Consulting’s public sector practice, and information regarding Deloitte Consulting’s teaming partnerships, including the proposed value of the subcontract(s). Such information constitutes Deloitte Consulting’s internal, confidential commercial and proprietary information. This information is not publicly reported and is not publicly disclosed. Deloitte Consulting provided this information so that the State could evaluate its responsibility, its ability to perform the work required, and its diversity practices and program initiatives. Because this information is not publicly disclosed, Deloitte Consulting would be disadvantaged if its competitors were made aware of this information. Therefore, such information is exempt from disclosure as Deloitte Consulting’s trade secret and confidential commercial and proprietary information.</p> <p>These pages include Deloitte Consulting’s proposed changes and exceptions to the terms and conditions contained in the RFP and as such, constitute Deloitte Consulting’s confidential commercial information and risk position. If this information were disclosed it would substantially harm Deloitte Consulting’s competitive position as its competitors, by knowing the tolerance for certain terms and conditions to which Deloitte Consulting will agree and its preferred language, could unfairly exploit that knowledge by undermining and “under-bidding” Deloitte Consulting in future solicitations across the country. Hence, disclosure of this information would impair Deloitte Consulting’s ability to successfully compete for future work by relinquishing our approach to our competitors who may then fashion future proposals to utilize a similar strategy with regard to risk tolerance and preferred terms language. Furthermore, this information is not released to the public and is closely protected within Deloitte Consulting. Because this information is not</p>

Section Number Page Number(s)	Description of Confidential/Trade Secret Material and Justification for Withholding
	publicly disclosed, Deloitte Consulting would be disadvantaged if its competitors were made aware of this information. Therefore, such information is exempt from disclosure as Deloitte Consulting's trade secret and confidential commercial and proprietary information.

**ATTACHMENT 4
COST PROPOSAL SHEET**

Bidder Name Deloitte Consulting LLP

ONE TIME COST

Startup Plan/Implementation Cost \$ 1,791,349.32

PASS THROUGH COSTS

Cost per page, single sided printing \$ 0.3625

Training Cost Per Hour/Per Person \$ 36.15

Note: Mailing cost will be reimbursed per current US Postal rates with no additional markup.

COST PER CALL FOR INITIAL THREE YEAR PERIOD

Service	Average Handled Time (AHT)	Number of calls/actions Tier I	Cost Per Call for Tier I	Number of calls/actions Tier II	Cost Per Call for Tier II	Number of calls/actions Tier III	Cost Per Call for Tier III
Inbound	A 11:00-15:00	6,000-16,999	\$ 40.37	17,000-27,999	\$ 28.73	28,000-40,000	\$ 24.63
	B 15:01-20:00	1,400-3,599	\$ 54.07	3,600-5,799	\$ 38.48	5,800-8,000	\$ 32.99
	C 20:01-25:00	1,400-3,599	\$ 68.48	3,600-5,799	\$ 48.74	5,800-8,000	\$ 41.79
	D 25:01-30:00	1,400-3,599	\$ 82.90	3,600-5,799	\$ 58.99	5,800-8,000	\$ 50.58
	E 30:01-35:00	1,400-3,599	\$ 97.31	3,600-5,799	\$ 69.25	5,800-8,000	\$ 59.38
Outreach	A 8:00 -12:00	1,400-3,599	\$ 21.12	3,600-5,799	\$ 16.96	5,800-8,000	\$ 14.28
	B 12:01 - 16:00	1,400-3,599	\$ 28.80	3,600-5,799	\$ 23.13	5,800-8,000	\$ 19.47
	C 16:01 - 20:00	1,400-3,599	\$ 36.48	3,600-5,799	\$ 29.30	5,800-8,000	\$ 24.66
Back Office Processing	A 4:00-8:00	1,400-3,599	\$ 13.54	3,600-5,799	\$ 10.70	5,800-8,000	\$ 9.04
	B 8:01 - 12:00	1,400-3,599	\$ 21.27	3,600-5,799	\$ 16.81	5,800-8,000	\$ 14.21
	C 12:01-16:00	1,400-3,599	\$ 29.01	3,600-5,799	\$ 22.93	5,800-8,000	\$ 19.37

COST PER CALL FOR RENEWAL PERIOD 1

Service	Average Handled Time (AHT)	Number of calls/actions Tier I	Cost Per Call for Tier I	Number of calls/actions Tier II	Cost Per Call for Tier II	Number of calls/actions Tier III	Cost Per Call for Tier III
Inbound	A 11:00-15:00	6,000-16,999	\$ 43.13	17,000-27,999	\$ 30.57	28,000-40,000	\$ 26.13
	B 15:01-20:00	1,400-3,599	\$ 57.76	3,600-5,799	\$ 40.94	5,800-8,000	\$ 34.99
	C 20:01-25:00	1,400-3,599	\$ 73.16	3,600-5,799	\$ 51.86	5,800-8,000	\$ 44.32
	D 25:01-30:00	1,400-3,599	\$ 88.56	3,600-5,799	\$ 62.78	5,800-8,000	\$ 53.65
	E 30:01-35:00	1,400-3,599	\$ 103.96	3,600-5,799	\$ 73.69	5,800-8,000	\$ 62.98
Outreach	A 8:00 -12:00	1,400-3,599	\$ 22.50	3,600-5,799	\$ 18.04	5,800-8,000	\$ 15.15
	B 12:01 - 16:00	1,400-3,599	\$ 30.68	3,600-5,799	\$ 24.60	5,800-8,000	\$ 20.66
	C 16:01 - 20:00	1,400-3,599	\$ 38.86	3,600-5,799	\$ 31.16	5,800-8,000	\$ 26.17
Back Office Processing	A 4:00-8:00	1,400-3,599	\$ 14.43	3,600-5,799	\$ 11.37	5,800-8,000	\$ 9.60
	B 8:01 - 12:00	1,400-3,599	\$ 22.68	3,600-5,799	\$ 17.86	5,800-8,000	\$ 15.08
	C 12:01-16:00	1,400-3,599	\$ 30.92	3,600-5,799	\$ 24.36	5,800-8,000	\$ 20.56

COST PER CALL FOR RENEWAL PERIOD 2

Service	Average Handled Time (AHT)	Number of calls/actions Tier I	Cost Per Call for Tier I	Number of calls/actions Tier II	Cost Per Call for Tier II	Number of calls/actions Tier III	Cost Per Call for Tier III
Inbound	A 11:00-15:00	6,000-16,999	\$ 44.67	17,000-27,999	\$ 31.61	28,000-40,000	\$ 26.98
	B 15:01-20:00	1,400-3,599	\$ 59.83	3,600-5,799	\$ 42.34	5,800-8,000	\$ 36.13
	C 20:01-25:00	1,400-3,599	\$ 75.78	3,600-5,799	\$ 53.63	5,800-8,000	\$ 45.76
	D 25:01-30:00	1,400-3,599	\$ 91.73	3,600-5,799	\$ 64.91	5,800-8,000	\$ 55.40
	E 30:01-35:00	1,400-3,599	\$ 107.69	3,600-5,799	\$ 76.20	5,800-8,000	\$ 65.03
Outreach	A 8:00 -12:00	1,400-3,599	\$ 23.31	3,600-5,799	\$ 18.66	5,800-8,000	\$ 15.65
	B 12:01 - 16:00	1,400-3,599	\$ 31.78	3,600-5,799	\$ 25.44	5,800-8,000	\$ 21.33
	C 16:01 - 20:00	1,400-3,599	\$ 40.25	3,600-5,799	\$ 32.22	5,800-8,000	\$ 27.02
Back Office Processing	A 4:00-8:00	1,400-3,599	\$ 14.95	3,600-5,799	\$ 11.76	5,800-8,000	\$ 9.91
	B 8:01 - 12:00	1,400-3,599	\$ 23.49	3,600-5,799	\$ 18.47	5,800-8,000	\$ 15.57
	C 12:01-16:00	1,400-3,599	\$ 32.03	3,600-5,799	\$ 25.19	5,800-8,000	\$ 21.23

COST PER CALL FOR RENEWAL PERIOD 3

Service	Average Handled Time (AHT)	Number of calls/actions Tier I	Cost Per Call for Tier I	Number of calls/actions Tier II	Cost Per Call for Tier II	Number of calls/actions Tier III	Cost Per Call for Tier III
Inbound	A 11:00-15:00	6,000-16,999	\$ 46.45	17,000-27,999	\$ 32.84	28,000-40,000	\$ 28.01
	B 15:01-20:00	1,400-3,599	\$ 62.21	3,600-5,799	\$ 43.98	5,800-8,000	\$ 37.51
	C 20:01-25:00	1,400-3,599	\$ 78.80	3,600-5,799	\$ 55.71	5,800-8,000	\$ 47.51
	D 25:01-30:00	1,400-3,599	\$ 95.38	3,600-5,799	\$ 67.44	5,800-8,000	\$ 57.51
	E 30:01-35:00	1,400-3,599	\$ 111.97	3,600-5,799	\$ 79.16	5,800-8,000	\$ 67.51
Outreach	A 8:00 -12:00	1,400-3,599	\$ 24.24	3,600-5,799	\$ 19.38	5,800-8,000	\$ 16.24
	B 12:01 - 16:00	1,400-3,599	\$ 33.05	3,600-5,799	\$ 26.43	5,800-8,000	\$ 22.15
	C 16:01 - 20:00	1,400-3,599	\$ 41.86	3,600-5,799	\$ 33.47	5,800-8,000	\$ 28.05
Back Office Processing	A 4:00-8:00	1,400-3,599	\$ 15.55	3,600-5,799	\$ 12.21	5,800-8,000	\$ 10.29
	B 8:01 - 12:00	1,400-3,599	\$ 24.43	3,600-5,799	\$ 19.19	5,800-8,000	\$ 16.16
	C 12:01-16:00	1,400-3,599	\$ 33.31	3,600-5,799	\$ 26.16	5,800-8,000	\$ 22.04