

**Technical Proposal for
State of Nebraska
Department of Health and Human Services
Third Party Warmline Service
Solicitation No. 123190 O3
October 21, 2025**

Direct Interactions, Inc.
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October 21, 2025

State of Nebraska
Department of Health and Human Services
Attn: Mr. Bradley Murphy
Procurement Contract Officer
301 Centennial Mall South, 5th Floor
Lincoln, NE 68508

Ref: Proposal Submission – RFP No. 123190 O3, Third Party Warmline Service

Dear Mr. Murphy,

On behalf of Direct Interactions, Inc. (DI), I am pleased to submit our proposal in response to RFP No. 123190 O3 – Third Party Warmline Service. We appreciate the opportunity to partner with the Nebraska Department of Health and Human Services to deliver a compassionate, accessible, and effective Warmline that strengthens Nebraska families and communities through early intervention and support.

Direct Interactions has a proven record of operating large-scale helplines and referral services nationwide, including state agencies, public utilities, and national nonprofits. Our proposal outlines how we will meet and exceed the requirements of the Scope of Work, bringing forward:

- A Nebraska-based, 24/7 Warmline operation supported by a secure Amazon Connect telephony platform;
- A trauma-informed, highly trained workforce with extensive experience in crisis triage, prevention support, and community referrals;
- Reliable reporting and analytics tools to create accountability, continuous improvement, and transparency; and
- Strong partnerships with our subcontractor on this proposal, Findhelp, and community-based organizations to maintain a current, statewide resource directory.

Findhelp brings unmatched expertise as the nation's leading platform for social care navigation, with more than 3,800 Nebraska-based programs in its directory. Their platform enables Warmline CSRs to deliver accurate, real-time referrals, track outcomes, and ensure families are successfully connected with food, housing, medical care, transportation, and other essential supports. As our technology partner, Findhelp strengthens the Warmline's ability to provide closed-loop referrals and measurable prevention outcomes.

We certify that DI meets all minimum qualifications and has completed the required attachments (Attachment 1 – Minimum Qualifications; Attachment 2 – Information Security and Technical Requirements). Our team is committed to collaborating closely with DHHS to create and maintain a successful Warmline launch and long-term operational excellence.

Thank you for considering our submission. We look forward to the opportunity to serve the people of Nebraska and support DHHS in its mission to reduce unnecessary child welfare involvement by strengthening families and communities.

Respectfully submitted,



Matt Storey,
President and Authorized Representative
833-972-4162
rfpteam@directinteractions.com

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1. Contractual Agreement Form

CONTRACTUAL AGREEMENT FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Contractual Agreement Form, the bidder guarantees compliance with the provisions stated in this solicitation and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder is not owned by the Chinese Communist Party.

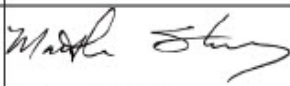
Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603, DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Vendors. This information is for statistical purposes only and will not be considered for contract award purposes.

X NEBRASKA VENDOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Vendor. "Nebraska Vendor" 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. All vendors who are not a Nebraska Vendor are considered Foreign Vendors under Neb. Rev Stat § 73-603 (c).

_____ 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.

THIS FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

COMPANY:	Direct Interactions, Inc.
ADDRESS:	701 5 th Avenue, Suite 4200. Seattle, WA 98104
PHONE:	833-972-4162
EMAIL:	rfpteam@directinteractions.com
BIDDER NAME & TITLE:	Matt Storey, President
SIGNATURE:	
DATE:	October 20, 2025

VENDOR COMMUNICATION WITH THE STATE CONTACT INFORMATION (IF DIFFERENT FROM ABOVE)

NAME:	
TITLE:	
PHONE:	
EMAIL:	

2. Executive Summary

DI is pleased to submit this proposal to support the Nebraska Department of Health and Human Services (DHHS) in establishing a statewide Warmline that will serve as a trusted, centralized access point for families. Our solution leverages DI's extensive experience in operating large-scale helplines for state agencies, public utilities, and national nonprofits, ensuring that families receive compassionate, trauma-informed assistance at the earliest point of need.

The DI Warmline solution will provide 24/7/365 access to live, Nebraska-based customer service representatives (CSRs) trained in crisis triage, motivational interviewing, and resource navigation. Using the Amazon Connect telephony platform hosted in AWS GovCloud, combined with Findhelp's Nebraska-specific Community Resource Directory of 3,800+ programs, DI will connect families directly with accurate, up-to-date resources across food, housing, medical care, transportation, and other critical areas. Each call will be handled with empathy and cultural competence, ensuring that families feel supported and understood while avoiding the stigma associated with contacting child protective services. As a subcontractor, Findhelp plays a central role in the Warmline's referral and navigation capabilities. Their platform is the most widely adopted social care referral network in the United States, integrating seamlessly with DI's CRM and case management tools. For DHHS, this means Warmline CSRs will have immediate access to Nebraska's most comprehensive, continually updated database of community resources. Beyond referrals, Findhelp's system supports closed-loop tracking, so DHHS can monitor whether families are successfully connected to services and identify gaps in the statewide prevention network. This ensures the Warmline is not just an entry point, but a measurable driver of stronger family outcomes.

Our approach directly aligns with DHHS's mission to expand access, increase responsiveness, and strengthen families through prevention. By providing a safe, third-party environment for families to seek support before crises escalate, the Warmline will reduce unnecessary child welfare involvement, improve trust in state services, and foster stronger community connections. DI will track outcomes through closed-loop referrals and real-time reporting dashboards, enabling DHHS to measure impact, identify service gaps, and continuously refine prevention strategies.

What distinguishes DI's solution is the depth and relevance of our past performance. We have successfully operated statewide hotlines for the Ohio Department of Job & Family Services, handling over three million calls annually; delivered emergency hotline services for the American Red Cross Hero Care Program and nationwide emergency and disaster response supporting thousands of families during crises; and provided after-hours and overflow services for multiple United Way 211 systems. In addition, DI manages municipal hotlines for utilities and public works departments, where we deliver rapid response and high customer satisfaction under strict service-level agreements. These experiences demonstrate DI's proven ability to scale quickly, adapt to complex requirements, and maintain service quality under pressure.

Through this proposal, DI commits to being a responsive, reliable, and innovative partner for DHHS. We will deliver a Warmline that not only meets the requirements outlined in the RFP but also exceeds expectations by combining advanced technology, specialized staffing, and proven practices from similar contracts nationwide. The result will be a Warmline that answers calls, but also measurably reduces child welfare involvement by connecting families to support early, consistently, and with dignity. This is a call center as well as a prevention engine for Nebraska families.

3. Corporate Overview

3.1 Company History and Organization



Direct Interactions, Inc. (DI) was founded in 2007 with a vision to transform how customer service and helpline operations are delivered. Long before “work-from-home” became a widely accepted practice, DI recognized the untapped potential of a distributed, remote contact center model. By designing a cloud-native environment from its inception, DI became a pioneer in the work-at-home staffing model, offering organizations across the public and nonprofit sectors a secure, scalable, and cost-effective alternative to traditional brick-and-mortar call centers.

At its core, DI was established not only to modernize contact center technology but also to create economic opportunities for individuals historically excluded from the workforce. From the beginning, DI’s hiring model prioritized:

- People with disabilities – ensuring that individuals facing physical barriers to traditional office environments could thrive in meaningful, professional roles.
- Military spouses – a group often challenged by frequent relocations, DI provides stable, portable employment that travels with them from duty station to duty station.
- Residents of economically underserved communities – offering reliable income and career growth to individuals in rural and opportunity-starved areas where traditional employment options are limited.

This social mission remains central to DI’s identity and operations. Over the years, DI has received recognition for its inclusive employment practices and has become a trusted partner for organizations seeking to align service delivery with social impact. Although DI operates nationwide, we recognize the importance of local investment. For this Warmline, DI will prioritize hiring Nebraskans wherever possible, ensuring that families hear voices from their own state. We already employ several Nebraska-based CSRs today, and our recruitment team has targeted campaigns ready to expand this pool.

From a technology perspective, DI has consistently been at the forefront of innovation. We were among the first 100 organizations worldwide to implement Amazon Connect, serving as an early beta partner with Amazon Web Services (AWS). This longstanding collaboration gives DI direct access to AWS technical leadership and ensures that our clients benefit from cutting-edge telephony, AI-driven routing, and secure GovCloud environments. Today, DI continues to leverage this relationship to provide highly secure, scalable solutions for clients who demand both reliability and compliance.

Organizationally, DI is structured to deliver both operational excellence and customer intimacy. The company is headquartered in Seattle, Washington, but operates virtually nationwide, employing more than 1,000 full-time and seasonal Customer Service Representatives (CSRs) across 47 states. Our leadership team is comprised of seasoned professionals with decades of combined experience in government contracting, customer experience, information security, workforce management, and training. This team ensures that DI maintains the agility of an innovative mid-sized firm while meeting the rigorous requirements of state and federal programs.

For nearly two decades, DI has proven that a mission-driven, remote staffing model can deliver superior service quality, increased resiliency, and measurable community impact. By blending technological

leadership with a people-first employment philosophy, DI has become one of the most respected fully remote contact center providers in the nation.

3.2 Business Size, Locations, and Workforce Distribution

DI employs a distributed workforce of more than 1,000 full-time and seasonal CSRs across 47 states. Our fully remote model is designed to ensure service continuity and scalability, allowing DI to rapidly expand capacity in response to surges such as disaster events or seasonal program needs. We do operate a Headquarters Office in Seattle, WA for the Executive Leadership Team.

Key operational features include:

- U.S.-based workforce only – DI does not offshore any services.
- Cloud-native infrastructure – Telephony and data systems are hosted in AWS GovCloud, ensuring compliance with HIPAA, FedRAMP, and other advanced security requirements.
- Operational coverage across time zones enabling 24/7/365 support.
- Specialized recruitment pools including veterans, military spouses, and individuals with disabilities, reflecting DI's commitment to inclusive hiring practices.

3.3 Relevant Experience and Past Performance

DI has extensive experience operating helplines and referral services that align closely with the goals of Nebraska's Warmline initiative. Our relevant experience includes:

- Ohio Department of Job & Family Services (ODJFS) – Since 2020, DI has operated a large-scale unemployment and SNAP benefits hotline for this customer. During the COVID-19 period, DI handled over three million calls annually. Our CSRs deliver accurate, confidential information to vulnerable populations under strict service-level agreements, providing a proven model for managing high-volume, statewide contact centers. In 2025, DI earned the contract re-compete with this customer
- American Red Cross Disaster Response Hotline & Hero Care Network – Since 2017, DI has provided critical hotline support for the American Red Cross, which responds to more than 60,000 disasters annually. Our support has covered weather-related disasters such as Hurricanes Ian, Milton, and Helene and numerous other nationwide natural disasters such as floods, wildfires, and earthquakes. For this long-term customer we have employed as many as 650 Agents at any given time through inbound call support for both major and daily situations affecting the general population. We were also tasked to provide another 75 for the Silo for Hero Care Network, a Red Cross initiative that provided emergency communications and critical services to military members, veterans and their families all over the world 7 days a week, 24 hours a day, 365 days a year. We stood the program up and handed it off to the Red Cross after a successful pilot program period. Our Red Cross support demonstrate DI's ability to scale rapidly, deliver trauma-informed support, and provide callers with compassionate, immediate assistance.
- United Way 211 Systems – DI supports multiple regional 211 services, offering after-hours, overflow, and disaster surge coverage. Through this work, DI has developed strong expertise in referral workflows, closed-loop follow-up, and community-based resource navigation, which are core functions directly applicable to Warmline operations.
- Municipal Utilities and Public Agencies – DI provides after-hours and emergency answering services for local governments such as Lee County, FL Utilities and Animal Control; the Texas Commission on Environmental Quality (TCEQ) Pollution Emergency Alerting System (PEAS); the Metropolitan Sewer

District of Cincinnati; the Fort Drum, NY Department of Public Works; the Hampton Roads Sanitation District; the Elsinore Valley (CA) Municipal Water District; and the Akron Metropolitan Housing Authority, among others.

These municipal utilities contracts highlight DI's reliability under strict service levels and its ability to manage essential public services that protect health, safety, and the environment. Collectively, they also demonstrate DI's ability to operate hotlines that require confidentiality, sensitivity, and responsiveness, which are salient qualities central to the Warmline mission of strengthening Nebraska families through early support and prevention.

3.4 Financial Stability

DI maintains a solid financial foundation, with consistent growth across its state, federal, and nonprofit client portfolio. The company has operated profitably for multiple years, demonstrating strong fiscal responsibility and the ability to support multi-year contracts of statewide scope. DI does not carry long-term debt and sustains sufficient working capital to enable uninterrupted services and the ability to scale operations quickly. Additional financial documentation will be made available to DHHS upon request.

3.5 Subcontractor Overview



Findhelp is the nation's leading social care technology platform and will serve as a strategic subcontractor to DI on the Nebraska DHHS Warmline. Findhelp's mission is to connect all people in need with programs that serve them, and their platform powers the largest nationwide network of free and reduced-cost social care services. With over 3,800 Nebraska-based programs already in their curated directory, Findhelp provides Warmline CSRs with the ability to make accurate referrals, track outcomes, and enable families to be successfully connected to needed supports.

Findhelp organizes its service offerings around three pillars – Dignity, Ease, and Impact:

- **Dignity** – Families deserve to know the range of options, eligibility requirements, and to self-navigate when desired. Findhelp enables families to maintain autonomy while building trust with service providers.
- **Ease** – Findhelp integrates seamlessly into existing systems (EHRs, CRMs, care coordination tools), allowing DI's Warmline CSRs to quickly search, refer, and follow-up with community resources. Their transparent pricing and coalition-sharing functions eliminate barriers to adoption and collaboration.
- **Impact** – Findhelp enables government agencies to measure outcomes by providing closed-loop referral tracking, in-depth reporting, and interoperability with more than 200 partner systems. This ensures referrals translate into measurable prevention and family well-being outcomes.

Findhelp currently partners with more than 680 government and nonprofit customers nationwide, including state agencies and foundations. In Nebraska, Findhelp is already engaged with the Nebraska Children and Families Foundation (NCFF) to build a branded, configurable platform for Community Collaboratives, which is a solution directly complementary to DHHS's prevention-focused Warmline. Working together, DI and Findhelp will ensure families using the Warmline receive real-time, locally relevant referrals, continuous follow-up, and system-level insights that improve Nebraska's prevention network. This

partnership positions the Warmline not only as an entry point for support, but as a statewide engine for strengthening families before crises arise.

3.6 References

In accordance with the RFP instructions, DI has provided three references that reflect the company's ability to perform contracts similar in scope and complexity to the Nebraska Warmline. Additionally, in the event that one of the reference Points of Contact cannot be reached, we have provided a fourth reference as a back-up.

Reference #1:

Contracting Activity: Ohio Department of Job and Family Services

Project Name: Unemployment Claims Contact Center

Contract Number(s): C-2021-14-0689, Extension C-2223-14-0255-01

Dollar Amount of Contract(s): Initial contract: \$8,500,000.00, \$42,301,693 total to date

Project Description: The Ohio Department of Job and Family Services (ODJFS) employs over 2,600 personnel and provides unemployment services statewide. Since contract award, DI has subsequently handled over three million unemployment calls while processing over 700,000 claims for ODJFS. The DI team provides; online referrals to information regarding laws, rules, and regulations as well as read-only information required for each process; step-by-step navigational assistance for claims processing on the client's web portals; general information from FAQ web-based resources; appointment setting for claimants to speak to specialty departments required by the client's State Policy for Claims Decisions; call documentation using the client's CRM; data entry on behalf of callers who lack Internet access following State protocol and verification procedures; assisting claimants with incomplete information requests; CSR metrics reporting and quality monitoring; "train the trainer" and continuous training provided with curated knowledge base and interactive call flow guides; scalable CSR ramp-up/ramp down to meet fluctuating call volume; CSR dashboards with live access provided to the client, and; quality calibration meetings with customized scorecards and data analysis to continually improve customer service levels. The DI team can fluctuate from a baseline of 150, to up to 750 depending on the customer's need.

Similarities with the Nebraska DHHS Warmline Requirement: The Ohio Department of Job and Family Services (ODJFS) Unemployment Claims Contact Center shares several key parallels with the Nebraska Warmline requirement. Both initiatives involve operating a statewide, high-volume, citizen-facing helpline designed to provide equitable access to essential services for vulnerable populations.

Like the Nebraska Warmline, the ODJFS contact center required DI to establish a single statewide point of access where callers could obtain accurate, timely, and compassionate support for issues that directly impact family stability and well-being. In both cases, success depends on the ability to quickly assess caller needs, provide accurate information and navigation assistance, and connect individuals with the correct resources or specialists. Both programs also demand scalability and surge capacity. For ODJFS, DI scaled staffing from a baseline of 150 to more than 750 CSRs in response to fluctuating call volumes driven by

economic conditions. Similarly, the Warmline requires readiness to manage spikes in demand during community crises or seasonal surges while maintaining service-level standards.

Another similarity lies in the use of secure systems, CRM integration, and data accuracy protocols. For ODJFS, DI documented calls in the client's CRM, conducted data entry on behalf of callers, and ensured compliance with state verification procedures. For the Nebraska Warmline, this translates into accurate intake documentation, referral follow-up, and outcome tracking to support DHHS prevention objectives.

Finally, both contracts require structured CSR training, continuous quality assurance, and real-time performance monitoring. DI applied a "train-the-trainer" model, used curated knowledge bases, and conducted quality calibration meetings to maintain high standards in Ohio. The same approach will be applied to the Nebraska Warmline, ensuring that every CSR is prepared to provide trauma-informed, culturally competent, and family-centered support. In short, both projects demonstrate DI's ability to operate large-scale, prevention-oriented helplines that balance compassion with efficiency, scalability, and measurable outcomes.

Period of Performance: 04/2020 – Present

Contractor's Project Manager/Key Personnel: Illiana Ulloa

POC/COTR and Telephone #: Chris Duda, Management Analyst, State of Ohio
614-214-6102, Christopher.Duda@jfs.ohio.gov

(A letter of reference from ODJFS follows on the next page)

Letter of Reference

I am writing to express my appreciation for the services provided by Direct Interactions to the Ohio Department of Job and Family Services (ODJFS). Our partnership allowed us to be more successful than ever before.

Direct Interactions utilized US-based CSRs with very flexible hours. Using US-based CSRs was a requirement for us, and DI delivered better than any of our other vendors. When leadership requested that Direct Interactions start to focus on more Ohio CSRs for the project, Direct Interactions stepped up on that too. The type of CSRs Direct Interactions brought on, and their flexibility was a key to our success.

During the pandemic, our call volume increased from a couple thousand calls a month to a couple million calls a month at the peak. Direct Interactions' flexibility allowed them to staff up and staff down with surges and lows in call volumes. It allowed them to staff up during our busiest intervals and cut down during our lowest intervals. Our needs, both financially and regarding staffing, changed several times during the pandemic. Direct Interactions rolled with the punches and quickly made any changes requested, both in the contract, with staff management, and staff numbers. We had five different vendors throughout the pandemic. Direct Interactions was our first and was the last one standing as call volumes slowly returned to historic normal.

Direct Interactions' ability to provide secure access to the State's systems while in a work-from-home environment has been commendable. We had several growing pains as we moved to a virtual environment. Direct Interactions adjusted for any changes made to the computer systems and was a huge asset to us as we adjusted our entire operation.

Direct Interactions has a good quality system. They have an amazing dashboard to help them monitor their staff's historical numbers and performance. They implemented our scorecard and our call quality policies and adjusted as we changed those policies on them throughout the contracts. They routinely exceeded our call quality objectives, both in score and in number of calls scored.

I offer my enthusiastic endorsement of Direct Interactions as a partner for call center services. Their commitment to utilizing US-based CSRs, their flexibility, their capacity to manage high call volumes, their dedication to data security, and their unwavering focus on accuracy and empathy make them an invaluable asset to any organization seeking exceptional service.

Please feel free to reach out to me directly if you require any further insights or information about our experience working with Direct Interactions. I would be more than happy to provide additional details.

Sincerely,



Christopher Duda (Oct 2, 2023 13:22 EDT)

Chris Duda, Unemployment Supervisor, WFM Lead, Christopher.Duda@jfs.ohio.gov
Ohio Department of Job and Family Services, 614-214-6102

Reference#2:

Contracting Activity: American National Red Cross

Project Name: Contact Center Service Support

Contract Number(s): C43554

Dollar Amount of Contract(s): \$9,754,466.85 as of 10/2023, and annual extensions

Project Description: DI supports an enterprise that responds to more than 60,000 disasters annually with a staff of 20,000 employees and approximately 275,000 volunteers. DI provides year-round 24/7 support with a fluctuating staffing pool that requires ramping up within 48 to 72 hours of the client's request. This typically involves more than 10,000 calls per month, on average. The DI Team meets and exceeds service levels while providing disaster support through resource referrals and vital demographics needed to identify impacted areas. Services include; providing disaster response assistance through inbound call support for both major and daily situations that affect the general population; documenting caller information for all disaster calls and providing referrals to callers when applicable; supporting financial assistance programs through guidance to constituents with enrollment and payment processes; providing details on external predetermined resources and advising callers with up-to-date information related to access resources; providing daily metrics to the client such as the number of calls handled, service levels, average call handle time, etc. to show agent performance metrics; providing support to field workers in documenting assistance cases; continual training with real-time updates and quick pivots to address changes to client policies and processes; weekly calibration meetings with the client to review agent performance and receive feedback on call quality requirements; weekly review with client on all metrics/KPI and conduct review of upcoming needs; and Quality Assurance monitoring and one-on-one coaching reviews for continuous improvement and customer satisfaction on KPI's.

Similarities with the Nebraska DHHS Warmline Requirement: DI's work with the American Red Cross (ARC) closely parallels the Nebraska Warmline's requirements for compassionate, prevention-focused, and scalable hotline services. Both programs require 24/7/365 live-answer coverage, ensuring callers have constant access to assistance during times of need. Just as Nebraska families may contact the Warmline to seek support before situations escalate, ARC callers reach out for guidance and connection to essential services during moments of uncertainty and crisis.

In both environments, DI delivers services that depend on accurate triage, real-time referral navigation, and caller reassurance. For ARC, this includes connecting disaster survivors with housing, financial assistance, and community resources. For Nebraska DHHS, it will involve directing families to prevention services, counseling, and local supports. Both rely on a structured intake model that ensures caller information is documented accurately, referrals are completed, and outcomes are tracked.

Another key similarity is the need for rapid scalability and surge readiness. ARC requires DI to ramp staffing levels within 48–72 hours of a disaster, maintaining service quality even as call volumes spike. This mirrors the Warmline's need to anticipate and respond to surges in call volume during statewide crises or seasonal increases in family stress.

Finally, both ARC and the Warmline require a disciplined approach to continuous training, QA monitoring, and metrics-driven accountability. DI's weekly calibration meetings, real-time updates to knowledge bases, and KPI reporting for ARC directly align with the performance management framework proposed for Nebraska DHHS. Through these similarities, DI demonstrates a proven ability to manage a high-volume, family-centered helpline that balances compassion, accuracy, and operational excellence—directly transferable to the Nebraska Warmline mission.

Period of Performance: 07/2017 – Present

Contractor's Project Manager/Key Personnel: Melissa Albright

POC/COTR and Telephone #: Christina King, Senior Program Manager, American National Red Cross, 910-584-5474, christina.king@redcross.org

(A letter of reference from ARC follows on the next page)

Letter of Reference

To Whom It May Concern,

I am writing to express our appreciation for the quality services provided by Direct Interactions, Inc. Direct Interactions offers 24/7/365 support with an adaptable staffing model that can ramp up within 48 to 72 hours upon request. This flexibility has been critical in responding to the unpredictable call volume that American National Red Cross experiences when responding in a chronic disaster environment. The team at Direct Interactions consistently meets the challenge of quickly ramping up to meet our service level expectations, providing vital disaster support through resource referrals and dispatch services for people affected by disaster.

Their services include offering inbound call support for disaster response, addressing both major incidents and daily situations affecting the general population. They supply information on pre-established external resources and provide callers with the latest updates on accessing these resources. Their support extends to caseworkers requiring support in the field.

Direct Interactions delivers ongoing training with real-time updates, swiftly adapting to changes in our policies and procedures. They conduct weekly calibration meetings to evaluate agent performance and gather feedback on call quality requirements. Additionally, they hold weekly reviews to discuss all metrics and address upcoming needs. Their implementation of Quality Assurance monitoring and one-on-one coaching sessions continuously enhances customer satisfaction and key performance metrics for agents.

The commitment and professionalism of Direct Interactions have been pivotal in our efforts to support those in need. Their ability to provide high-quality service, even in the most challenging circumstances, is truly commendable. We highly recommend Direct Interactions, Inc. to any organization seeking a reliable and efficient partner for call center services. Their expertise, responsiveness, and strong partnership have made a significant positive impact on our operations, and we are grateful for their ongoing support.

Sincerely,

Christina Curtis
Director, DCS Contact Center
American Red Cross
christina.curtis@redcross.org
513-391-0688

Reference #3:

Contracting Activity: VIA LINK

Project Name: 24/7/365 Telephone Answering Services

Contract Number(s): MMHI-O25-10

Dollar Amount of Contract(s): \$20,807.09, with annual contract rate escalation

Project Description: VIA LINK of Covington, LA, is a 211 service provider, connecting people in Southeast Louisiana to resources and services, including crisis counseling, information and referrals, and data on community needs to include housing, operating 24/7. DI provides tailored call center services to VIA LINK, including crisis intervention, emotional support through helpline operations, resource navigation for community services such as housing/shelter, and disaster response support, ensuring compassionate and efficient assistance for individuals in need. DI has implemented various systems and operational procedures to assist VIA LINK's callers with information through FAQ sections and other online resources. Our team migrated VIA LINK's CRM systems with our center during the client's internal transitions and maintained continuity throughout. Additionally, DI has partnered with the client's staff to develop an improve detailed knowledge bases and interactive guides to support continuous learning opportunities.

Similarities with the Nebraska DHHS Warmline Requirement: The services DI provides for VIALINK are closely aligned with the Nebraska Warmline's objectives of early access, prevention, and resource navigation. Both initiatives require a trusted, 24/7/365 helpline that offers families and individuals an accessible entry point into community services before crises escalate. For VIALINK, DI provides crisis counseling, emotional support, and community-based referrals, which is the same skill set Warmline CSRs will apply in Nebraska. Both services emphasize empathetic listening, accurate triage, and closed-loop referrals to ensure callers not only receive immediate support but also are successfully connected to longer-term resources such as housing, counseling, or family support programs. Another similarity lies in the need for continuity and system integration. For VIALINK, DI migrated the organization's CRM systems during internal transitions, ensuring uninterrupted service delivery. For Nebraska DHHS, this experience translates into the ability to integrate seamlessly with existing or evolving case management and referral platforms, safeguarding operational stability during implementation.

Both contracts also demand ongoing collaboration and knowledge management. DI worked with VIALINK staff to enhance knowledge bases and interactive guides that support CSR training and service accuracy. The Nebraska Warmline will benefit from the same disciplined approach to continuous learning, ensuring Warmline CSRs remain informed, effective, and consistent in their responses. Finally, both programs require a disaster response readiness component. In Louisiana, DI supports VIALINK callers during hurricanes and other community emergencies, scaling capacity to manage spikes in call volume. This mirrors the Nebraska Warmline's need for surge handling and resiliency planning to maintain availability during crises that impact families statewide. Together, these parallels show that DI's work with VIALINK provides a direct and practical model for how we will deliver on the Nebraska Warmline requirement.

Period of Performance: 6/2023 – Present

Contractor's Project Manager/Key Personnel: Project Manager – Ivy Tonkin

POC/COTR and Telephone #: Victoria Schwandt, Contact Center Supervisor
504-708-2940, vschwandt@vialink.org

(A letter of reference from VIALINK follows on the next page)



1/10/2025

To Whom It May Concern,

I am delighted to write this letter of reference for Direct Interactions. The Direct Interactions team has become an integral part of our organization, providing comprehensive support services that have greatly enhanced our operations and ensured seamless connectivity. Their tailored solutions have significantly improved our customer interactions and support with remarkable flexibility and adaptability.

Direct Interactions has successfully implemented systems to assist our callers with general information through FAQ sections and other online resources. They successfully migrated CRM systems when our center transitioned to Sophia, ensuring that all interactions were thoroughly documented to uphold service quality and client satisfaction. Their team also worked closely with our contact center team, utilizing detailed knowledge bases and interactive guides to support continuous learning opportunities.

In recognizing the fluctuating nature of call volumes, Direct Interactions continuously adjusts agent capacity and provides scalable solutions to meet our operational demands efficiently. Their ongoing technical support includes maintaining secure internet connections and managing a full-support helpdesk to address connectivity issues promptly, ensuring consistent service reliability.

Direct Interactions has demonstrated their commitment to dynamically adapting their services, whether it's managing varying call volumes or expanding support to new channels or markets. Throughout the engagement, Direct Interactions continuously refines their service offerings to align with our strategic trend analysis and policy development efforts, further bolstering community resilience and well-being. We have found Direct Interactions to provide exceptional service. Together, we create a seamless experience for those relying on our services, fostering satisfaction and loyalty.

Sincerely,

DocuSigned by:

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Victoria Schwandt, LMSW
VIA LINK Vice President of Contact Center Operations
vschwandt@vialink.org

Reference #4: (NOTE: this reference is provided strictly as a contingency should DHHS not be able to reach one of the three provided References)

Contracting Activity: Lee County, FL, Utilities Department and Animal Control

Project Name: Lee County After Hours Emergency Telephone Answering Services

Contract Number: 240008BJB

Dollar Amount of Contract(s): \$132,000 per year (both departments combined)

Project Description: DI has been providing after-hours, weekend, and holiday emergency phone coverage for Lee County Utilities since mid-2024, handling thousands of calls from residents in the Lee County, Florida area. This project includes supporting the County's Animal Control Department as well. By leveraging Amazon Connect and other AWS services, our CSRs answer each call within 60 seconds. We efficiently collect critical information related to water, wastewater, and meter emergencies, along with handling other inquiries such as water distribution, storm drains, boil water notices, and garbage services. Using Amazon Connect's AI-driven capabilities, our agents automatically route calls based on the urgency and nature of the issue, while maintaining detailed logs and providing daily summary reports to the relevant departments. This integration with AWS Lambda and Amazon DynamoDB ensures real-time data management, improving accuracy and speeding up response times. Once call information is collected, agents quickly dispatch the details to the appropriate on-call officers within minutes. For non-emergency cases, agents provide accurate information and utilize API integrations with Lee County's internal systems to assist callers and resolve issues. Our call deflection strategy, including the use of SMS text messaging via Amazon SNS, reduces the volume of non-urgent calls, enabling more efficient handling of emergency situations.

Similarities with the Nebraska DHHS Warmline requirement: DI's after-hours emergency answering services for Lee County Utilities and Animal Control strongly parallel the Nebraska Warmline's requirements for reliable, responsive, and community-focused contact center support. Both contracts require a 24/7/365 live-answer helpline where calls from residents must be intaked, triaged, and dispatched to the appropriate on-call personnel or department with accuracy and speed. In Lee County, DI's our CSRs handle thousands of calls each year related to household and community well-being, including water and wastewater emergencies, boil water notices, storm drain issues, garbage collection inquiries, and animal control incidents. This breadth of public-facing, essential services coverage mirrors Nebraska Warmline's need for a responsive partner capable of managing calls that affect residents' health, safety, and quality of life.

Both engagements depend on advanced technology integration to ensure accuracy and timeliness. For Lee County, DI leverages Amazon Connect, AWS Lambda, and Amazon DynamoDB to automatically route calls by urgency, manage real-time data, and deliver daily reporting. Nebraska DHHS can expect the same infrastructure to provide high availability, secure data handling, and transparent performance dashboards. Additionally, both programs require a balance of empathy and efficiency. Lee County residents often call during stressful after-hours emergencies, while Nebraska residents will contact the Warmline for urgent needs affecting their families and neighborhoods. In both cases, DI's training in trauma-informed listening,

de-escalation, and resource navigation ensures callers receive compassionate support while their issues are being addressed.

Finally, both contracts demand metrics-driven accountability. For Lee County, DI provides daily reporting on service levels, call outcomes, and quality monitoring. This same framework will ensure Nebraska DHHS receives routine performance data, SLA compliance metrics, and continuous improvement feedback to maintain the highest service standards. Through these parallels, DI's success in Lee County demonstrates our proven ability to operate a municipal, resident-facing helpline that combines empathy, technical sophistication, and operational reliability, directly transferrable to Nebraska Warmline's requirements.

Contractor's Project Manager/Key Personnel: Gio Bonelli

POC/COTR and Telephone #: Justin Dodd, Utilities Department. 239-533-8845, jdodd@leegov.com |
Brandon Scribner, Animal Services, 239-533-7387, bscribner@leegov.com

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10.4 Minimum Qualifications

Attachment 1
Minimum Qualifications
RFP 123190 O3
Third Party Warmline Services

If Bidder meets the minimum requirements as outlined in this RFP under **Section V. (C). MINIMUM QUALIFICATIONS**, please complete this form and include in the Appendix section of your RFP response. Fill in your company name in the two areas listed below, sign and date.

I have read and understand the **MINIMUM QUALIFICATIONS** as indicated in **Section V. (C.) of the RFP**, which reads:

MINIMUM QUALIFICATIONS:

The State is seeking a vendor with the following minimum qualifications to be deemed responsible and eligible for evaluation. If your company does not meet and/or exceed all qualifications, experience, and/or capabilities as listed herein, your company is advised not to proceed with preparing and submitting an RFP response to this solicitation.

Confirmation that your company has read, understands, and meets the minimum qualifications, experience, and/or capabilities is to be included in your proposal submission – **see Attachment 1 Minimum Qualifications**.

Failure to include a signed Attachment 1 in your proposal submission may result in the proposal being deemed as a "Non-Responsive Solicitation Response" and disqualification from consideration. Meeting the minimum essential qualifications, experience and/or capabilities is a required element to be deemed responsible and eligible for evaluation.

1. The Vendor shall have a minimum of five years' experience implementing, operating, and managing similar size and scope of work as outlined herein this RFP.
2. The Vendor shall have a minimum of three clients utilizing similar community-based prevention support and resources.
3. The Vendor must have company experience handling an annual minimum intake and support to 5,000 families in similar performance of all functions as outlined herein this RFP and any related attachments.

I declare that Direct Interactions, Inc. meets all said requirements in the capacity of the company and not through the experience of our sub-contractors or staff's experience acquired through previous employment at other companies.

Further, our company understands and agrees that this form does not represent or replace any other submissions requested under RFP section (VII)(A)(1)(h) through (j) for EXPERIENCE, PROPOSED STAFF MANAGEMENT APPROACH AND SUBCONTRACTORS for the evaluation. The sole purpose of this form is to declare our company meets the minimum requirements for acting in the capacity of the responsible party and to ascertain our company, regardless of sub-contractors and former experience of employees, is eligible for consideration in this RFP process.

I am an authorized signer to make this proclamation.



Authorized Company Representative Signature

Matt Storey
Printed Name

President
Title

5. Technical Response

5.1 Project Understanding and Objectives

DI understands that the Nebraska Department of Health and Human Services (DHHS) seeks a proactive prevention partner, not just a call center. The Warmline is envisioned as an early-access, family-centered service designed to provide a safe, stigma-free entry point into Nebraska's network of community supports. Unlike a crisis hotline, the Warmline's purpose is not solely to de-escalate emergencies, but rather to connect families to resources before situations escalate to the level of child welfare involvement.

We recognize that families may hesitate to reach out for help if the only avenue available is child protective services. The Warmline addresses this gap by providing a trusted third-party service where families can share concerns, seek guidance, and receive referrals to supportive services without fear of punitive consequences. This aligns with DHHS's overarching strategy to reduce unnecessary child welfare involvement, strengthen protective factors, and build resilience within communities.

DI also understands the operational complexity of such a service. A Warmline must be:

- Accessible/available 24/7/365, with multilingual options and ADA compliance.
- Responsive in delivering quick connection to empathetic CSRs trained in motivational interviewing and trauma-informed approaches.
- Integrated by connecting seamlessly with Nebraska's network of community-based providers, resource directories, and prevention initiatives.
- Accountable, with measurable outcomes that allow DHHS to track usage trends, service gaps, and long-term impact on family well-being.

Our approach is to treat the Warmline as both a call-answering function as well as a strategic prevention tool embedded in Nebraska's child and family well-being framework. By combining empathetic live-answer service, advanced call routing and triage protocols, and a closed-loop referral process, DI will ensure that families both receive help and remain engaged until their needs are addressed.

This perspective is grounded in DI's broader philosophy: helplines are not endpoints, but gateways to stronger families and healthier communities. For Nebraska, the Warmline will serve as a measurable, scalable bridge between families in need and the programs designed to support them and this will fulfill DHHS's vision of upstream prevention and community resilience. It is not a generic call center, but rather a prevention tool under FFPSA. DI's understanding is that the Warmline must reduce unnecessary child protective involvement by intervening upstream, tracking outcomes, and reinforcing trust in DHHS as a partner. This is why we integrate Findhelp's Nebraska Community Collaborative platform directly into every Warmline call.

5.2 Warmline Service Delivery Model

The DI Warmline service delivery model is designed to guarantee that every caller receives responsive, compassionate, and effective assistance. Calls will be handled through a standardized process that emphasizes both empathy and accuracy.

Call handling processes (inbound, triage, escalation)

Inbound Call Handling and Triage – Incoming calls are first greeted by a trained Warmline CSR who uses a structured intake and triage protocol. The CSR quickly identifies the nature of the call, assesses for any immediate safety or crisis concerns, and determines whether the call can be resolved with supportive listening and resource referral or requires escalation.

Escalation Procedures – Calls requiring higher-level intervention are seamlessly escalated to senior specialists or connected with appropriate crisis services. This ensures that families receive the right level of support without delays. DI’s experience with Red Cross disaster hotlines and state crisis lines, such as the Florida Citizen’s Insurance Corporation’s (insurer of last resort) demonstrates our ability to manage escalation pathways effectively.

Hours of Operation and Accessibility

The Warmline will be staffed 24 hours per day, 7 days a week, 365 days a year. Our distributed workforce model, with agents located in multiple time zones, ensures continuous coverage and rapid response to spikes in call volume.

Service levels and response time commitments

Although the RFP does not set formal SLA benchmarks, DI routinely maintains service levels for state and nonprofit call centers of comparable scope, and we are prepared to apply the same or stronger standards for the Nebraska Warmline. Real-time monitoring and workforce management tools allow us to continuously optimize staffing to meet or exceed these targets. Below is an SLA table that offers transparent, measurable SLA reporting to DHHS.

Category	Commitment	Rationale/Value to DHHS
Average Speed of Answer (ASA)	≤ 30 seconds	Ensures families reach a live CSR quickly and do not abandon calls out of frustration.
Call Abandonment Rate	≤ 5%	Keeps callers engaged and confident that support is available.
First Call Resolution (FCR)	≥ 85%	Maximizes effectiveness by resolving needs without unnecessary transfers or repeat calls.
Referral Completion Rate	≥ 90%	Demonstrates that families are not only referred but are successfully connected to services.
System Uptime/Availability	99.95%	Ensures the Warmline is always available, including during disaster or peak events.
Multilingual Access Availability	100% (via translation partner covering 240+ languages)	Guarantees equitable access for Nebraska’s diverse families.
Quality Assurance Monitoring	≥ 10% of all calls reviewed monthly	Provides continuous performance improvement and compliance monitoring.
Customer Satisfaction (CSAT)	≥ 90%	Demonstrates caller confidence and positive outcomes; tracked via post-call surveys.

This service delivery model builds on DI’s proven history of operating statewide hotlines and helplines. Our structured triage process, escalation pathways, and service-level discipline are informed by best practices developed through similar work including state unemployment hotlines, 211 services, and

national disaster-relief lines. Families contacting the Nebraska Warmline will receive timely, supportive, and effective service that connects them with the resources they need most.

5.3 Staffing Approach

DI's staffing model will guarantee that the Nebraska Warmline will be staffed by empathetic, well-trained, and continuously supported CSRs who reflect the diversity of Nebraska families. With rigorous recruiting, specialized training, structured supervision, and guaranteed multilingual access, DI is positioned to deliver a Warmline that is not only accessible and responsive, but also consistently high in quality and impact. DI will prioritize hiring and training Nebraska-based CSRs to staff the Warmline, ensuring callers hear familiar voices. Our Nebraska team will be supported by our national surge pool.

Recruiting and Training Warmline CSRs

DI employs a nationwide, fully remote workforce of more than 1,000 CSRs, giving us a large, diverse pool from which to recruit specialized Warmline CSRs. Our recruiting strategy emphasizes empathy, cultural competency, and lived experience with the types of challenges families may face. Candidates are carefully screened not only for technical skills but also for their ability to actively listen, demonstrate compassion, and maintain professional boundaries during sensitive conversations.

Once recruited, Warmline CSRs undergo a multi-stage training program combining foundational contact center skills with specialized Warmline curriculum. Our training program will include:

- Trauma-Informed Care to ensure CSRs approach every interaction with sensitivity to past experiences.
- Motivational Interviewing that builds CSR skills to guide families toward identifying their own strengths and options.
- Resource Navigation that includes training on Nebraska's Findhelp-powered directory of more than 3,800 community programs, ensuring accurate referrals.
- Cultural Competency consisting of modules covering communication with diverse populations, rural families, and historically underserved groups.
- Role-Play and Scenario-Based Learning where our CSRs practice responding to realistic caller scenarios before taking live calls.

Training is reinforced by our Learning Management System (LMS), which allows for ongoing updates, refresher courses, and performance-linked microlearning. All new CSRs complete competency assessments before taking calls independently. DI has developed a sophisticated training methodology tailored to contact center CSRs and unique industry requirements. A diagram of our training methodology is shown on the next page.



Our training process enables CSRS to be prepared to address numerous contingencies and customer inquiries

Initial Meet & Greet: 1-hour session to review project scope and secure commitment.

14-Day Check-In: Session 1 refresher and skill enhancement two weeks post-production.

Self-Paced Training: LMS-based learning with an 85% pass requirement on the proficiency exam.

Instructor-Led Training: 5-day course covering systems and services with midweek/final exams (80% pass).

Live Call Practice: 4 days of supervised call-taking with coaching and Q&A support.

Transition to Production: CSRs move to live environment with ongoing support and assigned supervisors.

14-Day Check-In: Session 1 refresher and skill enhancement two weeks post-production.

Final Knowledge Refresh: Concludes training with a final review of key concepts and updates.

Supervision and Ongoing Development

Warmline CSRs will be supported by a structured supervision model designed to maintain service quality and CSR well-being. Supervisors are made available in real-time to assist with escalated calls, ensuring families receive the right level of support without delay. Each CSR participates in weekly coaching sessions, where supervisors review recent calls and provide individualized feedback.

Quality Assurance (QA) staff review at least 10% of calls each month, scoring for empathy, accuracy, and adherence to protocols. Results are shared with CSRs in a constructive format, highlighting strengths and opportunities for improvement. Training managers then use aggregated QA results to design continuous improvement modules, ensuring staff development is aligned with performance data. Additionally, DI prioritizes staff wellness and retention. Warmline work can be emotionally demanding, and DI supervisors are trained to recognize signs of CSR fatigue. We provide access to peer-support groups and ongoing professional development to ensure staff remain engaged, resilient, and effective in their roles.

Multilingual Capacity

Nebraska families speak a wide range of languages, and DI is committed to creating equitable access for all callers. DI maintains an in-house staff of over 45 English-Spanish staff. In addition to recruiting bilingual Warmline CSRs in additional languages whenever possible or warranted, DI partners with a 24/7 telephonic interpretation subscription service offering coverage in over 240 languages via live operators. This integration enables any caller, regardless of language spoken, to access Warmline services in real time. Our personnel are trained in how to efficiently connect with interpreters and conduct tri-lingual calls in a way that maintains rapport, confidentiality, and empathy. Beyond language, DI also emphasizes cultural competence, recognizing that effective communication requires translation as well as a deep understanding of the unique values, contexts, and needs of the family.

5.4 Technology and Systems

DI operates with a cloud-native, secure technology environment that is purpose-built for helplines serving vulnerable populations. The Nebraska DHHS Warmline will be supported by a combination of Amazon Connect in AWS GovCloud for telephony, integrated CRM/case management platforms for intake and referral tracking, and strong security protocols ensuring HIPAA and Family First Prevention Services Act (FFPSA) compliance. These systems are proven across DI's state and nonprofit contracts, and they provide DHHS with a Warmline solution that is reliable, transparent, and designed to evolve with Nebraska's prevention strategy. It is a solution that is always available, secure, and prevention focused. This technology stack makes sure that every call is answered promptly, documented, referred, and tracked through to completion, with family dignity and confidentiality preserved at every step.

Telephony (Amazon Connect, AWS GovCloud)

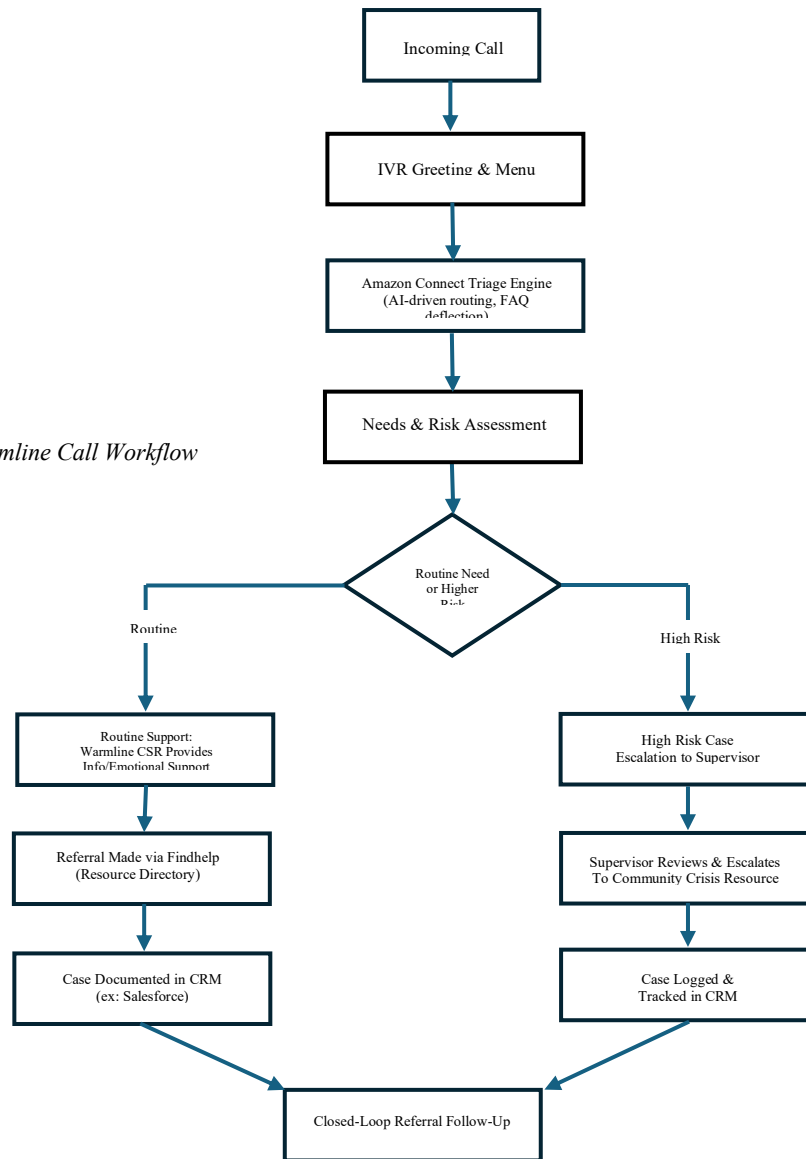
DI was among the first 100 organizations globally to implement Amazon Connect, and we continue to serve as a beta partner and early adopter of new AWS capabilities. For the Nebraska Warmline, DI will deploy Amazon Connect in AWS GovCloud, for compliance with FedRAMP Moderate, HIPAA, and IRS 1075.

Key features include:

- High Availability and Uptime – GovCloud hosting provides 99.95% system uptime, ensuring the Warmline is always available, even during local disruptions.
- AI-Driven Call Routing – Connect routes callers based on triage needs, CSR availability, and caller history, reducing wait times and improving outcomes.
- Scalability on Demand – During surges (e.g., disaster events or seasonal stressors), capacity scales automatically to maintain service levels.
- Multi-Channel Access – Amazon Connect supports not only voice but also SMS, web chat, and email, enabling future expansion of the Warmline into digital channels without major system changes.
- Call Recording and Analytics – Calls are recorded, encrypted, and analyzed using AWS Contact Lens to generate sentiment data, keyword tracking, and trend analysis for DHHS.

A diagram of DI's Amazon Connect telephony workflow for the Warmline is provided on the next page. Calls are greeted and triaged in AWS GovCloud, routed to a Warmline CSR for needs and risk assessment, and either resolved with routine referral support through Findhelp or escalated to a supervisor for higher-risk cases. All interactions are documented in the CRM and tracked through closed-loop referral reporting to DHHS.

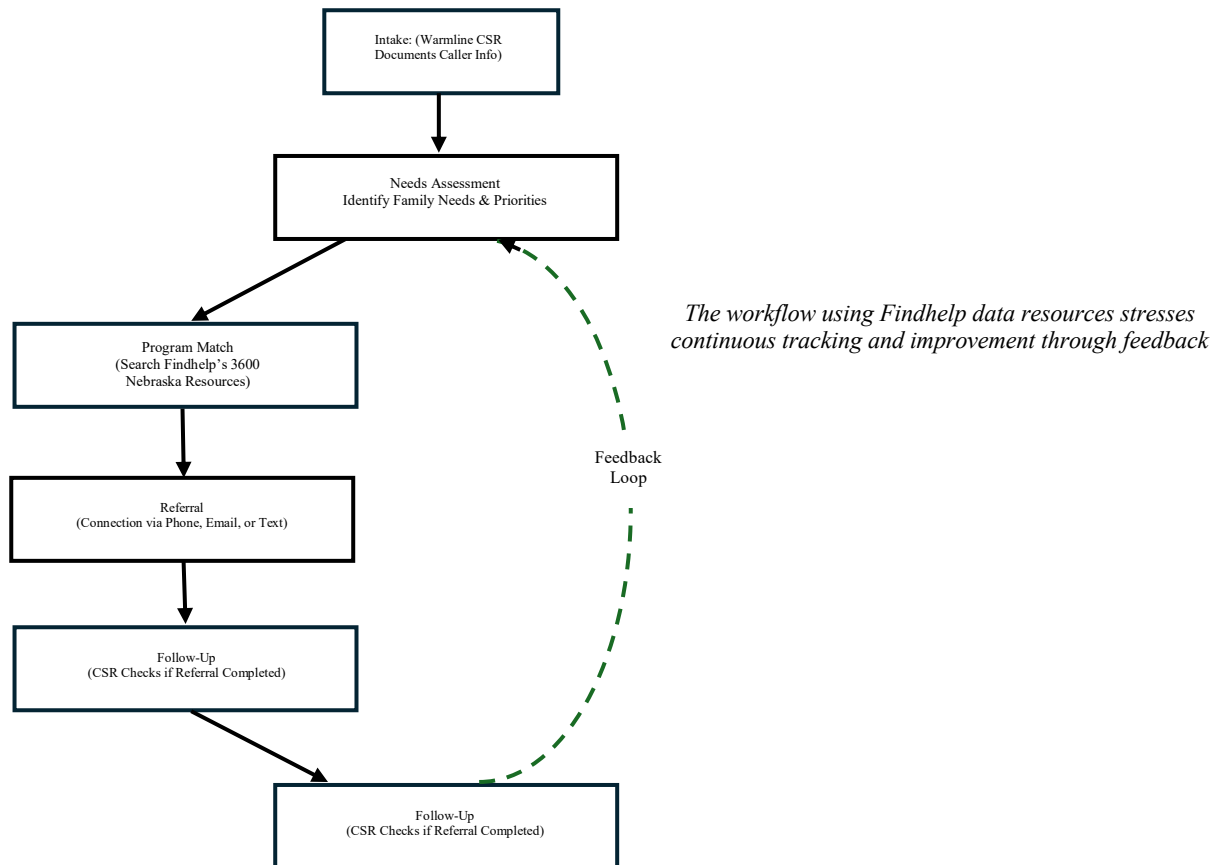
Example of Warmline Call Workflow



CRM / Case Management Tools (Zendesk, Salesforce, Findhelp Integration)

The Warmline is more than a call-answering function because it provides prevention and referral as well. DI leverages Zendesk, Salesforce and other CRMs to capture caller data, document needs, and ensure referrals are accurately tracked. Capabilities include complete case documentation where every Warmline call is logged in the CRM, capturing demographics, call reasons, triage actions, and referrals. It also features referral management, by integrating with Findhelp's Nebraska-specific directory of 3,800+ programs resulting in CSRs having the ability to search, select, and make referrals in real time. Closed-loop tracking ensures referrals are completed and families are connected. Our solution includes a knowledge management approach. CRMs include curated call scripts, interactive guides, and FAQs to support CSR accuracy. These are continuously updated in partnership with Findhelp and DHHS. Additionally, CRM dashboards will provide DHHS with real-time insights into caller trends, referral completions, and service

gaps across Nebraska’s prevention network. Whether DI implements Zendesk or Salesforce, they will be interoperable and can be integrated with DHHS’s future systems, providing data portability and alignment with statewide prevention initiatives.

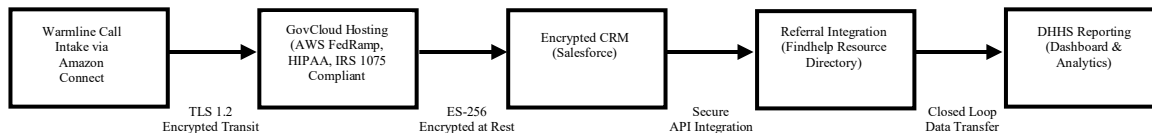


Secure Data Handling and Encryption

Protecting the privacy of Nebraska families is central to DI’s mission. All Warmline data will be handled under the highest security standards, drawing from DI’s extensive work with federal and state clients. Core safeguards include:

- AWS GovCloud Compliance features hosting within FedRAMP Moderate-certified GovCloud ensures HIPAA, NIST 800-53, and IRS 1075 security controls.
- End-to-End Encryption where all data in transit (TLS 1.2+) and at rest (AES-256) is fully encrypted. Call recordings and CRM data are secured with customer’s Data Handling and Encryption Keys as depicted in diagram, below.
- Role-Based Access Control where CSRs can only access the data needed for their role. Supervisors, QA staff, and administrators have restricted tiered access.
- Multi-Factor Authentication (MFA) that requires all users accessing the system to authenticate through MFA, reducing risk of unauthorized access.
- Intrusion Detection and Monitoring for real-time intrusion detection, log analysis, and SIEM tools identify and prevent threats.

- Incident Response Protocols where DI follows a structured response to any data incident: immediate containment, investigation, notification, remediation, and reporting.
- Confidentiality Alignment with FFPSA guarantees all family data will be protected under Family First confidentiality rules, ensuring information is used only for prevention purposes and not for investigative or punitive action.



5.5 Information Security and Technical Requirements

The Nebraska DHHS Warmline will serve vulnerable families who expect that their personal information, conversations, and referrals are handled with the highest degree of privacy and security. DI has built its infrastructure around HIPAA-compliant, FedRAMP Moderate AWS GovCloud hosting, coupled with rigorous security controls to protect sensitive data in every phase of a Warmline interaction. Our framework creates confidentiality, integrity, and availability of all data while aligning with federal, state, and DHHS-specific requirements. By combining HIPAA-compliant infrastructure, stringent privacy protocols, and a tested incident response plan, DI will enable Nebraska DHHS to operate its Warmline with complete confidence in the security of family information. This environment satisfies technical requirements and will build trust with families, encouraging them to use the Warmline as a safe, reliable source of support.

HIPAA Compliance

DI's systems and processes are fully HIPAA compliant, making sure that all Protected Health Information (PHI) and Personally Identifiable Information (PII) are safeguarded. Telephony and data management occur exclusively within AWS GovCloud, which meets FedRAMP High, HIPAA, and IRS 1075 controls. Data in transit is encrypted with TLS 1.2+, while data at rest is protected with AES-256 encryption, ensuring end-to-end security. Additionally, strict role-based access ensures only authorized staff can access Warmline data, with the principle of least privilege enforced. All system interactions are logged, timestamped, and subject to regular audit review to maintain compliance and transparency. When call recording is required, recordings are encrypted, stored securely, and only accessible to authorized QA staff for limited durations. Through these measures, DI ensures Warmline operations meet both HIPAA regulatory requirements and Nebraska DHHS-specific expectations for handling sensitive family information.

Data Privacy and Confidentiality

DI recognizes that caller trust depends on confidential handling of sensitive information. By embedding privacy protections in our daily operations, DI ensures that Warmline callers receive confidential, stigma-free support and that DHHS maintains compliance with state and federal statutes. Our policies and procedures guarantee that Warmline data remains private, used solely for prevention and referral purposes:

- Confidentiality Protocols – All staff complete mandatory privacy/confidentiality training, including Nebraska-specific requirements for family support and prevention services.
- Family First Prevention Services Act (FFPSA) Alignment – DI adheres to FFPSA confidentiality standards, ensuring Warmline data is never used for investigative or punitive purposes, but only to connect families to services and measure outcomes.
- Anonymization & Data Minimization – When reporting to DHHS, DI provides de-identified or aggregated data, unless specifically required to transmit case-level detail.
- Multi-Factor Authentication (MFA) – All system access requires MFA, preventing unauthorized entry even in cases of compromised credentials.
- Secure Integrations – All CRM and Findhelp referrals are facilitated through encrypted APIs, preventing data leakage across systems.
- Background Checks – All Warmline CSRs and supervisors undergo background checks prior to handling sensitive data, reinforcing a trusted workforce.

Incident Response Procedures

Despite stringent controls, DI maintains a proactive incident response plan to mitigate risk and ensure rapid recovery if a security event occurs. DI has successfully managed zero reportable breaches in our 18 years of contact center operations, demonstrating the effectiveness of its layered security framework.

Our plan, modeled on NIST 800-61 guidelines, includes these six steps:

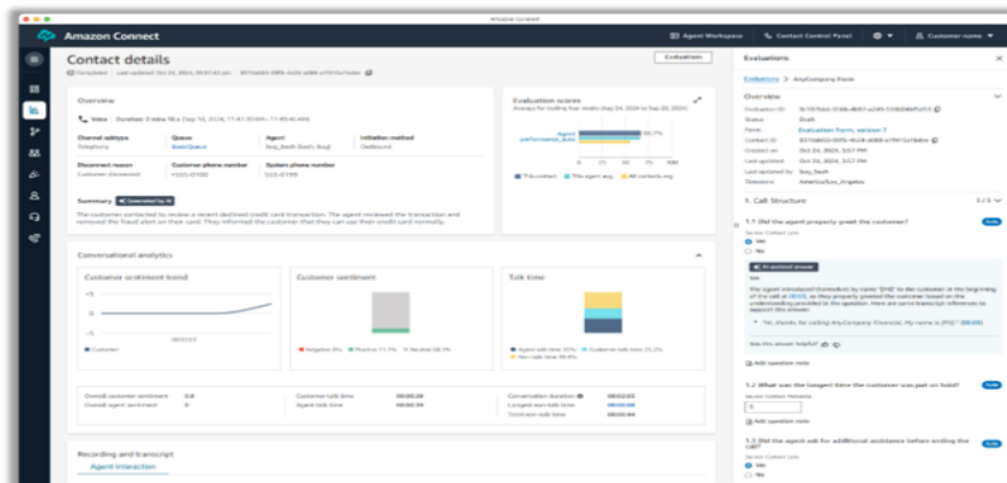
1. Preparation – Ongoing staff training, security monitoring tools, and updated playbooks ensure readiness for any security event.
2. Identification – Security Information and Event Management (SIEM) systems monitor for suspicious activity; potential incidents are immediately flagged and escalated to DI's Security Officer.
3. Containment – Rapid containment measures (e.g., isolating systems, suspending user accounts, blocking IPs) limit exposure while investigation begins.
4. Eradication & Recovery – Threats are removed, systems restored from clean backups, and normal operations resumed under heightened monitoring.
5. Notification – DHHS and relevant stakeholders are notified promptly, in alignment with regulatory timelines, with full transparency around scope and impact.
6. Lessons Learned – After-action reviews are conducted, corrective actions documented, and policies updated to prevent recurrence.

5.6 Quality Assurance and Performance Monitoring

DI has developed a comprehensive Quality Assurance (QA) program that will ensure Warmline CSRs deliver services with empathy, accuracy, and consistency. Our QA process is grounded in real-time monitoring, structured scoring rubrics, customer satisfaction measurement, and continuous improvement cycles. Through structured call monitoring and scoring, customer satisfaction measurement, and continuous improvement cycles, DI will make sure that the Nebraska DHHS Warmline maintains the highest standards of quality and accountability. This approach will also guarantee that Nebraska DHHS receives reliable service, transparent reporting, and proactive performance enhancements.

Call Monitoring and Scoring

Every Warmline interaction will be subject to structured monitoring and evaluation. DI leverages both automated analytics tools and human-led reviews to assess performance against defined service standards. To monitor, we use Amazon Connect Contact Lens and CRM-integrated dashboards allowing supervisors to track key metrics such as call handle time, silence ratios, sentiment analysis, and keyword detection (e.g., mentions of risk or crisis).



Amazon Connect Contact Lens sentiment analysis dashboards enable supervisors to identify customer frustration in real-time and ensure coaching and QA compliance.

Our CSRs are evaluated against customized QA scorecards and for this contract they will be developed jointly with DHHS. These scorecards measure empathy, accuracy of triage, referral quality, compliance with scripts/protocols, and documentation completeness. In addition, DI conducts weekly calibration sessions with QA staff and supervisors to ensure consistent scoring standards and alignment with DHHS's expectations.

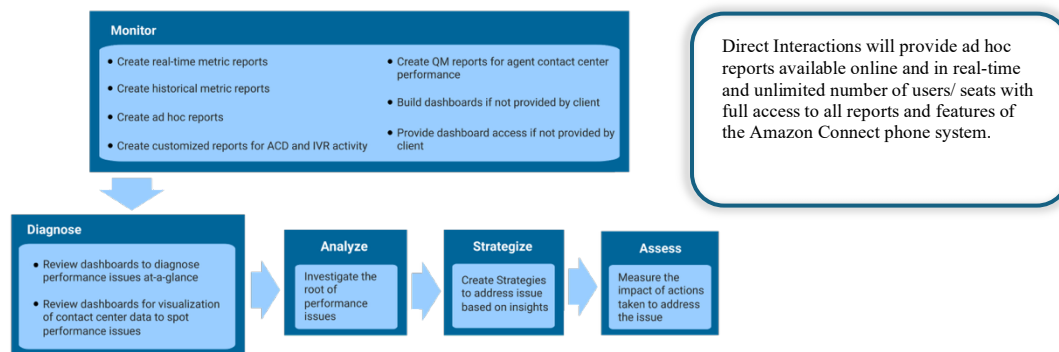
CSAT/NPS Reporting

Customer satisfaction is central to evaluating Warmline success. DI employs multiple feedback channels to ensure families' voices are captured and used for service improvement. Callers can be offered optional SMS or IVR-based surveys to capture CSAT (Customer Satisfaction) scores. Where appropriate, DI uses Net Promoter Score measures to gauge overall caller trust and likelihood to recommend the Warmline. As shown in the diagram, Amazon Connect Contact Lens provides AI-driven sentiment scoring for each interaction, offering DHHS insights into caller experience even when surveys are not completed. Results will be provided to DHHS in monthly performance dashboards, highlighting trends in caller satisfaction, areas of excellence, and opportunities for improvement.

Continuous Improvement Process

DI's QA program is not static, but rather it is a continuous cycle of monitoring, diagnosing, analyzing, strategizing, and assessing outcomes. Supervisors use QA data to implement targeted coaching, refresher training, and knowledge base updates. Steps in our process include:

- Root Cause Analysis – When performance gaps are identified, DI conducts root cause reviews to determine whether issues stem from training, workflow design, or individual coaching needs.
- Coaching and Training – QA outcomes directly inform personalized coaching sessions and group training refreshers.
- Feedback Loops – Performance data is shared with DHHS during monthly review sessions, ensuring transparency and joint ownership of improvements.
- Outcome Measurement – DI measures the impact of corrective actions by tracking improvements in QA scores, reduced escalations, and increased CSAT/NPS scores.



DI's QA program follows a structured cycle of monitoring, diagnosing, analyzing, strategizing, and assessing outcomes. This ensures Warmline performance is continuously measured, improved, and aligned with DHHS's service goals.

5.7 Risk Mitigation and Contingency Planning

The Nebraska DHHS Warmline must always be available, including during periods of unexpected call spikes, natural disasters, or workforce disruptions. DI has designed its operations to be resilient, scalable, and redundant, ensuring service continuity regardless of external events. Our approach draws on lessons learned from disaster-response hotlines such as with the American Red Cross, and municipal after-hours programs such as Lee County, FL to name a couple. We recognize Nebraska's unique risks, such as severe weather events, rural broadband gaps, and spikes tied to economic cycles. DI's redundant telephony routes, distributed workforce, and surge staffing pool ensure uninterrupted Warmline availability. Through reliable surge handling protocols, technology redundancy, and a backup staffing pool, DI guarantees that the Warmline will remain a reliable lifeline for Nebraska families under any circumstance. Families will never experience an interruption in service, even during crises or call spikes.

Surge Handling (Disaster Response and Crisis Spikes)

DI maintains a Rapid Response Workforce Model, allowing us to quickly scale operations to meet sudden increases in call volume. Our nationwide, remote workforce of 1,000+ CSRs can be scaled up within 24–72 hours to address unexpected surges such as severe weather, community crises, public policy changes. We also maintain pre-defined surge playbooks which are activated when volumes exceed baseline projections, including rapid onboarding of pre-cleared staff and streamlined training modules. DI has provided 24/7 disaster support for the American Red Cross, handling over 10,000 calls per month during hurricanes and wildfires. Similarly, our Florida Citizens Insurance Corporation engagement requires immediate ramp-ups during regional weather-related disasters. These experiences directly inform our Nebraska surge readiness.

Backing this up, our Amazon Connect cloud-native infrastructure automatically scales to handle thousands of concurrent calls without dropped connections, ensuring that families always reach a CSR.

Continuity of Operations (Redundancy and Disaster Recovery)

DI's technology environment is built for high availability and disaster resilience. Hosting in AWS GovCloud provides built-in geographic redundancy, ensuring Warmline operations continue even if one data center is impacted. Amazon Connect provides carrier-level redundancy and intelligent call rerouting, ensuring no single point of failure. As a fully remote contact center, DI can shift work seamlessly across geographic regions. Counselors can log in from multiple states, mitigating the risk of localized outages. These safeguards ensure that no single point of failure can disrupt Warmline service, providing Nebraska with the reliability expected of a critical prevention resource.



Amazon Connect within AWS GovCloud provides failover protection across multiple availability zones and regions throughout North America and will guarantee 99.99% uptime and uninterrupted service continuity for Fountain Utilities.

DI maintains a tested Disaster Recovery (DR) plan, including scheduled failover tests, data backup validation, and documented recovery timelines. Recovery Time Objectives and Recovery Point Objectives are aligned to ensure minimal disruption. A copy of our DR Plan is included at **Appendix 10.2**.

Staffing Contingency (Backup Pool)

Staffing stability is essential for Warmline success. DI employs multiple layers of protection against workforce shortages. DI maintains a pre-qualified reserve pool of trained CSRs who can be activated to cover absences, attrition, or unexpected demand. Our Warmline CSRs will be cross trained in multiple functional areas such as triage, resource referral, and documentation to provide flexibility in coverage.

Each shift includes at least one supervisor and one backup lead to ensure escalations are always managed, even if a supervisor is unavailable. DI's Workforce Planning team uses forecasting models and real-time dashboards to anticipate staffing shortfalls and proactively deploy reserve personnel. For example, During the COVID-19 pandemic, DI demonstrated the effectiveness of this model by rapidly onboarding hundreds of additional counselors for the Ohio Department of Job & Family Services Unemployment Hotline, scaling to handle over three million calls.

Risk Matrix

The following Risk Matrix summarizes the primary risks identified for Warmline operations, DI's mitigation strategies, and the expected outcomes. This structured view demonstrates how DI's planning ensures continuity of service even under challenging conditions.

Risk	Mitigation Strategy	Expected Outcome
Unexpected surge in call volume (e.g., disaster, crisis spike)	Deploy Rapid Response Workforce; scale remote agents within 24 –72 hours; leverage Amazon Connect auto-scaling	Warmline remains responsive during surges with minimal wait times
Technology outage or system disruption	Redundant hosting in AWS GovCloud; disaster recovery (DR) plan with regular failover testing; multiple carrier redundancy	No single point of failure; service continuity even during outages
Staffing shortfalls due to illness, attrition, or absenteeism	Maintain pre-qualified backup pool; cross-train staff; Workforce Planning team monitors and redeploys resources proactively	Stable staffing coverage; uninterrupted service for callers
Data breach or security incident	End-to-end encryption (TLS 1.2+ / AES-256); role-based access; SIEM intrusion detection; incident response aligned with NIST 800-61	Rapid containment and remediation; no compromise of PHI/PII; maintained trust with DHHS
Caller dissatisfaction or unmet expectations	Structured QA program; post-call CSAT surveys; sentiment analysis; calibration sessions with DHHS to address gaps quickly	Continuous improvement cycle; improved caller satisfaction and trust in Warmline services

Our risk planning covers call surges, outages, staffing requirements, security, and QA considerations

5.8 Optional Enhancements and Future Scalability

While the Nebraska DHHS Warmline will initially operate as a telephone-based CSR-assisted service, DI recognizes that family needs and state priorities evolve. Our technology stack is modular and scalable, allowing DHHS to add new services over time without major reinvestment. By leveraging mobile applications, conversational AI, advanced analytics, and workforce optimization tools, DI can help DHHS expand the Warmline into a comprehensive, multichannel prevention platform that reaches more families, captures deeper insights, and improves efficiency. These capabilities can be added incrementally, giving DHHS flexibility to scale services, broaden access, and strengthen outcomes without disruption to the Warmline's core operations. These enhancements are tools to help DHHS track prevention outcomes, forecast risk, and extend Warmline access to hard-to-reach families via mobile.

Mobile App for Self-Service

DI is beginning development of custom-branded mobile apps for clients seeking self-service options. For DHHS we could customize 24/7 access to resources using a Findhelp-powered directory that clients could search directly from their phones, accessing over 3,800 programs without needing to call the Warmline. We are also working on click to call and click to chat capabilities where users can seamlessly escalate from self-service into a live Warmline CSR through call or secure messaging. We are also poised to implement a Secure Document Exchange, which is an app that can facilitate secure submission of documents such as verification forms. This future upgrade will reduce call handle times. Yet another innovation includes push

notifications enabling families to receive timely alerts about new services, eligibility changes, or community-wide emergencies such as weather-related support. These various mobile-first options will enhance accessibility, particularly for younger parents and caregivers who prefer digital engagement, while also reducing call volume during high-demand periods.

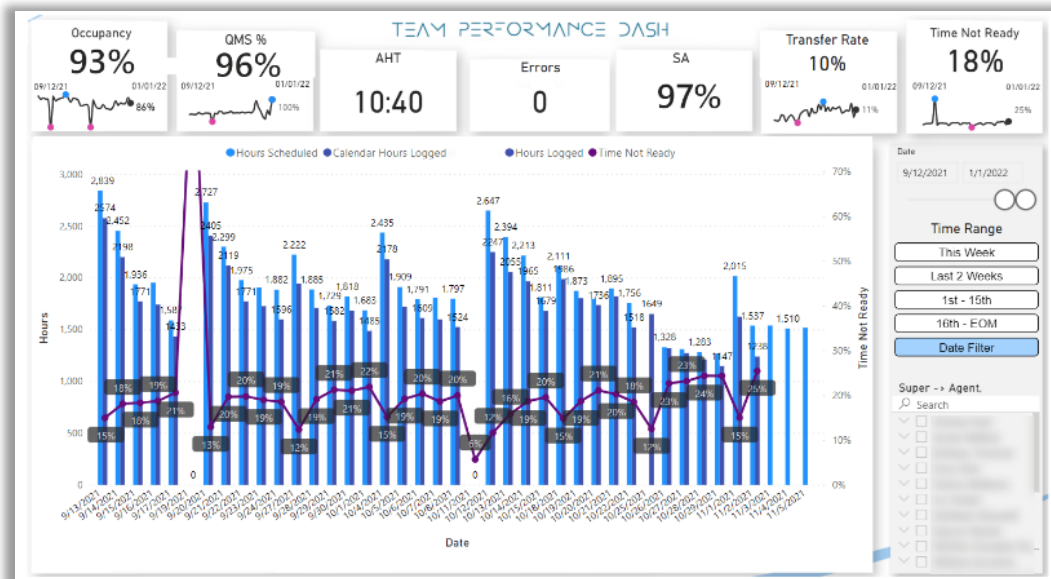
Conversational AI and Summarization Tools

DI has successfully piloted conversational AI in other engagements to automate routine tasks and assist live CSRs. AI-Driven Call Summarization: Using Amazon Connect Contact Lens and AI tools to transcribe and auto-summarize calls in real time, this has enabled CSRs to focus on empathy and triage while documentation happens in the background. We are also currently exploring various CSR-assist technologies. For example, virtual agents can cover routine inquiries such as simple customer questions like, “What are your hours?” or “How do I apply for SNAP?”. Conversational AI provides the first-line self-service through IVR or web chat, reducing the burden on human counselors.

DI is already on the leading edge of using sentiment analysis where our AI tools continuously monitor caller sentiment, flagging potential distress or risk so supervisors can intervene quickly. This also bolsters our QA and continuous improvement processes. As noted earlier, DI has a large in-house English Spanish capability, and we have become expert at using subscription language lines to quickly direct callers to live native speakers while maintaining call continuity. We are reviewing the latest AI translation engines that further speed this process through natural language recognition and can expand Warmline accessibility across Nebraska’s diverse communities. These various tools ensure that as call volume grows, efficiency increases without sacrificing quality.

Expanded Analytics and Workforce Planning

DI is expert in the use of advanced analytics and workforce optimization tools improve service quality and transparency. For Nebraska, these capabilities can be integrated as optional enhancements. For example, our Power BI Dashboards can be expanded beyond internal QA metrics to include predictive analytics such as identifying seasonal call patterns and forecasting referral needs. We can set up client accessibility to these dashboards through special permissions and business rules and include the Key Performance Indicators that DHHS deems most important. An example of one of our Power I dashboards is shown on the next page.



Our Power BI interactive dashboards can be provisioned to provide DHHS leadership with real-time visibility into various KPI, such as call volumes, outage reports, response times, and trend analysis.

Beyond standard KPIs, DI can provide DHHS with outcome-based metrics, such as referral completion rates, repeat caller trends, and system-wide service gaps. By analyzing referral and call data together, DHHS can identify where prevention strategies are working and where families face persistent barriers, thus creating cross-program insights

Additionally, DI's workforce management capabilities are sophisticated and well-integrated into our staffing models. However, we can also conduct predictive workforce scheduling through AI-enhanced forecasting that allows us to model staffing needs in real time, aligning CSR availability with expected demand spikes.

6. Implementation and Transition Plan

DI follows a structured, collaborative approach to implementation that will guarantee the Nebraska DHHS Warmline launches on time, within scope, and with the highest levels of quality. Our transition framework is informed by DI's experience launching complex call centers for state agencies, national nonprofits, and public utilities, and emphasizes clear governance, knowledge transfer, phased readiness, and active stakeholder engagement.

6.1 Project Kickoff and Onboarding

Immediately following contract award, DI will convene a Project Kickoff Meeting with DHHS stakeholders to align expectations, establish governance, and confirm timelines. Following are our kick-off process considerations:

- Kickoff Agenda – Introductions of DI and DHHS project teams, review of Warmline objectives, agreement on communication protocols, risk identification, and alignment of key milestones.
- Governance Structure – DI will deploy our pre-identified dedicated Account Manager as the single point of contact, supported by our Director of Client Services to coordinate implementation activities. DHHS will have full visibility into decisions via weekly status reports and scheduled check-ins.
- Onboarding DI Staff – All DI staff assigned to the project (CSRs, supervisors, QA analysts, etc.) undergo project-specific orientation covering DHHS's mission, policies, escalation paths, and confidentiality requirements.
- Technology Setup – Amazon Connect, CRM tools, and Findhelp integrations are configured during this stage, with input from DHHS IT staff where appropriate.

6.2 Knowledge Transfer from DHHS

A successful Warmline requires accurate alignment with DHHS protocols, prevention priorities, and referral pathways. DI always makes sure knowledge transfer is structured, comprehensive, and iterative. The first step includes a complete document and policy review where DI examines existing DHHS policies, scripts, and referral protocols to align Warmline operations with state standards. We then conduct shadowing and Subject Matter Expert sessions with DHHS program experts who will provide live walkthroughs and Q&A sessions to DI's training team. Information from DHHS is then incorporated into DI's curated knowledge base, that includes decision trees, FAQs, and scripted prompts for Warmline CSRs. DI then establishes a change request process with DHHS so that as policies evolve, updates are immediately reflected in training and call handling protocols in an ongoing feedback loop.

6.3 Phase-In Timeline (training, testing, go-live)

DI will use a phased implementation plan to minimize risk and ensure readiness at each step. Each phase builds on the prior one, moving from planning through training and testing, into pilot operations, full go-live, and post-launch review. This approach ensures a smooth transition, early issue detection, and strong collaboration with DHHS stakeholders. A snapshot of the plan is shown in the table on the next page.

Phase	Timeline	Activities	Deliverables
Phase 1 – Planning	Weeks 1–2	Kickoff meeting, governance structure, IT provisioning	Project Charter, Communication Plan
Phase 2 – Training & Knowledge Transfer	Weeks 2–4	Counselor onboarding, policy review, knowledge base creation	Trained staff, QA scorecards, updated scripts
Phase 3 – System Configuration & Testing	Weeks 3–5	Amazon Connect call flows, CRM, Findhelp integrations, UAT	Tested system, UAT approval
Phase 4 – Pilot Go-Live	Week 6	Limited call handling under DHHS supervision	Pilot performance report
Phase 5 – Full Go-Live	Week 7	Full staffing, live operations, SLA monitoring	Operational Warmline, daily reporting
Phase 6 – Post-Launch Review	Week 8	Lessons learned, stakeholder review	Post-Implementation Report, Final Acceptance

Implementation Timeline for DHHS Warmline Operations

6.4 Change Management and Stakeholder Engagement

DI routinely implements new projects using sophisticated project management approaches. We ensure that change management is transparent, inclusive, and iterative, reducing resistance and promoting adoption. We will emphasize stakeholder engagement by conducting regular meetings with DHHS leadership, community partners, and frontline staff to ensure alignment and buy-in. A joint DHHS–DI change control process will be implemented so that adjustments such as script updates, new referral workflows, and others are reviewed, tested, and documented. Weekly status updates, milestone reports, and dashboard access through Power BI will keep stakeholders informed of progress and form the basis of our ongoing communications plan. As changes occur, updated content is pushed to DI’s knowledge base and incorporated into ongoing training modules for continuous training. Our stakeholder engagement strategy will also emphasize Nebraska’s diverse populations, so that any operational changes maintain inclusivity and accessibility. In summary, DI will hold weekly status calls with DHHS during the first 90 days, shifting to monthly governance meetings after stabilization. Nebraska Community Collaborative leaders will be invited to quarterly review sessions. A shared Power BI dashboard will give DHHS real-time visibility into Warmline metrics.

7. Reporting and Deliverables

DI, in partnership with Findhelp, will provide Nebraska DHHS with comprehensive, transparent, and actionable reporting to create continuous oversight of Warmline operations. Our reporting suite balances quantitative metrics such as call volume, SLA compliance, and referral completion rates with qualitative insights such as caller satisfaction, and community resource responsiveness. Reports will be available in real time via dashboards as well as in structured monthly and quarterly formats for leadership review. Together, DI's operational dashboards and Findhelp's community-level reporting will provide DHHS with a 360-degree view of Warmline performance: how well calls are answered, how referrals translate into outcomes, and how Nebraska's families are being supported across diverse communities.

Monthly/quarterly reporting format

DI will submit structured monthly and quarterly reports to DHHS including:

- Call volume trends and speed of answer.
- Referral statistics (initiated, completed, pending).
- Service level compliance by category.
- Caller satisfaction survey results and NPS scores.
- Narrative analysis of community needs emerging from Warmline calls.
- Reports will be delivered in PDF and Excel formats, with **executive summaries** that highlight key findings and recommendations.

Performance dashboards (Power BI, Contact Lens)

As detailed in Section 5.6, Quality Assurance and Performance Monitoring, DI uses Microsoft Power BI dashboards and Amazon Connect Contact Lens to provide real-time analytics. These dashboards track KPIs such as call handling times, referral outcomes, and customer sentiment. DHHS will have secure access to these dashboards, allowing leadership to view up-to-the-minute performance data.

SLA compliance reporting

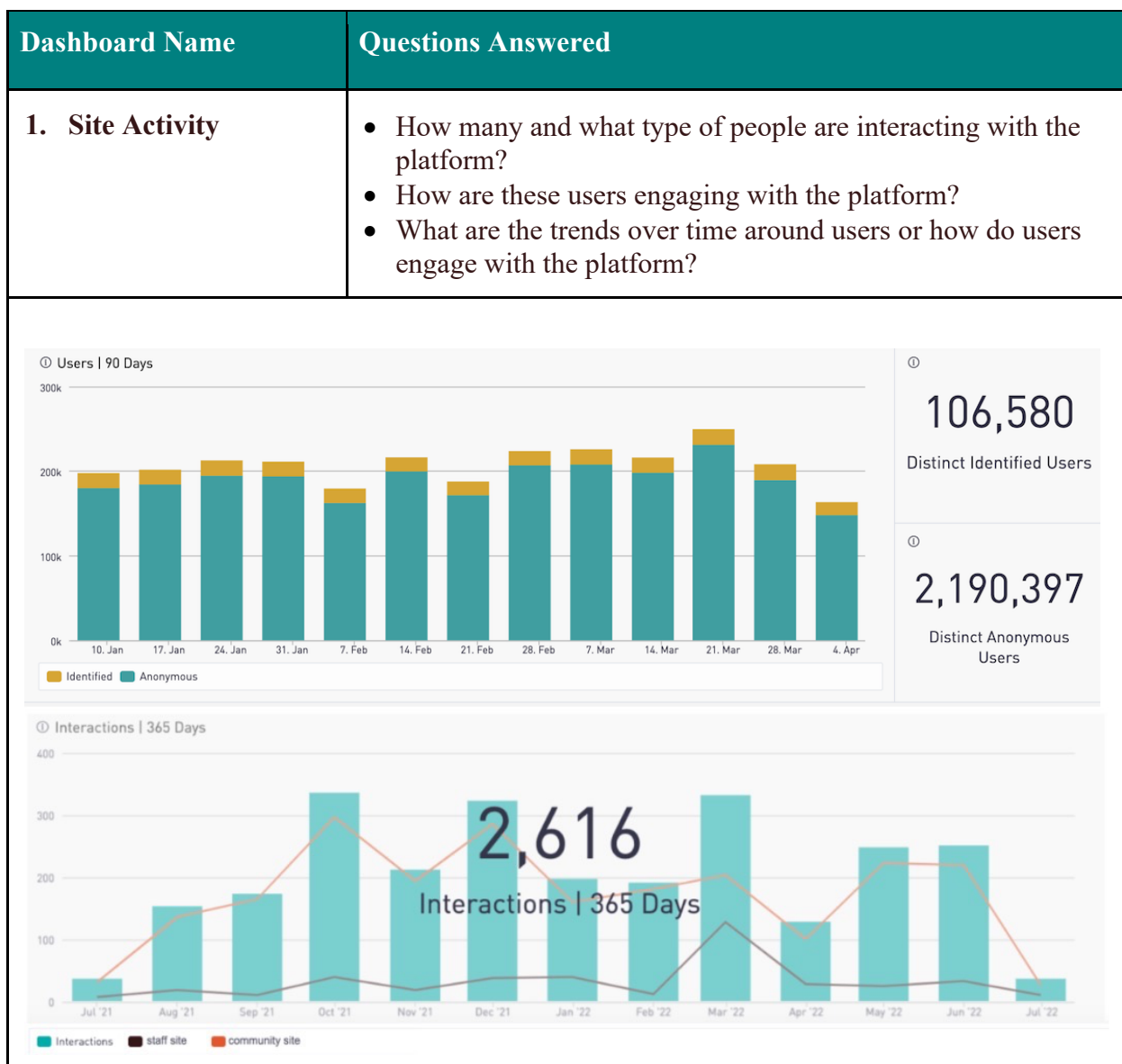
SLA compliance metrics (speed of answer, abandonment rates, escalation resolution times, referral closure rates) are continuously monitored, as outlined in Section 5.2 Warmline Service Delivery Model. DI will include a monthly SLA scorecard in DHHS reports, documenting performance against contractual benchmarks. A sample of the report types and cadence is shown below.

Report Type	Frequency	Format	Delivery
SLA & Call Volume Report	Monthly	PDF/Excel	Email to DHHS
QA Monitoring & Calibration	Monthly	PDF/Dashboard	Review meeting
CSAT/NPS Report	Quarterly	Dashboard	Governance review
Referral Outcomes (Findhelp)	Monthly	Dashboard	DHHS + Collaboratives
Surge/Disaster Reports	As needed	PDF/Dashboard	Immediate notification

Findhelp Reporting Suite

To complement DI's operational metrics, Findhelp provides in-depth community resource reporting that captures both Warmline-level and statewide service trends. These reports will help DHHS understand which resources are being accessed, how families are engaging with services, and where unmet needs exist.

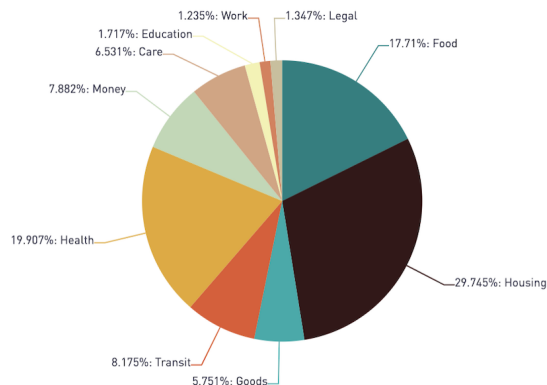
To complement contact-center analytics, Findhelp contributes out-of-the-box social-care dashboards (updated daily, filterable, downloadable) that illuminate referral activity, user engagement, assessments, and geographic need, which are ideal for Warmline prevention reporting. These dashboards will be incorporated in the DI Knowledgebase of the program and will be accessible to the CSRs. Customized reports to DHHS management can also be facilitated. Here are some examples of these dashboards and their use-case:



2. Search Activity

- What are the general search trends in terms of volume, search term, and geography?
- How have searches within a service category or within a certain geography changed over time?

① Searches by Category | All Time



① Most Common Search Terms | All Time

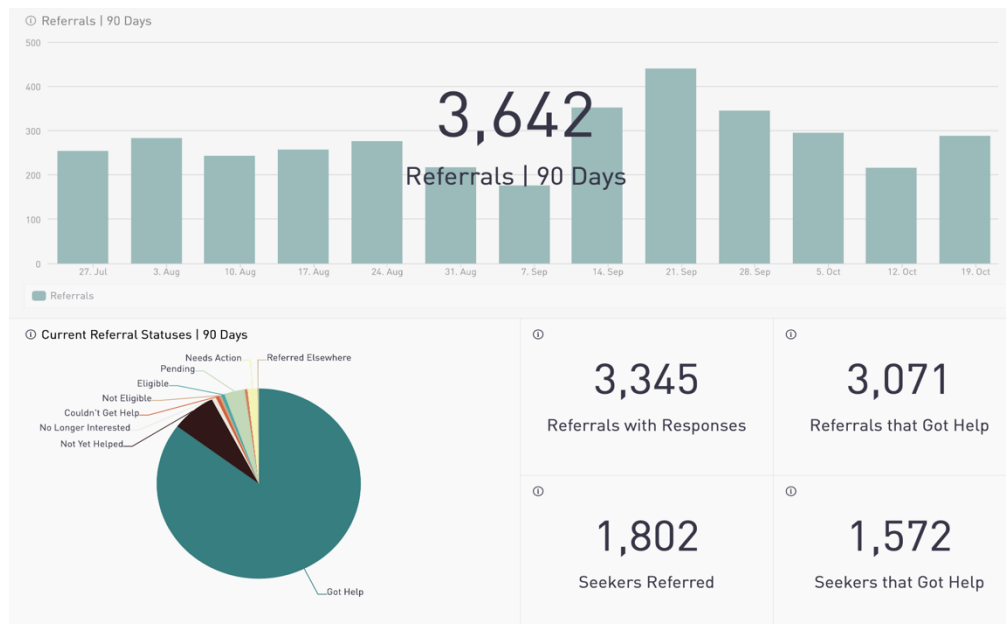
TERM	DOMAIN	SEARCHES
help pay for utilities	housing	32,092
help pay for housing	housing	29,368
food pantry	food	28,898
help find housing	housing	18,175
food delivery	food	16,765
financial assistance	money	16,513
transportation	transit	15,399
dental care	health	14,787
emergency food	food	13,682
transportation for healthcare	transit	11,992
temporary shelter	housing	8,208
help pay for food	food	8,091
maintenance & repairs	housing	7,368
help pay for internet or phone	housing	7,112
housing vouchers	housing	6,649

A report with search activity heat maps indicate where search activity—and unmet needs—are concentrated. See the next diagram for current heat map in Nebraska:



3. Referral Activity

- How many referrals have been made? For how many individuals?
- What is the status of the referrals? Were people able to get help?
- Which program locations are referred to most frequently? Are people able to get help?



The Referral Activity Dashboard also shows individual local service organizations names, program location name, and number of referrals. This helps you see at a glance, which local service organizations you are sending the most family members to through referrals. Here are some examples from Nebraska:

Community Organization Name	Program Name	Referrals
Open Door Mission	Outreach Centers	339
Society of St. Vincent de Paul (SSVP) Omaha	SVdP Helpline - Rent & Utility Assistance	2,292
The Salvation Army USA Central Territory	Homelessness Services	337
Catholic Social Services of Southern Nebraska	Family Support Services Program	1,087
Douglas County General Assistance Center	General Assistance Program	943

4. Site Referral Details

- Who are the family members who have been referred through the platform?
- What is the status of the referrals? Were people able to get help?
- What is the program, provider, and helper details of each referral that is being sent?

① Referral Details | 90 Days

Seeker Name	Seeker ID	Sender Name	Organization	Program	Referral Date	Referral Method	Comment	Status	Referral Update Date
			Medical Center	Epilepsy Assistance	11/8/23	Basic		Got help	11/10/23
			Bertha Support	Go Go Transportation	11/3/23	Basic		No longer interested	11/3/23
			Mom's Meals	Home Delivered Meals	11/1/23	Appointment	Barnett is diabetic	Needs client action	11/1/23
			Housing Forward	Foreclosure Prevention	11/1/23	Logged	Geoffrey is unemployed	Couldn't contact	11/1/23
			Human Connections	Coordinated Entry	10/31/23	Screener		Pending	10/31/23
			Senior Solutions	Elderly, Blind, Disabled	10/26/23	Basic	Sam is hard of hearing	Referred elsewhere	10/26/23
			Help Now	Mental Health Hotline	10/26/23	Appointment		Got help	10/26/23

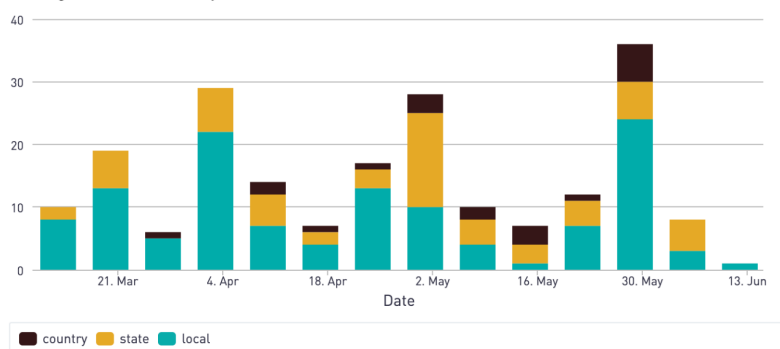
5. Program Summary

- How many programs are available in a given service area?
- What programs do users commonly engage with on my site?
- What programs are most engaged?

①

204
Programs Added | 90 Days

① Programs Added | 90 Days



① Claimed Programs and Organizations by Category

Coverage	Organizations	Programs	Food	Housing	Goods	Transit	Health	Money	Care	Education	Work	Legal
country	158	204	10	14	11	5	102	70	133	71	12	18
state	133	174	11	21	21	7	84	65	114	55	14	23
local	420	1,044	128	156	53	33	563	158	649	446	154	98
	711	1,422	149	191	85	45	749	293	896	572	180	139

6. Group and Navigator Activity

- How often are groups and/or individuals using the site?
- What group(s) is an individual user a part of?
- How are Warmline staff using the platform?

① Most Active Staff Users

ROLES	USERNAME	DEPARTMENT	TITLE	ACTIONS	SESSIONS	REFERRALS
AB Enterprise Demo Group, Case Management	morgan+demo@auntbertha.co...			2,295	181	75
AB Enterprise Demo Group, Case Management	cbryan+demo@auntbertha.com			2,107	133	44
AB Enterprise Demo Group, Aunt Bertha Care Team	cdouglas+demo@auntbertha.c...			1,842	141	48
AB Enterprise Demo Group, Care Coordination, Case Management	cstohs-krause+demo@auntbe...			1,607	85	51

① Group Activity Summary | 90 Days

GROUP NAMES	NAVIGATORS	SESSIONS	SEARCHES	INTERACTIONS	CONNECTIONS	REFERRALS
No Group	255	5,687	33,892	62,285	19,232	16,793
AB_GO_Site_Worker	507	1,944	4,844	7,893	1,025	452
GoHealth Agents & Corporate	177	600	1,750	2,887	912	670
05ce0413-bca4-4a5c-b920-9f8b6008ae1e	99	594	1,861	1,722	374	121
No Group	153	562	2,184	2,829	916	456
AB_GO_Site_Worker, Site Worker	109	509	1,144	2,354	256	160
No Group	106	421	1,155	1,175	228	138
TN	59	349	1,377	1,461	155	11
No Group	87	336	903	1,468	128	40
AB_EI_Site_Worker	45	271	1,063	1,931	105	72
582018687	42	256	503	214	105	84

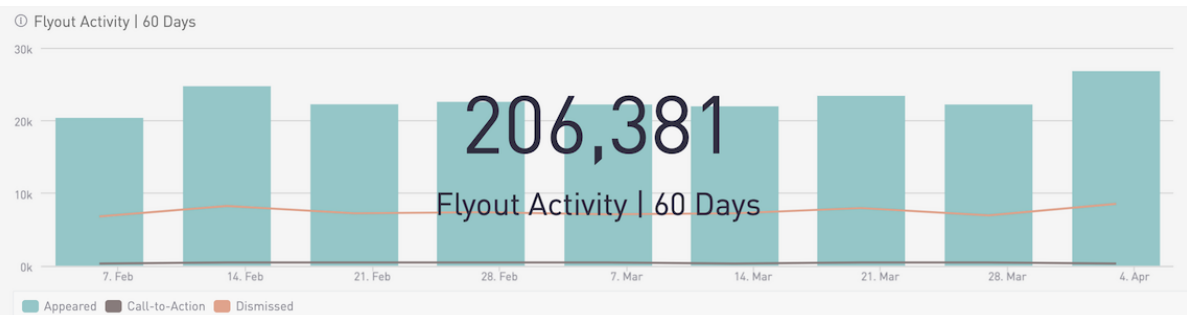
Group Summary Report

CUSTOMER GROUP	ACTIONS	GET MORE INFO	TAKE NEXT STEP	SEARCHES	SESSIONS	COOKIES	LOGGED IN USERS
Case Management	22,579	1,712	2,250	9,619	2,231	1,531	157
Behavioral Service Ops	2,102	192	133	1,163	289	221	44
Utilization Management	1,303	88	59	666	179	149	70

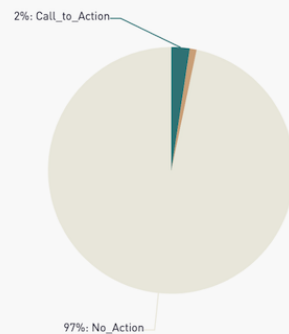
7. Flyout Activity

- How often do flyouts appear on my site as a result of users searching for specific needs?
- Understand effectiveness of Flyouts, including how users engaged with the Flyout

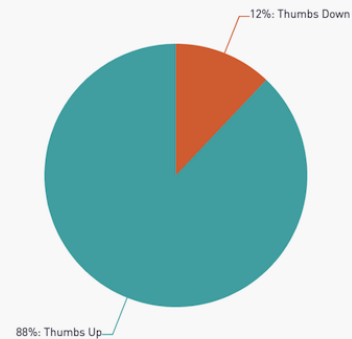
NAME	TYPE	CREATED	ACTIVE	APPEARED	CTA
Crisis Message	Dropdown	2023-01-09	Yes	34	1
Tobacco Cessation	Button	2020-10-27	Yes	95	0
Sexual Assault	Button	2020-07-21	Yes	17	0
Childcare Flyout	Button	2023-02-03	Yes	49	2
Patient Survey	Survey	2020-11-02	No	3	1
Victim Assistance	Button	2020-07-23	Yes	7	0



Flyout Engagement | 60 Days

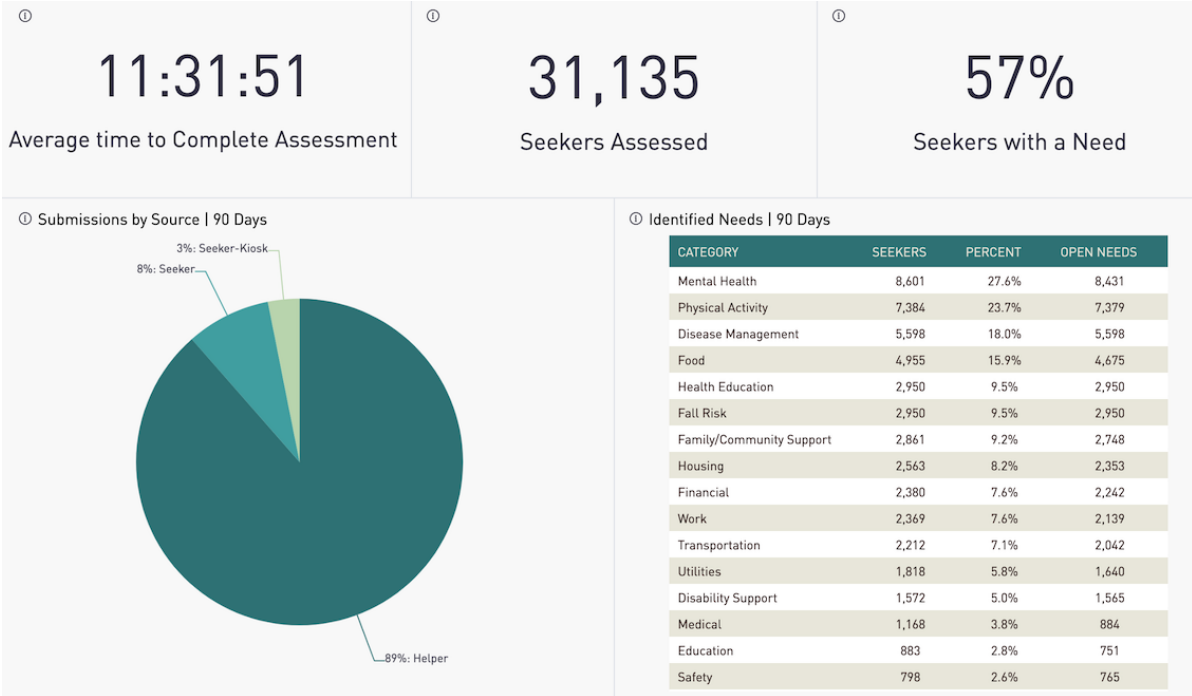


① Survey Flyouts Results | 60 Days



8. Assessment Activity

- How many assessments were submitted over time?
- How many people were assessed?
- What proportion had a need identified?
- What social needs trends were observed?



9. Site Assessment Details

- Who are the individuals who have been assessed?
- What are the individual family member details, Warmline staff details, and social needs of each assessment that is being completed?

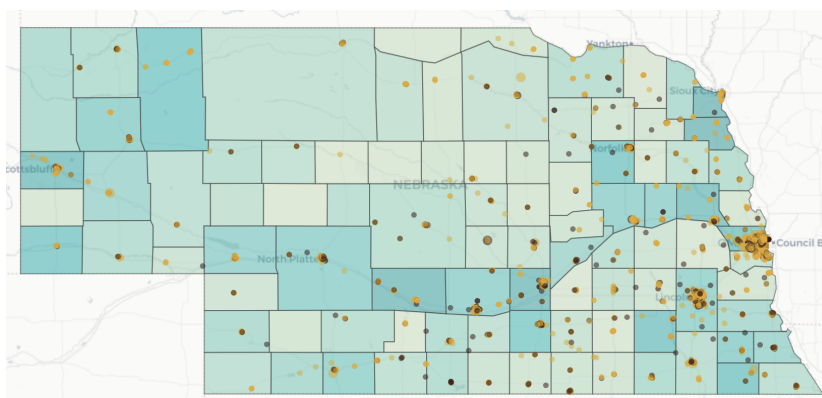
① Detail Assessment Results

Created Date	Form	Submitter	Submitter Role	Seeker Name	Seeker ID	Do you have housing?	What type?
11/8/23	PRAPARE					Yes	Emergency Shelter
11/3/23	Health-Related Social Needs (HRSN)					Yes	Permanent Supportive Housing
11/1/23	Health-Related Social Needs (HRSN)					No	
11/1/23	Custom Screening					Yes	Transitional Shelter
10/31/23	PRAPARE					No	
10/26/23	Demographic Form					No	
10/26/23	Demographic Form					No	

10. Social Care Index (SCI)

- Findhelp's Social Care Index overlays data from the CDC's Social Vulnerability Index (SVI) and Findhelp's service location data to view specific data regarding vulnerability and need in conjunction with program office locations.
- This identifies needs geographically plus the programs in the geography.

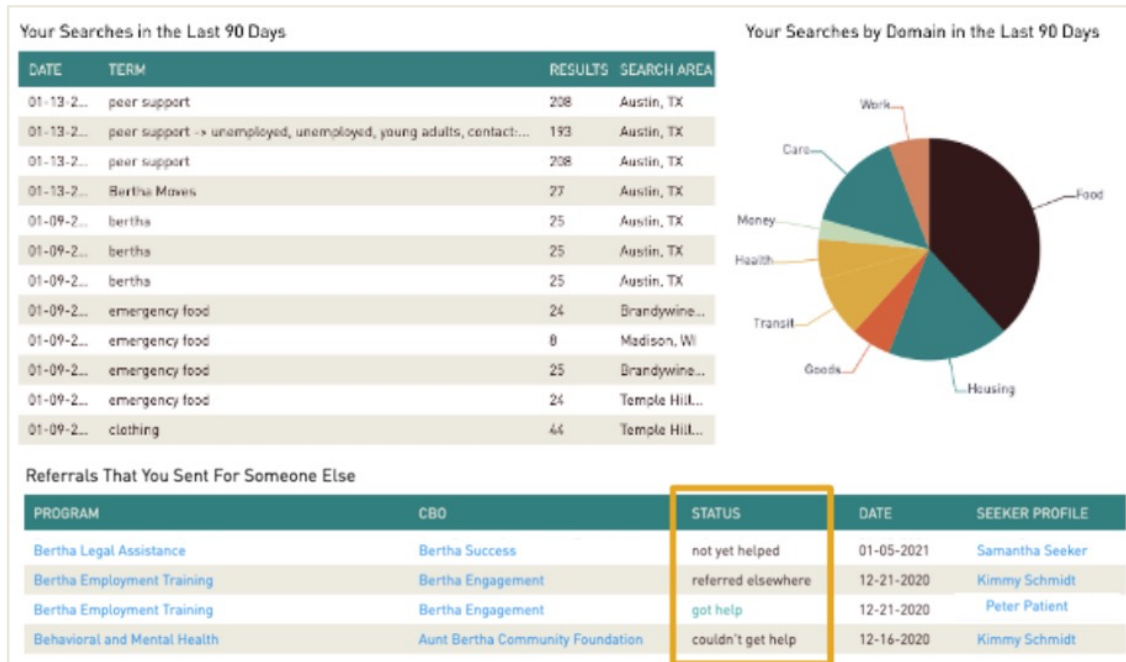
*Sample
Care Index
state of*



*Social
from the
Nebraska*

11. My Activity

- What categories do I typically search for and how often?
- What are all the referrals I have sent on behalf of others and the statuses?



The remaining three dashboards are:

- **Claimed Program Dashboard:** A tool for local service organization staff to manage their claimed programs.
- **Data Collection Form Dashboard:** A tool for local service organization staff to manage and report on referral data and activity.
- **Screener Dashboard:** A tool for local service organization staff to manage eligibility screening activity within their organization.

By equipping Warmline counselors with direct access to Findhelp's rich reporting dashboards and program knowledge base, DI ensures that every interaction is both immediately helpful to the caller and strategically valuable to DHHS. CSRs can quickly identify appropriate resources, track referral outcomes, and capture trends that feed directly into monthly and quarterly reports. This integration allows Nebraska DHHS not only to monitor service quality and SLA compliance, but also to gain actionable insights into emerging community needs, ensuring that reporting delivers measurable value for policy, planning, and prevention initiatives.

8. Pricing and Cost Sheet

NOTE: Actual Cost Sheet submitted under separate cover per RFP instructions

Narrative explanation of pricing model

To ensure we offer competitive and fair pricing for our customer service agents across the nation, we employ a multi-faceted approach that incorporates market analysis, cost considerations, and value-based adjustments.

1. **Market Analysis and Benchmarking:** We start by analyzing industry standards and competitor pricing to understand the market landscape. This includes reviewing regional wage data from trusted sources and ensuring our rates are competitive in each area we operate.
2. **Cost-Based Pricing:** Our pricing structure is built on a thorough understanding of our costs. We account for direct costs such as wages, benefits, and training, along with indirect costs like office space and technology infrastructure. We then add a reasonable profit margin to ensure sustainability and growth.
3. **Value-Based Pricing:** We recognize that different clients have varying needs. Therefore, we adjust our rates based on the quality and specialization of services required. For instance, premium services or agents with specialized skills may incur higher rates due to the added value they bring.
4. **Geographic Adjustments:** We adjust our rates to reflect the cost of living in different regions. By doing so, we ensure our agents are compensated fairly, which helps maintain high morale and performance. Additionally, our remote work capabilities allow us to tap into talent nationwide, optimizing costs and offering more flexible pricing.
5. **Historical Data and Experience:** Leveraging our extensive experience, we use historical data from past projects to refine our pricing models. By analyzing performance metrics and project outcomes, we can provide accurate and reliable rates that reflect our efficiency and effectiveness.

Direct Interactions utilizes a cost accounting/cost of good sold model that develops pools of costs developed from baseline labor costs of our expert staff members, which are then marked up based on the cost pools. The accounting system enables the cost pools to be tracked and aggregated. A simplified example of the rate derivation is shown here:

Cost-Based Pricing example of a notional \$30/hour Customer Service Representative

- **Direct Costs:** Calculation of costs associated with employing CSRs, including wages, benefits, training, and equipment. ($.5 \times \text{salary}$, or $\$16$ [actual hourly wage] $\times 1.5 = \$24$)
- **Indirect Costs:** Overhead costs such as management salaries, office space, utilities, and technology infrastructure. ($.14 \times \text{salary} + \text{direct costs}$ or $\$24 \times 1.14 = \27.36)
- **Profit Margin:** Determine a profit margin that aligns with business goals and industry standards. ($.1 \times \text{salary} + \text{direct costs} + \text{indirect costs}$ or $\$27.36 \times 1.1 = \30)

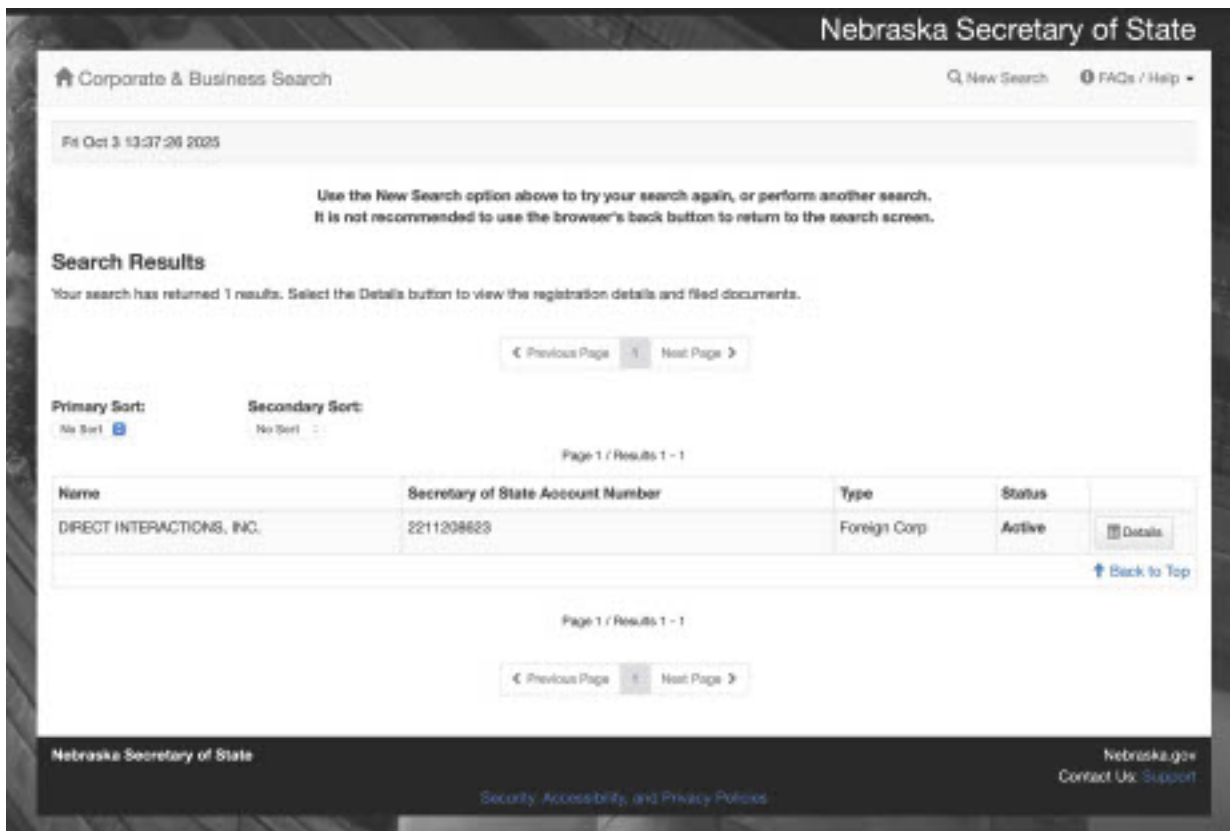
Assumptions and scalability pricing

Not Applicable

9. Required Forms and Certifications

9.1 Secretary of State Certificate of Registration / Good Standing in Nebraska

Below is a snapshot of Direct Interactions' Registration as of October 2025:



9.2 U.S. Citizenship Attestation Form (if required)

Direct Interactions employs 100% U.S.-based Customer Service Representatives and, if required, will verify the U.S. citizenship of all personnel employed on this contract if awarded.

9.3 Proprietary Information

Direct Interactions does not request redaction of or claim any information as proprietary in this proposal submittal.

9.4 Exceptions to Terms & Conditions

Direct Interactions takes no exception to any of the Terms and Conditions outlined in RFP 123190 O3.

10. Appendices

10.1 Key Personnel

The resumes provided in this section represent the team of key personnel that DI will commit to this project. All are currently on staff and are expert in their area of specialty. DI includes the resume of our President, who represent a top-level link to DHHS management, and who will serve as the contractual Point of Contact for the contract. CSRs assigned to the project will be dedicated to the project and will be selected for their expertise on contracts with similar functional expertise.

Matt Storey, President

Synopsis

Nationally recognized pioneer in the work-from-home call center industry. Actively seeks to advance work-from-home employment opportunities for people with disabilities as part of Direct Interactions' customer service solutions. Recognized by several municipalities and non-profit organizations for proactive role in hiring the disabled. Conducts contract negotiations for all corporate accounts. Maintains hands-on client relationships and remains accessible to all key stakeholders 24/7 as Direct Interactions' emergency contact. Additionally, serves in a Subject Matter Expert or Director role on select high visibility accounts leveraging knowledge of cloud-based telephony technology to best meet client's strategic goals.

Experience

2007 – Present

Direct Interactions, Inc.

Co-Founder and corporate executive with fiduciary and contractual responsibilities for a call center organization of over 800 employees and hundreds of seasonal/part-time staff. Maintains an active role on strategic client engagements that leverage deep understanding of both cloud-based telephony technology solutions, and utilization of a remote workforce supporting workers and individuals with disabilities. Mentor and coach company's account managers on major accounts while guiding the development of new vertical markets in support of company growth.

- Played key role in landing the Ohio Jobs and Family Services contract in 2020, as well as its successful 2024 recompet. Serve as principal executive point of contact for client organization processing over 700,000 annual unemployment claims.
- Executive point of contact for company's flagship American Red Cross account running from 2017 to the present. Partnered with Amazon Web Services and built a support team for victims of ongoing hurricanes, wildfires, and other emergencies. Integrated the Amazon Connect IVR with Salesforce.com, driving call deflection and self-service enhancements to improve operations for Red Cross.
- Worked with client, Paylock, to meet and improve parking enforcement call center operations for 20 US cities from 2013-2018. Contract included high visibility NY City account that answered over 600,000 calls per year and integrated with the city's finance department to garner over \$2M in fine payments per day.

2002 – 2004

Instant Service

Director of Sales at a national software development firm specializing in chat and chatbot technology in support of call center/service center operations.

- Introduced the company's software solutions to major national-level accounts including Xerox, Lending Tree, and Cendant mortgage, among others.
- Produced a 30% increase in software sales during tenure prior to the company being acquired.
- Participated in the Merger and Acquisition process that resulted in Oracle acquiring the company in 2004.

2000 – 2002

Par 3 Communications (now Varoli)

Inside Sales Representative for a call center company specializing in outbound text alerts to customers, with a concentration on the airline and credit card industries.

- Managed all the corporate accounts and assisted in deep market penetration for fraud alerts for the credit card industry
- Main corporate contact for all regional sales managers nationwide, offering data-driven insights, standardizing sales processes, and providing support to lead generation and qualification.
- Introduced the company to software developer, HNC, which subsequently spawned a synergistic partnership for developing faster notification capabilities for consumer alert services.

Education & Certifications

BA, Biology & Chemistry, Whitman College, 1996

Partner, Select Tier Services, Amazon Web Services, 2010

Partner, Public Sector, Amazon Web Services, 2010

Community Resource Specialist Certification, Alliance of Information and Referral Systems, 2021

Crisis Specialist Certification, American Association of Suicidology, 2024

Gioella Bonelli, Account Manager/Project Manager

Synopsis

Motivated Account Manager of Customer Service Representatives in demanding call center environments for nearly 10 years. Oversees schedule adherence, serves as principal point of contact for client, and collaborates with training team to create initial and refresher training for specialized teams. Skilled in project metrics and continuous improvement. Manages bilingual corporate call center capabilities.

Experience

2017 – Present

Direct Interactions, Inc.

Serve as Senior Account Manager and the principal subject matter expert for advising the development of the company's growing English/Spanish bilingual call center for live agent capability. Manage and address staffing issues including but not limited to adherence, occupancy, retention and attrition. Manage one of the company's flagship long-term accounts supporting a large State jobs and family services call center that processes hundreds of thousands of calls and referrals.

- Monitor live telephony dashboards to obtain agent conformity to required key performance metrics and proper staffing levels.
- Partner with training manager for continued training, special updates, creation and implementation of assessments, and curation of the corporate knowledge management system.
- Responsible for certification tracking and daily HIPAA compliance enforcement.
- Conduct routine client interface to review performance, and conducts quality assurance calibrations, and manages the continuous improvement aspect of service management.

2014 – 2017

Rapid Auto Loans

Customer Service Representative for a Florida-based high volume short-term lending company with over 20 locations.

- Voice of the enterprise processing new and existing loans.
- Recognized by management for exceptional productivity and extremely high percentage of first-call resolution rates.
- Provided additional customer support via email communications using case management.

2012 – 2013

Orvy LLC

Customer Service Representative and Team Leader for busy Florida payday loan company.

- Processed and revised payday loans and applications and answered customer inquiries during live calls.
- Performed data entry for loan applications.
- Served as Team Leader for a sales team of six agents, responsible for training, quality control, and performance metrics.

2010 – 2011

Elite Marketing Group

Independent Contractor for an experiential marketing agency creating live brand interactions supported by digital and social media solutions and onsite events.

- Lead sales agent for promoting the Spirit Airlines Mastercard at airport locations, routinely exceeding new subscriber goals.
- Greeted and communicated with passengers before their flight.
- Trained new sales representatives to sell sponsored products.

2009 – 2010

P&E Solutions

Customer Service Representative for a regional debt consolidation company, assisting customers with inbound/outbound calls.

- Performed high volume data entry.
- Served as department leader with eight assigned team members with client interface responsibilities. Conducted training and quality assurance with staff.

Education & Certifications

Diploma, General Studies, Hollywood Hills High School, Hollywood, FL, 2009

Julie Dooley, Training Manager

Synopsis

Previously served as top Account Manager for nearly six years on the company's shared work queue. Recognized for success in guiding teams and boosting performance. Practical problem-solver with excellent issue and conflict resolution skills to drive team and organizational success. Extensive knowledge of process improvement in a service management environment. Developed strong understanding of client Key Performance Indicators and enhanced company training curriculum to stress achievement of these metrics. Curator of custom corporate knowledge base content promoting accuracy and efficiency for Direct Interactions' CSR teams.

Experience

2021 – Present

Direct Interactions, Inc.

Senior Supervisor for Customer Service Agents for industry-leading call center company. Support multiple call center operations and play a key role in corporate on-boarding process for newly hired agents. Special expertise in agent workshare model supporting after-hour answering services, dispatch, paging and email services, language support, and HIPAA compliance.

- Plays a key role with human resources in recruiting, hiring, onboarding and mentoring new staff members.
- Analyze metrics using automated tools and dashboards to identify areas of opportunity, drive performance improvements, and meet or exceed key performance indicators on service level agreements.
- Collaborate with internal project support teams to enact policy and process improvements based on client feedback.
- Applied strong leadership talents and problem-solving skills to maintain team efficiency and organize workflows.

2020 – 2021

Kindred At Home

Staffing Coordinator for home healthcare company providing skilled nursing, as well as physical, speech, and occupational therapy services.

- Managed and scheduled a team of 200 staff and client organizations, setting priorities and problem-solving workflow issues to maintain rapport with customers and staff.
- Organized workshops and in-service meetings to enhance personal growth and professional development.
- Evaluated and documented operational practices, identified issue areas, and effectively implemented numerous cost-saving process improvements that were recognized by management.

2017 – 2019

Beaucare

Youth Development Coordinator for non-profit that connected children and families with resources and activities such as Head Start, sports and recreation programs, and health activities to improve quality of life.

- Coordinated the entire youth program and managed the daily operational schedule to include detailed status reports and assessments.
- Provided specific classes and tailored training in areas such as teen pregnancy risk, gang membership, and bullying.
- Planned and implemented wide-ranging programs, encapsulated learnings, and fielded inspirational and expert guest speakers.
- Practiced group counseling methods for youths to learn how to express, manage and resolve issues constructively.

Education & Certifications

Associate of Arts, Business Administration (minor in Human Resources), Colorado Technical University, 2018

Trischa Vaughn, Manager of Workforce Planning

Synopsis

Experienced work force management administrator adept at optimizing staffing resources, enhancing operational efficiency, and implementing strategies to meet organizational goals. Strong competencies with customer relationship management applications and other specialized tools for training and increasing productivity and effectiveness of customer service representatives.

Experience

2014 - Present

Direct Interactions, Inc.

Manager of Workforce Planning for major nationwide call center company overseeing the effective scheduling of personnel assets across numerous company accounts. Serviced numerous key accounts while developing critical competencies in mastery of various applications and tools for improvement of workforce management. Remains as key hands-on advisor to the company's flagship accounts.

- Strong competencies in assistive agent monitoring for QA, training, and continuous improvement.
- Created alternatives for tracking agents' time, reviewed team's hours, and cross-leveling resources in real time for workshare optimization on select accounts using flexible workforce.
- Developed methods for accurately forecasting call volume, scheduling and maintaining productive service levels, and optimizing revenue based on utilization.
- Worked with corporate human resources, IT, and other key staff to integrate agent availability with company's flexible scheduling application for best possible personnel utilization.
- Served as service/delivery agent and account manager on key accounts early in tenure.
 - Liaised with client management for performance management and reporting.
 - Built and adjusted schedules for multiple clients, audited agents time, prepared invoices for various clients.
 - Reviewed calls and scored agent performance based on contract guidelines/ metrics.
 - Assisted with recruiting and conducting interviews with potential employees.
 - Implemented and matured customer relationship management software in support of various contracts, including auto-response scripts for customers frequently asked questions.

2011 - 2014

Residential Programs Inc. (RPI)

Versatile Sales and Verification specialist for a leading not-for-profit fundraising organization providing industry-leading telemarketing, event fundraising, direct mail, text campaigns, business to business contact, and political surveys.

- Developed strong cold-calling sales techniques and capabilities and regularly exceeded productivity goals.

- Conducted detailed pledge verification processes and managed data entry for funding pledges.

2007 - 2008 & 2009 - 2010

Epic Star Telemarketing

Dedicated Telemarketer for sales of identity theft and credit protection services for Discover Card account holders.

- Exceeded sales quotas for new accounts for existing Discover Card patrons.
- Provided training for other sales associates based on results achieved and enhanced communications capabilities.
- Performed quality monitoring of calls, follow-up training, and render continuous improvement reports to management.

2009

Global Contract Services

Telemarketer for sales of credit card protection and additional protective services.

- Met or exceeded sales quotas for new accounts.
- Successfully generated leads for additional company products, to include accidental death and injury insurance plans.

2005 - 2006

Tele Tech

Customer Service Representative for large regional cable television services company.

- Met or exceeded sales quotas for new accounts.
- Performed Tier 1 troubleshooting repair/restore services by phone.

Education & Certifications

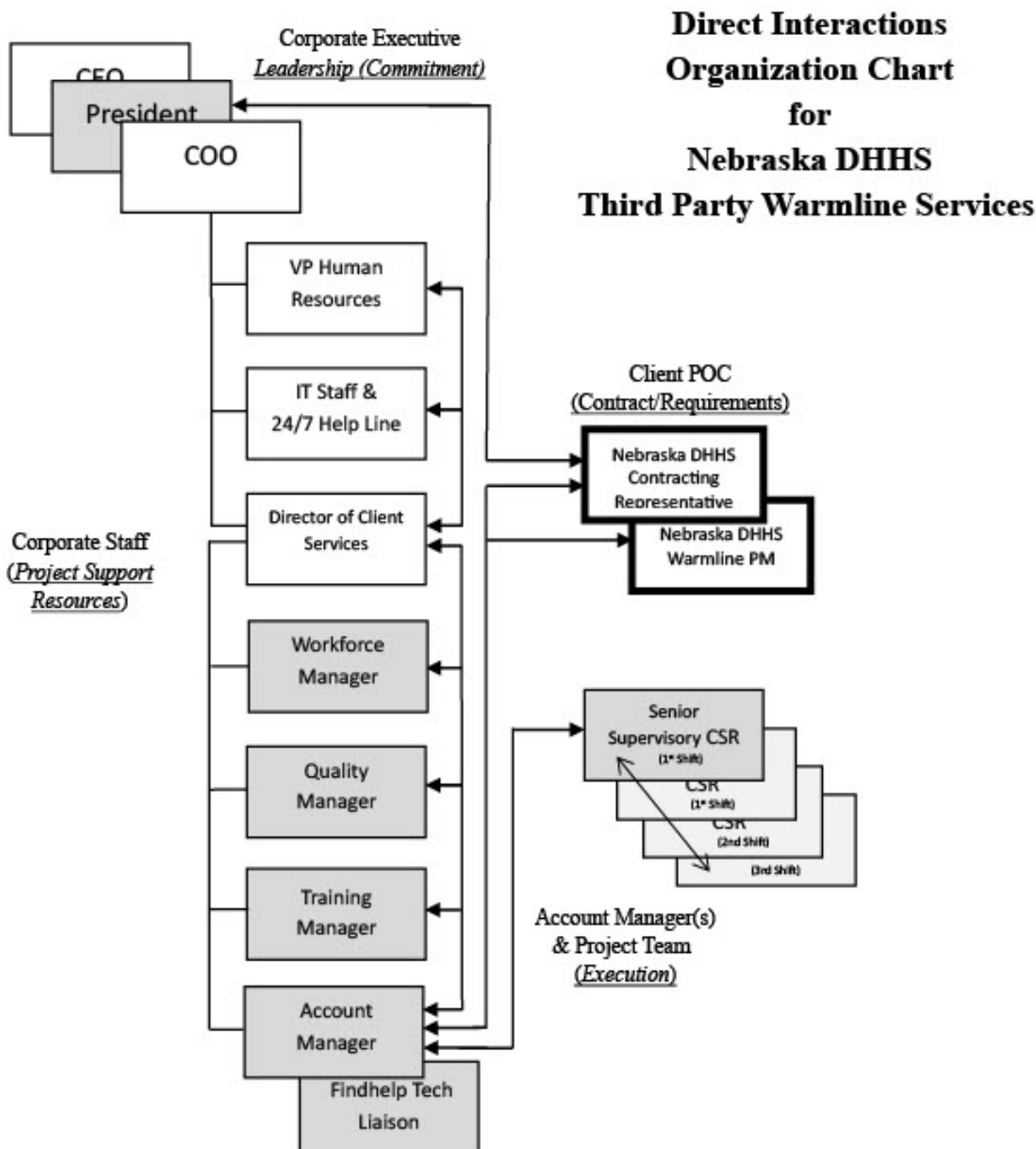
Coursework (110 credits) in Psychology, Ashford University, 2010-2013

Coursework (45 credits) in Elementary Education, University of Phoenix, 2016-2017

Coursework (15 credits) for Medical Assistant certificate, West Virginia Business College, 1998

10.2 Project Organizational chart

The org chart shown here is purpose-built, showing roles, relationships, and responsibilities. The shaded positions are the positions that will be working on the contract day-to-day. The corporate staff assets (Workforce Manager, QA Manager, and Training Manager) provide direct support and reporting to the Account Manager. A member of the corporate leadership team is accessible to the DHHS Contracting Officer. The Account Manager is also available to the Contracting Officer as well as the DHHS PM. The CSRs on shift cover 24/7 operations.



10.3 DI Disaster Recovery Plan



Disaster Recovery & Business Continuity Plan

1. Plan Objective & Cloud Infrastructure:

The primary objective of this Disaster Recovery Plan (DRP) is to provide a framework that ensures continuous operation and rapid recovery of our remote call center's cloud-based services in the event of a disaster. Direct Interactions' remote call center utilizes Microsoft 365 (MS 365) for productivity, collaboration, and communication, while Amazon Web Services (AWS), specifically Amazon Connect, powers our call center platform. Given our expert implementation of two major cloud service providers' software solutions, our strategy revolves around leveraging their inherent resilience capabilities while adhering to additional internal measures designed to mitigate potential service disruptions.

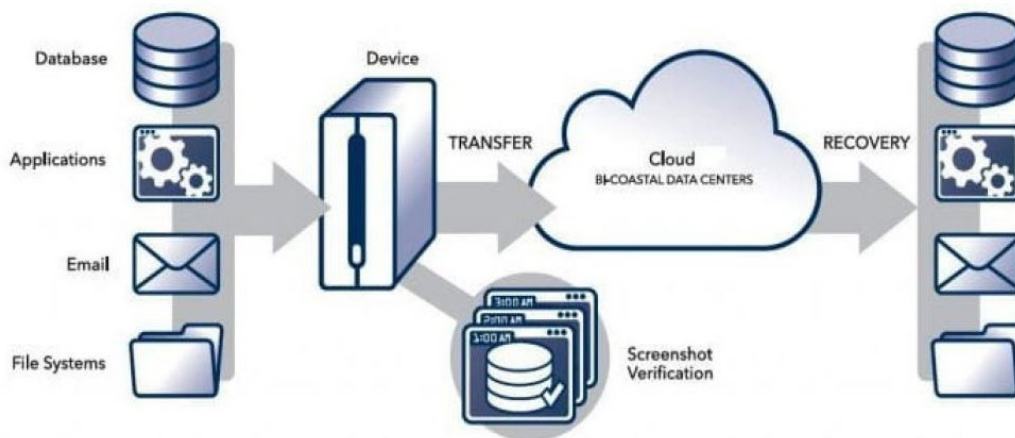
2. Immediate Response & Failover Measures:

Our company provides immediate response and failover measures to maintain seamless operations within our tech stack, comprising Microsoft 365, Amazon Connect/AWS Services, and Amazon WorkSpaces Thin Client devices. In the event of any disruption, our automated failover protocols promptly engage, diverting services to backup systems to minimize downtime. Microsoft 365's cloud-based resilience ensures continued collaboration and communication, while Amazon Connect/AWS's scalable infrastructure adapts to fluctuating demands.

Additionally, Amazon WorkSpaces Thin Client devices provide a flexible, secure, and efficient virtual desktop environment, ensuring uninterrupted access to critical applications and data. Our distributed remote workforce further contributes to business continuity by allowing operations to continue smoothly across various locations, mitigating the impact of localized disruptions. Direct Interactions' current infrastructure support to Citizens is from an east coast node on the Amazon nationwide data center network with failover protection to a west coast node.

3. Restoration and After-Action Review:

Once the primary service disruption is resolved, Direct Interactions' IT team initiates the service restoration process to switch back from the failover systems to the primary systems. Data reconciliation will be performed to merge the data generated during the outage with our primary systems. Following any Disaster Recovery event, a thorough review will be conducted to understand the root cause, effectiveness of our Disaster Recovery measures, and areas for improvement. Feedback from this review will be used to enhance the DRP, ensuring our call center's resilience against future disasters.



Direct Interactions' disaster recovery and emergency mode operation plan includes the following:

- Current cloud backups of the information systems and services developed and updated on third party cloud service providers.
- Current copy of the written backup procedures developed and updated pursuant to this policy.

After identification of an emergency, Direct Interactions' response team is responsible for the following:

- Determining the impact of a disaster and/or system unavailability.
- Identifying and implementing strategic solutions during such time information systems are unavailable.
- Taking steps necessary to restore operations with 24/7/365 access to executive points of contact provided to Citizens' key personnel promoting transparency and availability as part of our process.

Procedures for responding to loss of electronic data, retrieval and loading of backup data or methods for recreating data are implemented. The procedures for data restoration are based on the findings performed as part of Direct Interactions' risk analysis.

Telephone numbers and contact information for all persons to be contacted in the event of a disaster are documented, including the following:

- Members of the immediate response team
- Contact information for all current Information systems vendors
- All current workforce members

The Direct Interactions disaster recovery team meets every six months to:

- Review the effectiveness of the DRP in responding to any disaster or threat that arises.
- Coordinate planned drills to test the effectiveness of the plan and evaluate the results of such drills annually.
- Key stakeholders include Direct Interactions' President, CEO, IT & Security Officer, Chief Client Officer, Cloud Infrastructure Specialist, Operations Management, Workforce

Manager, Quality & Performance Manager, HR Director, Training Manager, Compliance Officer, and Internal Communications Manager. (Contact Directory provided upon contract award.

4. DI Communication Plan for Disaster Recovery and Business Continuity

4.1 Communication Objectives

- Ensure timely, accurate, and clear communication during and after a disaster.
- Maintain operational transparency with staff, clients, and vendors.
- Support smooth transitions during failover and restoration phases.
- Document and disseminate lessons learned post-incident.

4.2 Key Stakeholders & Roles: Stakeholder Group Responsibilities

- Immediate Response Team: Initiate communication, assess impact, and coordinate response.
- IT Team: Manage failover, restoration, and technical updates.
- Operations Management: Coordinate agent workflows and client updates.
- HR & Training: Support staff communication and training during DR events.
- Vendor Liaisons: Coordinate with Microsoft, AWS, and other service providers.

4.3 Communication Channels: Channel Purpose

- Microsoft Teams (Local/Offline): Internal coordination (when online).
- AWS SES (Backup Email): Primary email communication during MS 365 outages.
- SMS/Text Alerts: Immediate alerts to staff and leadership.
- Phone Trees: Manual backup for critical communications.
- Cross-Platform Communication Backup: Communication redundancy utilizing AWS and MS Teams as failover platforms.

4.4 Communication Triggers & Templates: Trigger Events

- Microsoft 365 outage
- AWS Connect outage
- Failover activation
- Restoration to primary systems
- Completion of DR event and review

4.5 Sample Message Templates

Initial Alert (Internal):

Subject: ALERT - Service Disruption Detected

We are currently experiencing a disruption. The DR team has activated failover processes and will provide updates via SMS & AWS SES.

- Direct Interactions DR Team

4.6 Client Notification

Subject: Service Update from Direct Interactions

Dear Client,

We are currently addressing a temporary service disruption. Our failover systems are active. Additional communications will be provided as needed. Thank you for your understanding.

DI Security Team

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10.4 Acknowledgment and Acceptance of Sections II–IV (Terms and Conditions, Vendor Duties, and Payment)

Pursuant to Section VI(3)(c) of RFP #123190 O3, the following statement formally acknowledges that Direct Interactions, Inc. has reviewed in full and hereby accepts all contractual provisions contained within **Sections II, III, and IV** of the State of Nebraska Department of Health and Human Services Request for Proposal for Third Party Warmline Services.

Each section is addressed below as required.

Section II – Terms and Conditions

**Accept All Terms and Conditions Within Section
as Written (Initial)**

MS

**Exceptions Taken to Terms and
Conditions (Initial)**

Statement of Compliance

Direct Interactions, Inc. acknowledges that it has read, understands, and accepts all Terms and Conditions of Section II of RFP #123190 O3 without exception.

The company agrees to be legally bound by all accepted terms and conditions and affirms that no alternative or substitute contractual documents are proposed.

Section III – Vendor Duties

**Accept All Vendor Duties Within Section as
Written (Initial)**

MS

**Exceptions Taken to Vendor Duties
(Initial)**

Statement of Compliance

Direct Interactions, Inc. certifies that it has reviewed and fully accepts the Vendor Duties described in Section III of RFP #123190 O3 as written.

The company acknowledges its role as an independent contractor and accepts all related responsibilities, obligations, and performance standards as outlined by the State.

Section IV – Payment

**Accept All Payment Provisions Within Section as
Written (Initial)**

MS

**Exceptions Taken to Payment
Provisions (Initial)**

Statement of Compliance

Direct Interactions, Inc. acknowledges that it has reviewed and accepts all Payment terms and conditions contained in Section IV of RFP #123190 O3, including invoicing, reimbursement, and reporting provisions, without modification.

The company agrees to comply with all invoicing and payment requirements and understands that no additional terms, fees, or surcharges are proposed beyond those included in this solicitation response and accompanying Cost Sheet.

Authorized Signature: Matt Story

Matt Story, President
Direct Interactions, Inc.
October 20, 2025

10.5 Technical Specifications Document and DI Acknowledgement of factors in Architecture, Data Management, Security & Compliance, and Operations

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Technical Specifications
RFP#: Warmline
State of Nebraska, Department of Health and Human Services

IMPORTANT:

Please note that any additional costs must be captured in the Cost Proposal and NOT within in the technical response.
Failure to adhere to these instructions will result in the bidder being deemed as "non-responsive".

General Guidelines for Vendors

1. **Thoroughly Review Requirements:** Carefully read each requirement, including subpoints, and links in the requirement. Ensure responses clearly address each aspect of the requirement.
2. **Provide Supporting Details:** Each response shall include clear descriptions, processes, tools, or diagrams demonstrating how the solution meets the requirement.
3. **Organize Responses:**
 - Use headings and subheadings to structure responses.
 - Include bullet points for clarity.
4. **Use Standards and Best Practices:**
 - Refer to relevant standards (e.g., Section 508, NIST, FIPS, HIPAA).
 - Provide details of certifications, tools, and industry-compliant processes.
5. **Clarity and Precision:**
 - Avoid vague language or ambiguous claims.
 - Use concise, professional terminology.
 - Ensure responses are tailored to DHHS requirements and align with federal and state guidelines.
6. **Supporting Artifacts:**
 - Include visuals such as diagrams, charts, and flowcharts where applicable.
 - Reference external documents or standards as appropriate.
7. **Testing and Validation:** Detail testing approaches, validation processes, and evidence that the solution meets outlined expectations.

Specific instructions to complete Technical Requirements

Bidders are to refrain from providing a solution that would result in additional fees and/or expressing that a feature or functionality is available at an additional cost.

This document contains four tables for each Technical Requirement type. The requirement types are as follows:

Requirement Type	Range
Architecture	ARCH-01 - ARCH-06
Data Management	DM-01 – DM – 04
Security and Compliance	SPC-01 – SPC-09
Operations	OM-01 – OM-05

For each requirement listed under the tables in this document, the bidder shall choose whether the solution “Met the Requirement” then choose the “Implementation Approach” and the “Bidder’s Response” by following the instructions provided for each requested information directly below.

Met The Requirements

Within each requirement there is a dropdown option to select three options to answer whether the bidder will meet the requirement or not. The available options to choose from and the descriptions are as follows.

Available Options	Description
YES	The Bidder confirms that the solution meets the specified requirement.
NO	The Bidder confirms that the solution does not meet their requirement.
MET WITH DEVIATION	The Bidder Confirms that the solution meets the specified requirement with deviation taken to the specified requirement. (If this option is selected, then the bidder shall describe the deviation taken).

Implementation Approach:

The Implementation Approach requested in this document can be described as the methodology that will be utilized by the bidder to meet the specific requirement. Within each requirement there is a dropdown option provided to select the Implementation Approach from which an option must be selected. The available options to choose and the descriptions are as follows:

Available Options	Description
Out of Box (OOB)	Indicates that the functionality is available in the solution without any modifications.
Customization	Refers to changes made to the base product to meet specific requirements. This may involve coding or other significant alterations.
Configuration	Refers to adjustments or settings changes within the solution that do not require coding but adapt the product to meet requirements.
TPS	Met with third party software.
NA	Not Available.

Bidder's Response

As bidders prepare responses to each individual requirement, the responses are expected to address the individual requirement in a manner that demonstrates to the State that the bidder understands the requirement and how the bidder will meet the specific requirement. If the bidder's response simply repeats the requirement, acknowledges, or adds sales materials in the bidder's response, the State reserves the right to deem the response as a "Non-Responsive Solicitation Response". However, if needed to appropriately explain the bidder's response, a mix of tables, graphical details, and written narrative is acceptable.

The bidder's response to each requirement must include confirmation and a detailed explanation for the Implementation Approach taken. Bidders shall capture any assumptions, risks, or dependencies related to fulfilling each individual requirement.

Provide specifics, such as:

- Tools or methods used.
- Estimated effort for customizations/configurations.

ARCHITECTURE	
Number	Requirement Description
ARCH-01	Describe the bidder solution to addressing the following architectural details:
	Technology Architecture: Describe the software components, including third-party software products, open-source libraries, and utilities that complete the platform for running a service or supporting an application. This section should document any technical requirements for accessing the software, including but not limited to client desktop installs, etc. Further, the section should clearly outline any State required infrastructure, such as setting up VPN, SFTP, etc., to implement or operate the system.
	Network Architecture: Describe the means of communication, the method of sending and receiving information, between the assets in the Technology Architecture.
	Application Architecture: Describe how the solution components are assembled and interact to meet the business needs. Describe the solution's ability to manage and store documents and attachments.
	Data Flow Architecture: Describe the data flows into and out of the system boundary, include transmission and storage, along with ports, protocols, and services of all inbound and outbound traffic.
ARCH-02	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	DI's solution leverages Amazon Connect in AWS GovCloud for technology architecture. No desktop installs required; agents connect securely via browsers with MFA. Network architecture provides redundant TLS 1.2+ connections. Application architecture integrates Amazon Connect, Zendesk CRM, and Findhelp, allowing document storage and referral tracking. Data flows are encrypted with AES-256, ports limited to HTTPS, and fully audited.
	Describe the bidder solution to address the following:
ARCH-02	* Type of Software – SaaS, PaaS or, IaaS
	* Licensing Model- Perpetual or Subscription based licenses
	* Single or Multi-Tenant architecture
	Met the requirement: YES
ARCH-02	Implementation Approach: Configuration / Out of Box
	The DI Warmline operates under a SaaS model using Amazon Connect. Licensing is subscription-based. The system is multi-tenant with secure partitioning for DHHS. This model ensures scalability, cost-effectiveness, and compliance.
ARCH-03	The bidder solution must be a cloud-based hosted environment with all components and data residing in the United States and consisting of ready-made software products that do not require major modifications but support customization to meet the functional requirements. Bidder must describe how the approach will meet these requirements.

	<p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p> <p>Direct Interactions meets this requirement using Amazon Connect hosted in AWS GovCloud, integrated with Findhelp for closed-loop referrals, and supported by DI's secure remote workforce. Our solution is HIPAA compliant, FedRAMP aligned, and configured for resilience, scalability, and full compliance with Nebraska DHHS standards.</p>
ARCH-04	<p>The bidder solution must provide multiple environments concurrently to support functions, including but not limited to production, testing, and training. Bidder must describe how their approach will meet these requirements.</p> <p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p> <p>The solution is fully scalable. AWS Auto Scaling and DI's Rapid Response Workforce allow capacity increases within hours. This ensures the Warmline can handle Nebraska call surges.</p>
ARCH-05	<p>Bidder shall review the accessibility requirements described in the following:</p> <ul style="list-style-type: none"> • Section 508 compliance standards (https://www.section508.gov/manage/laws-and-policies/) • 45 CFR Part 85 (https://www.ecfr.gov/current/title-45/subtitle-A/subchapter-A/part-85) • State of Nebraska Accessibility requirements (https://nitc.nebraska.gov/standards/index.html#2). <p>Bidder must indicate how the solution will meet such requirements as they relate to the accessibility requirements for each of the items listed above.</p> <p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p> <p>The solution integrates via secure APIs. Findhelp integration enables referral tracking. Architecture supports future expansion such as AI, mobile apps, or advanced analytics.</p>
ARCH-06	<p>The bidder's solution must provide Scalability and High Availability Architecture. The bidder must describe how the solution will meet this requirement. The response must include, at a minimum the following details:</p> <p>* The system architecture must support scaling with increased load.</p>



	<ul style="list-style-type: none">* The system must provide high availability to support minimum disruptions to the business operations.* The system must handle notifications when a component or interface endpoint is unavailable.* The system must handle performance functionality and monitoring tools.* The system must handle recovery of failed transactions because of a component failure.* The system must be available online 24 hours a day and 7 days a week.
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	Direct Interactions meets this requirement using Amazon Connect hosted in AWS GovCloud, integrated with Findhelp for closed-loop referrals, and supported by DI's secure remote workforce. Our solution is HIPAA compliant, FedRAMP aligned, and configured for resilience, scalability, and full compliance with Nebraska DHHS standards.

DATA MANAGEMENT	
Number	Requirement Description
DM-01	The bidder solution must use industry standard cryptographic modules such as those certified to meet FIPS 140-2/-3 for encrypting data at rest and in transit. Bidder must describe how the approach will meet this requirement.
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	Data is encrypted at rest (AES-256) and in transit (TLS 1.2+). Storage is in AWS GovCloud, compliant with HIPAA, NIST, and FIPS.
DM-02	The bidder's solution must support data integration. The bidder must describe how the solution will meet this requirement. The response must include, at a minimum, the following details:
	* Ability to import and export data using these file types (XML, JSON, CSV).
	* Support for integration using industry standards approaches and principles for REST APIs and Webservices.
	* Support for industry integration data standards where applicable such as Health Level 7 (HL7), Fast Healthcare Interoperability Resources (FHIR), X-12, HIPAA.)
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	Access is restricted via RBAC and MFA. All activity is logged and monitored to meet Nebraska DHHS security requirements.
DM-03	The bidder solution must securely dispose of State data from its systems upon request and in accordance with the National Institute for Standards and Technology (NIST) Special Publication 800-88 revision 1 (https://nvlpubs.nist.gov/nistpubs/SpecialPublications/NIST.SP.800-88r1.pdf) and must provide to the State of Nebraska a certificate of data destruction. Bidder must describe how the approach will meet this requirement.
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box



	<p>Secure APIs handle data exchange with Findhelp. Closed-loop referrals are encrypted and tracked. PHI is never transmitted outside of compliant systems.</p>
DM-04	<p>Bidder shall review the data retention requirements described in the following:</p> <ul style="list-style-type: none">· 45 CFR Part 164.316 (https://www.ecfr.gov/current/title-45/subtitle-A/subchapter-C/part-164/subpart-C/section-164.316) <p>Bidder must meet all the capabilities and/or requirements as outlined for each of the items and indicate how the solution will meet such requirements as they relate to the data retention requirements.</p>
	<p>Met the requirement: YES</p>
	<p>Implementation Approach: Configuration / Out of Box</p>
	<p>Automated encrypted backups in AWS GovCloud. Retention policies follow state/federal standards. Rapid recovery procedures ensure continuity.</p>

SECURITY AND COMPLIANCE	
Number	Requirement Description
SPC-01	<p>Bidder shall review the standards and policies described in the following:</p> <ul style="list-style-type: none"> * DHHS Information Technology (IT) Security Policies and Standards (http://dhhs.ne.gov/ITSecurity). * Nebraska Information Technology Commission (NITC) Standards and Guidelines (https://nitc.nebraska.gov/standards/index.html). * Health Insurance Portability and Accountability Act (HIPAA) of 1996. * Health Information Technology for Economic and Clinical Health Act (HITECH) of 2009 * Nebraska Electronic Signature Statute (http://www.nebraskalegislature.gov/laws/statutes.php?statute=86-611) * Privacy Act of 1974 * 45 CFR 164 Security standards for PHI * Office of the National Coordinator's Nationwide Privacy and Security Framework for Electronic Exchange of Individually Identifiable Health information * Family Educational Rights and Privacy Act (FERPA) [statute] and [regulations]; and * Any other state or federal law, regulation, or administrative rule relating to the specific DHHS program area that Contractor supports on behalf of DHHS. <p>Bidder must meet all the capabilities and/or requirements as outlined for each of the items and indicate how your solution will meet such requirements as they relate to the standards and policies described above.</p>
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	System complies with HIPAA, NIST 800-53, and FedRAMP High. Encryption is TLS 1.2+ in transit and AES-256 at rest. Continuous monitoring and intrusion detection are active.
SPC-02	<p>The bidder must agree to conduct an independent, third-party penetration test for the solution in which they are offering within one year prior to the anticipated go-live date, that includes, at a minimum, the Open Web Application Security Project (OWASP) Top 10. Identified risks must be classified by severity and additional information must be provided for any risks identified as medium and above. This must be conducted at no additional charge to the State. Bidder must conduct this test at the appropriate time and describe how their approach will meet these requirements.</p>
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	All users require MFA. Access is RBAC-controlled. VPN tunneling secures remote connectivity.

SPC-03	The bidder must agree to conduct an annual independent third-party penetration test of the solution that includes the Open Web Application Security Project (OWASP) Top 10. The report must provide details of the critical, high, and medium findings and associated risks. This must be conducted at no additional charge to the State. Bidder must conduct this test at the appropriate time and describe how the approach will meet these requirements.
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	Direct Interactions meets this requirement using Amazon Connect hosted in AWS GovCloud, integrated with Findhelp for closed-loop referrals, and supported by DI's secure remote workforce. Our solution is HIPAA compliant, FedRAMP aligned, and configured for resilience, scalability, and full compliance with Nebraska DHHS standards.
SPC-04	The bidder must agree to conduct an independent, third-party security and privacy controls assessment that aligns with the National Institute for Standards and Technology (NIST) SP 800-53 moderate standard, within one year prior to the go-live date. Identified security gaps must be classified by severity and additional information must be provided for any gap identified as medium and above. This must be conducted at no additional charge to the State. Bidder must conduct this assessment at the appropriate time and describe how the approach will meet these requirements
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	Incident response follows NIST standards. All events logged, escalated, and reported to DHHS as required. Root-cause analyses drive improvements.
SPC-05	The bidder must agree to conduct an annual independent third-party security controls assessment that meets the National Institute for Standards and Technology (NIST) SP 800-53 moderate standard. The report must provide details of the critical, high, and medium findings and associated risks. This must be conducted at no additional charge to the State. Bidder must conduct this assessment at the appropriate time and describe how the approach will meet these requirements.
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	Annual HIPAA and cybersecurity training required for all DI staff. Covers phishing, secure data handling, and incident response.

SPC-06	<p>Describe the bidder solution for the following:</p> <ul style="list-style-type: none"> * Support for self-service password activities. * Automatic log-off procedures after determined time of session inactivity. * Automatic account disablement after 120 days of inactivity. * Administrators' ability to lockout user(s). * Support and approach for single sign-on with State Active Directory. * Support and approach for Multi-Factor Authentication. * Automatic locking of account after determined number of failed logon attempts. <p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p>
	<p>Direct Interactions meets this requirement using Amazon Connect hosted in AWS GovCloud, integrated with Findhelp for closed-loop referrals, and supported by DI's secure remote workforce. Our solution is HIPAA compliant, FedRAMP aligned, and configured for resilience, scalability, and full compliance with Nebraska DHHS standards.</p>
SPC-07	<p>The bidder solution must use role-based security. Bidder must describe how the approach will meet this requirement</p> <p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p> <p>Encryption methods meet FIPS 140-2. AWS KMS ensures secure key management and rotation.</p>
SPC-08	<p>Describe the bidder solution for the following:</p> <ul style="list-style-type: none"> * How user accounts are assigned and managed. * How the system provides usage reports, such as a listing of all users and their last usage date. * How the system supports authorization at an attribute/field level (e.g., edit, view). <p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p> <p>Annual penetration testing and vulnerability scans by certified third parties. Remediation occurs per DI security policies.</p>



SPC-09	<p>Bidder shall review the State DHHS Information Technology (IT) Audit Standards located at: (https://www.dhhs.ne.gov/ITSecurity).</p> <p>Bidder must meet all the capabilities and/or requirements as outlined and indicate how the solution will meet such requirements. As a part of the bidder’s response, at minimum, the State desires specific information regarding the following elements:</p> <ul style="list-style-type: none">· Detail the data elements that are audited.· Outline the level of audit tracking being maintained.· Provide a sample of their audit reports.· Capabilities for automated audit log evaluation to identify security issues.· How the bidder monitors, identifies, and reports on events impacting the system, such as attacks and other unauthorized use of the system. <p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p> <p>Regular privacy and risk assessments conducted. Compliance validated via internal audits and external certifications.</p>
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OPERATIONS	
Number	Requirement Description
OM-01	Describe the Business Continuity and Disaster Recovery (BCDR) plan for the solution being offered. Bidder's response must describe, at a minimum, the plan to include the following information: * Procedures for data backup, restoration, communication to the State of Nebraska, and emergency mode operations in the event of: a. Hardware or Software Failures. b. Human Error. c. Natural Disaster; and/or d. Other unforeseeable emergencies.
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	DI provides 24/7/365 Warmline coverage. Agents use trauma-informed care and motivational interviewing to support families.
OM-02	The bidder must agree to conduct a full disaster recovery test for the solution in which they are offering prior to the anticipated go-live date. The most recent test must be within one year prior to the Full Launch Date*. * This must be conducted at no additional charge to the State. Bidder must conduct this test at the appropriate time and describe how the approach will meet these requirements.
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box
	Quality monitoring applied to at least 5% of calls. Supervisors coach CSRs based on QA results.
OM-03	The bidder must agree to conduct an annual disaster recovery test for the solution and submit the annual results to the designated individual for the State of Nebraska. This must be conducted at no additional charge to the State. Bidder must conduct this test at a mutually agreed time not to exceed 12 months from the previous run and describe how the approach will meet these requirements.
	Met the requirement: YES
	Implementation Approach: Configuration / Out of Box

	Direct Interactions meets this requirement using Amazon Connect hosted in AWS GovCloud, integrated with Findhelp for closed-loop referrals, and supported by DI's secure remote workforce. Our solution is HIPAA compliant, FedRAMP aligned, and configured for resilience, scalability, and full compliance with Nebraska DHHS standards.
OM-04	<p>The bidder solution shall meet the following:</p> <ul style="list-style-type: none"> * Compliance with the Recovery Time Objective (RTO) of within 24 hours when the system outage is declared as a disaster. * Compliance with the Recovery Point Objective (RPO) of four hours of data lost before the disaster event. <p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p> <p>DI's Rapid Response Workforce allows surge staffing within 24–48 hours. Procedures ensure uninterrupted operations during call spikes.</p>
OM-05	<p>Describe the bidder solution for the following:</p> <ul style="list-style-type: none"> * Overall testing strategy and support for the following testing types: unit testing, system testing, integration testing, regression testing, user acceptance testing (UAT), parallel testing, performance and load testing, manual and automated and/or scripted testing, and end-to-end integration testing. * Approach to planning and preparing the test/staging environment. * Approach to conducting each test level. * Approach for testing nonfunctional requirements (security, performance, etc.). * Approach to test documentation (e.g., test cases, test scripts, test case matrices added as the design configuration progresses). * Approach to quality control/quality assurance. * Approach to test results reporting, traceability, and metrics. <p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p> <p>System uptime SLA is 99.99%. AWS redundancy and DI's distributed model maintain continuity.</p>

OM-06	<p>Describe the bidder solution for software maintenance processes that address the following:</p> <ul style="list-style-type: none"> * Approach to managing software versions to ensure bidder support. * Approach to Change Management, including defects and enhancements. * Approach to testing and release management. * Approach to maintaining integrations with external and internal trading partners.
OM-07	<p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p>
	<p>Direct Interactions meets this requirement using Amazon Connect hosted in AWS GovCloud, integrated with Findhelp for closed-loop referrals, and supported by DI's secure remote workforce. Our solution is HIPAA compliant, FedRAMP aligned, and configured for resilience, scalability, and full compliance with Nebraska DHHS standards.</p>
	<p>Describe the incident management process that will be used to report business and security incidents (such as any unauthorized access to, or incidents where data may have been compromised)</p>
	<p>Met the requirement: YES</p> <p>Implementation Approach: Configuration / Out of Box</p>
	<p>DI maintains a full DR/BCP plan. Telephony redundancy, secure data backups, and distributed workforce ensure uninterrupted service.</p>