



Nebraska Child Support Enforcement (CSE) Customer Call Center services

"RFP Number: 126010 O3"

Due: July 28, 2026 @2:00 PM Central Time

Submitted by:

Arman Dhar, Account Director

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Submitted to:

State of Nebraska (Department of Health and Human Services)

Name: Bradley Murphy, Procurement Contract Officer

Agency: Nebraska Department of Health and Human Services

Address: 301 Centennial Mall South, Suite 500

Lincoln, NE 68509

Telephone: 402-471-5584

E-Mail: dhhs.rfpquestions@nebraska.gov

Contents

Cover Letter	3
1. Corporate Overview	6
a. Bidder Identification And Information	6
b. Financial Statements	6
c. Change Of Ownership	12
d. Office Location	12
e. Relationships With The State	12
f. Bidder's Employee Relations To State	12
h. Summary Of Bidder's Corporate Experience	13
I. Summary Of Bidder's Proposed Personnel/Management Approach	20
2. Technical Approach	33
a. Understanding of the project requirements;	33
b. Proposed development approach;	35
c. Technical considerations;	51
d. Detailed project work plan, management and implementation; and	56
e. Deliverables and due dates.	74
Contractual Agreement Form	77
Completed Sections II-IV	79

Cover Letter

To: State of Nebraska
Department of Health and Human Services (DHHS), Office of Procurement and Grants

Attn: Bradley Murphy, Procurement Contract Officer

Date: July 28, 2026

Re: Solicitation No. 126010 O3 – Nebraska Child Support Enforcement (CSE) Customer Service Call Center Services

Tryfacta, Inc. is pleased to submit its response to the State of Nebraska, Department of Health and Human Services (DHHS), for **Solicitation No. 126010 O3, Nebraska Child Support Enforcement (CSE) Customer Service Call Center Services**. Tryfacta understands that DHHS is seeking more than personnel to answer calls; the State requires an accountable service partner capable of managing a centralized, customer-focused operation that provides Nebraska families and Child Support Program stakeholders with timely, accurate, respectful, and secure access to information while maintaining workforce stability, service continuity, regulatory compliance, and measurable operational performance.

Founded in 1996, Tryfacta is a nationwide provider of customer support, call center, service desk, workforce management, professional services, and operational support solutions to federal, state, local, healthcare, human services, transportation, education, and other regulated organizations. Tryfacta supports **4,500+ active professionals nationwide** through an established delivery organization and applies technology-enabled governance, structured workforce management, quality assurance, information security, reporting, and continuous-improvement practices across public-sector programs. Our corporate delivery model is supported by PMBOK-aligned project management, ITIL-based operations, ISO 9001:2015 quality practices, ISO/IEC 27001-aligned information security controls, ISO/IEC 20000-1 service management practices, and CMMI Level 3-aligned delivery processes.

Tryfacta has carefully reviewed the operating environment of Nebraska's Child Support Program and recognizes the importance of the Wausa Call Center as the centralized telephone customer-service function supporting an approximately **85,000-case CSE program**. Callers include custodial and noncustodial parties, applicants for child support services, recipients of TANF, Medicaid, SNAP, and Child Care Subsidy benefits, employers, Nebraska courts, County Attorneys, Clerks of the District Court, and CSE personnel throughout the State. We further understand the important boundary of this engagement: the awarded Vendor will perform **customer-service functions only and will not perform Child Support case-management functions such as establishment, enforcement, modification, locate, paternity, or intergovernmental casework**.

The operating scale requires a disciplined workforce and queue management. The RFP identifies approximately **35,000 live-agent calls per quarter**, while the Addendum reports 70,552 calls during January through June, or approximately **11,759 calls per month**, with an average handle time of 4 minutes and 31 seconds. DHHS further clarified that all incoming calls must be answered by a live operator. Tryfacta has structured its delivery approach around these workload characteristics, peak-day demands, the required operating hours of Monday through Friday from 8:00 a.m. to 5:00 p.m. Central Time, and the contractual requirements governing queue and hold performance.

Tryfacta's proposed workforce model is specifically aligned to DHHS requirements. We will maintain a minimum of **fourteen (14) full-time Customer Service Representatives**, including **two (2) dedicated outbound/outreach CSRs**, supported by the supervisory, training, quality, administrative, recruiting, security/compliance, and management functions necessary to sustain reliable operations. A full-time **On-Site Call Center Manager** will provide direct operational control from the Wausa facility and will be responsible for staffing, employee management, training coordination, service performance, information security, escalations, and coordination with CSE. Tryfacta will serve as the **Prime Contractor under a single-firm delivery model, without subcontractors**, maintaining one point of accountability to DHHS.

Our management structure combines local operational leadership with experienced corporate oversight. **Pradeep Singh, PMP**, will provide Project Manager-level contract governance, DHHS coordination, performance oversight, risk management, reporting, and corrective-action accountability. Tryfacta's proposed Nebraska-based on-site leadership

provides direct support to the Wausa operation, while our recruiting, HR, QA, training, security/compliance, and executive teams provide the additional organizational capacity needed to maintain staffing, resolve issues, and support uninterrupted service delivery. This layered structure separates daily floor management from contract-level governance while maintaining clear accountability and escalation paths.

Tryfacta recognizes that **workforce continuity during transition is one of the most important success factors for this engagement**. Our approach combines incumbent employee retention with targeted Nebraska recruitment, background screening, onboarding, training, readiness validation, and contingency staffing. DHHS has confirmed that it will facilitate communication with incumbent employees and that the awarded Vendor may use a combination of retained incumbent personnel and newly recruited personnel, provided the Call Center remains at full staffing capacity. Tryfacta will mobilize immediately upon contract execution, protect uninterrupted operations, and achieve full operational readiness for the required **October 1, 2026, 8:00 a.m. Central Time operational start**. Transition and stabilization activities that appropriately continue within the 45-day transition period will be managed without interrupting normal Call Center operations.

The **Wausa Call Center will remain the operational center of the engagement**. Tryfacta will provide full-time on-site management and maintain the physical operational presence required by DHHS. Where DHHS authorizes remote work following required training and probationary requirements, Tryfacta will limit such work to eligible Nebraska-based personnel and maintain the same performance, security, supervision, documentation, and customer-service expectations applicable to the Wausa operation. Tryfacta will also maintain the required continuity and remote-work procedures for circumstances such as inclement weather or other events affecting access to the physical facility.

Tryfacta's operating approach is designed to work **within DHHS's established technology environment rather than introduce unnecessary replacement technology**. Assigned personnel will use State-provided CHARTS, telephony, Voice Response Unit (VRU), hardware, software, and other authorized technology for program operations. Tryfacta will supplement these State systems only with its internal corporate governance capabilities, including Microsoft Dynamics 365, Teams, SharePoint, Power BI, and JobDiva, for authorized workforce planning, management reporting, internal coordination, recruiting, and program oversight. The Addendum confirms that DHHS will supply the technology required for performance of the Call Center services.

Because CSE customer-service personnel may access highly sensitive personal, financial, health, employment, address, and Child Support information, Tryfacta will maintain disciplined information-security and personnel-security controls throughout the engagement. Our approach incorporates DHHS security policies, Nebraska Information Technology Commission requirements, HIPAA Business Associate requirements, applicable IRS security expectations, background screening, role-based system access, confidentiality controls, security-awareness training, incident escalation, and secure handling of State information. Tryfacta's existing experience supporting government, healthcare, and human-services organizations provides the organizational maturity necessary to operate within environments where privacy, auditability, appropriate access, and public trust are fundamental requirements.

Tryfacta brings relevant public-sector and regulated-environment experience through engagements supporting organizations such as the **National Labor Relations Board (NLRB), State of New Hampshire Department of Health and Human Services, Commonwealth of Massachusetts Executive Office of Health and Human Services, Harris County Public Health, Santa Clara Health System, Pinal County Public Health, State of Michigan, Sound Transit, and other federal, state, local, healthcare, and human-services organizations**. These engagements demonstrate Tryfacta's ability to manage high-volume customer and end-user interactions, dedicated workforces, secure information access, escalation and issue management, training and knowledge continuity, performance reporting, corrective action, and sustained service delivery in government environments.

For example, Tryfacta currently operates as Prime Contractor and Single Vendor supporting the NLRB across its Washington, D.C. Headquarters and 26 Regional Offices, supporting approximately 1,200–1,500 federal users and managing approximately 1,200–2,000 monthly support interactions. The engagement demonstrates centralized contractor accountability, structured intake and escalation, workforce coordination, performance management, secure access, Root Cause Analysis and Corrective Action Plan management, knowledge management, reporting, and continuity across a distributed federal environment, capabilities directly applicable to the governance and operational discipline required by DHHS.

Throughout this engagement, Tryfacta will emphasize **accuracy, professionalism, empathy, confidentiality, and ownership of the customer interaction**. CSRs will be trained to follow DHHS desk guides and procedures, document calls and required follow-up in CHARTS, appropriately update authorized customer information, use established escalation processes, support TDD access, and make telephonic interpretation available for customers requiring multilingual assistance. Quality monitoring, coaching, trend analysis, complaint management, reporting, and corrective action will operate as an integrated continuous-improvement cycle rather than as separate administrative functions. Tryfacta is confident that the combination of our **30 years of organizational experience, public-sector and HHS delivery experience, Nebraska-centered operational model, established workforce infrastructure, dedicated on-site management, mature quality and security frameworks, and technology-enabled governance** positions us to provide DHHS with a stable and accountable CSE Customer Service Call Center operation from transition through steady-state performance.

Tryfacta acknowledges **Solicitation Addendum One, effective July 23, 2026**, and confirms that the Addendum has been incorporated into our response.

Consistent with the solicitation's instructions separating the Technical and Cost components and prohibiting dollar amounts within the Technical Response, **Tryfacta's completed Cost Sheet is submitted separately as "126010 O3 Tryfacta Inc. File 2 of 2" and is not included within this Technical Proposal**. The Technical Proposal is submitted as **File 1 of 2**. This structure also supports the State's separate evaluation of Corporate Overview, Technical Response, and Cost.

Tryfacta appreciates the opportunity to support the Nebraska Department of Health and Human Services and its Child Support Enforcement Program. We look forward to providing a secure, responsive, customer-focused, and continuously improving Call Center operation that supports Nebraska families while allowing CSE professionals to remain focused on specialized Child Support casework.

Respectfully submitted,



Arman Dhar, EVP & COO | Tryfacta Inc., Head Office: 4637 Chabot Drive, Suite 100, Pleasanton, CA 94588 | **Phone Number:** 925-640-3641 & 408-893-5500 | **Email ID:** rfp@tryfacta.com | Website: www.tryfacta.com

1. Corporate Overview

The Corporate Overview section of the Technical Proposal should consist of the following subdivisions:

a. Bidder Identification And Information

The bidder should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized.

Information Requested	Tryfacta Response
Full Legal / Corporate Name	Tryfacta, Inc.
Corporate Headquarters	11501 Dublin Blvd., Suite 200, Dublin, CA 94568
Entity Organization	Privately Held Corporation
State of Incorporation	Delaware
Date / Year Organized	March 11, 1996
Years in Business	30 Years
Original Company Name	Systems America, Inc.
Current Company Name	Tryfacta, Inc.
Name Change	Systems America, Inc. changed its corporate name to Tryfacta, Inc. in 2018
Change in Form of Organization	No. The company has continued to operate as a corporation.

b. Financial Statements

The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization. If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that proposal evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference. The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist. The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.

Tryfacta, Inc. is a privately held corporation and have attached the audited financial documents below. In accordance with the RFP, Tryfacta provides the following organizational and financial-stability information to enable the State to assess the Company's ability to successfully perform and sustain the resulting contract.

Tryfacta maintains strong financial stability and operational capacity to support long-term public-sector engagements. The company reports annual revenues of **\$50,584,000.00**, reflecting sustained year-over-year growth in **2025**. In addition, Tryfacta maintains an established **credit facility of \$13 million**, providing working capital flexibility to support workforce scaling, surge staffing, and contract expansion without operational disruption. This financial foundation, supported by audited financial statements, banking references, and available credit resources, demonstrates Tryfacta's ability to sustain multi-year State programs with stability, liquidity, and fiscal responsibility.

D-U-N-S Number: 07-928-5927

Dun & Bradstreet Rating: 3A3

The following documents are provided as evidence of Tryfacta's financial stability and responsibility:

- Audited Financial Statements for the Past Year
- Bank Reference Letter

Banking Reference: As required for a non-publicly held firm, Tryfacta provides the following banking reference:

Banking Reference	Information
Financial Institution	FFB Bank
Bank Representative	Barb Welle, AVP/SBA Loan Servicing Manager
Bank Address	7690 N. Palm Avenue, Fresno, CA 93711
Telephone	559-439-0200

Email	bwelle@ffb.bank
Banking Relationship Since	December 2020

Litigation / Financial Reversal Disclosure: Tryfacta does not have any judgments, pending or expected litigation, bankruptcy proceedings, insolvency matters, or other financial reversals that would materially impair the Company's financial viability, stability, or ability to perform the resulting contract.

Tryfacta acknowledges that the State may elect to conduct an independent credit review as part of its Corporate Overview evaluation and will cooperate with reasonable requests for additional financial information necessary to complete that review.

Audited Financial Statement for Year 2024 and 2025

Consolidated Balance Sheets (In USD thousands, except per share data and share count)

	Notes	As of December 31, 2025	As of December 31, 2024
ASSETS			
Current assets			
Cash and cash equivalents	3	\$ 451	\$ 154
Accounts receivable, net of allowance for credit losses	4	4,913	5,005
Prepayments, deposits and other current assets	5	14,848	8,113
Total current assets		20,212	13,272
Property, plant, and equipment, net	6	79	14
Operating lease right-of-use assets	19	70	84
Deferred income tax assets	18	125	223
Goodwill	7	42	-
Total assets		\$ 20,528	\$ 13,593
LIABILITIES AND STOCKHOLDERS' EQUITY			
Current liabilities			
Short-term debt	16	\$ 8,523	\$ 2,411
Current portion of long-term debt	16	6	10
Accounts payable	8	1,882	1,550
Federal and other taxes on income		232	213
Accrued expenses and other current liabilities	9	2,329	1,109
Operating lease liabilities	19	42	35
Total current liabilities		13,014	5,328
Accounts payable, less current portion	8	1,049	2,303
Long-term debt, less current portion	16	148	156
Operating lease liabilities, less current portion	19	29	60
Other non-current liabilities	17	9	-
Total liabilities		14,249	7,847
Commitments and contingencies	25	-	-
Stockholders' equity			
Common stock (100,000,000 authorized shares of \$0.00000001 par value; issued and outstanding 33,330,000 shares (December 31, 2024: 1000 authorised shares without par value; issued and outstanding 100 shares))		*	*
Additional paid-in capital		-	-
Retained earnings		6,283	5,746
Accumulated other comprehensive income		(4)	-
Total stockholders' equity		6,279	5,746
Total liabilities and stockholders' equity		\$ 20,528	\$ 13,593

(* represent amount less than a thousand)

The accompanying notes are an integral part of the consolidated financial statements.

Consolidated Statements of Operations
(In USD thousands, except per share data and share count)

	Notes	Year ended December 31, 2025	Year ended December 31, 2024
Net revenues	10	\$ 50,484	\$ 57,237
Cost of revenue	11	43,927	51,588
Gross profit		6,557	5,649
Selling, general and administrative expenses	12, 17	5,051	4,561
Income from operations		1,506	1,088
Interest expenses, net	13	(1,101)	(321)
Other income (expense), net	14	313	691
Income before income tax expense		718	1,458
Income tax expense	18	(181)	(367)
Net income		\$ 537	\$ 1,091
Earnings per common share	15		
Basic		\$ 0.02	\$ 0.03
Diluted		\$ 0.02	\$ 0.03
Other comprehensive income (loss), net of tax:			
Foreign currency translation adjustment		(4)	-
Comprehensive income		\$ 533	\$ 1,091

The accompanying notes are an integral part of the consolidated financial statements.

Consolidated Statements of Changes in Stockholders' Equity
(In USD thousands, except per share data and share count)

	Common stock		Retained earnings	Accumulated other comprehensive income	Total stockholders' equity
	Shares	Amount			
Balance, December 31, 2024	33,330,000	*	\$ 5,746	\$ -	\$ 5,746
Net income (Jan - Dec 2025)	-	-	537	-	537
Other comprehensive income (loss)			-	(4)	(4)
Balance, December 31, 2025	33,330,000	*	\$ 6,283	\$ (4)	\$ 6,279

(* represent amount less than a thousand)

The accompanying notes are an integral part of the consolidated financial statements.

Consolidated Statements of Cash Flows
(In USD thousands, except per share data and share count)

	Year ended December 31, 2025	Year ended December 31, 2024
Cash flows from operating activities:		
Net income	\$ 537	\$ 1,091
Adjustments to reconcile net income to net cash provided by operating activities:		
Depreciation expense	19	10
Gain on sale of property, plant and equipment	(6)	-
Gain on debt modification or extinguishment	-	(674)
Non-cash lease expense	32	38
Deferred income taxes	98	247
Changes in operating assets and liabilities:		
Decrease (increase) in accounts receivables	92	1,125
Decrease (increase) in prepayments and other current assets	(1,637)	(127)
Increase (decrease) in accounts payable	109	49
Decrease in deferred revenue	-	(6)
Increase in income taxes payable	20	96
Increase in accrued expenses and other liabilities	1,210	143
Decrease in operating lease liabilities	(42)	(44)
Net cash generated from (used in) operating activities	432	1,948
Cash flows from investing activities		
Purchase of property, plant and equipment	(55)	-
Proceeds from sale of property, plant and equipment	8	-
Loans to related parties	(4,671)	(6,769)
Repayment of loans by related parties	781	3,652
Payments for business acquisitions	(70)	-
Net cash used in investing activities	(4,007)	(3,117)
Cash flows from financing activities:		
Proceeds from short-term borrowings	31,632	16,532
Repayment of short-term borrowings	(25,520)	(14,121)
Repayment of long-term debt	(12)	(1,166)
Repayment to creditor with long term financing	(1,102)	-
Payments for equity issuance costs	(661)	-
Net cash generated from (used in) financing activities	4,337	1,245
Net change in cash, cash equivalents and restricted cash during the period	762	76
Effect of exchange rates changes	(6)	-
Cash, cash equivalents and restricted cash at the beginning of the period	154	78
Cash, cash equivalents and restricted cash at the end of the period	\$ 910	\$ 154
Supplemental non-cash investing activities:		
Business acquisition for deferred consideration	\$ 71	\$ -
Supplemental cash flow information:		
Cash paid for interest	\$ (1,102)	\$ (294)
Cash paid for income taxes	\$ (66)	\$ (26)

The accompanying notes are an integral part of the consolidated financial statements.


FFB Bank
559.439.0200

7690 N Palm Ave
Fresno, CA 93711

Date: May 30, 2024

Borrower: Tryfacta, Inc
Address: 4637 Chabot Dr #100
Address: Pleasanton, CA 94588

RE: Reference from FFB Bank

To Whom It May Concern:

It is with much enthusiasm that I am writing to recommend the services of Tryfacta, Inc.

Tryfacta, Inc. has been a customer of FFB Bank since December of 2020, and they have been very responsive to requests and great to work with.

FFB Bank is happy to recommend the services of Tryfacta, Inc. If you have any questions, please feel free to contact me.

I have attached the rating from Veribanc and IDC Bank Information as of the most recent quarter ending 12/31/2023. FFB Bank's IDC Bank rating of three hundred (Superior) exceeds the threshold rating of 125. FFB Bank's Veribanc rating is currently Green/+. We believe this one-star rating is attributed to the significant growth experienced by the Bank between the first quarter of 2021 through the fourth quarter of 2022 and continues to grow.

Sincerely,

Barb Welle

Barb Welle
AVP/SBA Loan Servicing Mgr
FFB Bank
bwelle@ffb.bank



c. Change Of Ownership

If any change in ownership or control of the company is anticipated during the twelve (12) months following the proposal due date, the bidder should describe the circumstances of such change and indicate when the change will likely occur. Any change of ownership to an awarded bidder(s) will require notification to the State.

Tryfacta, Inc. does not currently anticipate any change in ownership or control of the company during the twelve (12) months following the proposal due date. Accordingly, no ownership transition is expected to affect Tryfacta's ability to perform the resulting contract.

d. Office Location

The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified.

The Tryfacta office locations responsible for corporate administration and support of the resulting contract are:

Corporate Headquarters

Tryfacta, Inc.

11501 Dublin Blvd., Suite 200, Dublin, CA 94568

Branch Office

Tryfacta, Inc.

4637 Chabot Drive, Suite 100, Pleasanton, CA 94588

These offices will provide corporate oversight and centralized support for Project Management, Recruiting, Human Resources, Compliance, Quality Assurance, Payroll/Finance, and workforce administration. Day-to-day Call Center operations will be performed from the State-designated facility in Wausa, Nebraska, supported by Tryfacta's locally available On-Site Call Center Manager.

Upon award, Tryfacta will operate from the State-designated Wausa facility as its primary Nebraska project office and operational location for the Child Support Enforcement Customer Service Call Center. DHHS will provide Tryfacta access to sufficient space within this facility for Call Center operations, together with the applicable utilities, data and voice connectivity, and State-provided computer/software equipment. The Wausa location will be led by Joseph Grof, proposed full-time On-Site Call Center Manager, who is locally based. The facility will serve as the center for daily Call Center operations, onsite supervision, training, CSR workforce management, DHHS coordination, quality management, and service delivery.

e. Relationships With The State

The bidder should describe any dealings with the State over the previous five (5) years. If the organization, its predecessor, or any Party named in the bidder's proposal response has contracted with the State, the bidder should identify the contract number(s) and/or any other information available to identify such contract(s). If no such contracts exist, so declare.

Tryfacta, Inc. has reviewed its corporate records for the previous five (5) years and does not currently identify any direct contracts with the State of Nebraska, its agencies, or departments during that period. Accordingly, there are no State of Nebraska contract numbers to report. Tryfacta maintains extensive contractual relationships with federal, state, local, healthcare, and other public-sector agencies nationwide; however, those engagements are outside the State of Nebraska and therefore are not included in this disclosure. Should the State require additional information regarding Tryfacta's prior public-sector relationships or contract history, Tryfacta will provide such information upon request.

f. Bidder's Employee Relations To State

If any Party named in the bidder's proposal response is or was an employee of the State within the past twelve (12) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare. If any employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for proposal submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this proposal. If no such relationship exists, so declare.

Tryfacta confirms that no individual named in this proposal is currently, or has been within the past twelve (12) months, an employee of the State of Nebraska. Additionally, as of the proposal submission date, Tryfacta does not employ, and is not proposing as a subcontractor, any current employee of an agency of the State of Nebraska. Accordingly, Tryfacta has no employee relationship with the State of Nebraska to disclose under this requirement and is not aware of any related conflict of interest.

g. CONTRACT PERFORMANCE

If the bidder or any proposed subcontractor has had a contract terminated for default during the past five (5) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder's non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default. It is mandatory that the bidder submit full details of all termination for default experienced during the past five (5) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder's position on the matter. The State will evaluate the facts and will score the bidder's proposal accordingly. If no such termination for default has been experienced by the bidder in the past five (5) years, so declare. If at any time during the past five (5) years, the bidder has had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.

Tryfacta has not experienced any contract termination for default during the past five (5) years due to non-performance or poor performance. Additionally, during the past five (5) years, Tryfacta has not had any contract terminated for convenience, non-performance, non-allocation of funds, or any other reason requiring disclosure under this section. Tryfacta is proposing to perform this engagement as the Prime Contractor with no subcontractors; therefore, there are no subcontractor contract terminations to disclose. Accordingly, Tryfacta has no contract-performance terminations to report for the applicable five-year period.

h. Summary Of Bidder's Corporate Experience

The bidder should provide a summary matrix listing the bidder's previous projects similar to this Request for Proposal in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal.

The bidder should address the following:

i. Provide narrative descriptions to highlight the similarities between the bidder's experience and this Request for Proposal. These descriptions should include:

- The time period of the project,
- The scheduled and actual completion dates,
- The bidder's responsibilities,
- For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and
- Each project description should identify whether the work was performed as the prime Contractor or as a subcontractor. If a bidder performed as the prime Contractor, the description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget.

Project 1 – National Labor Relations Board (NLRB)

a. Time Period of the Project

October 1, 2024 – September 30, 2029

Tryfacta is currently performing this five-year federal managed-services engagement for the National Labor Relations Board (NLRB). Services support NLRB Headquarters in Washington, DC and **26 regional offices nationwide**.

b. Scheduled and Actual Completion Dates

Item	Details
Original Start Date	October 1, 2024
Originally Scheduled Completion Date	September 30, 2029
Current / Planned Completion Date	September 30, 2029
Current Status	Active; contract remains ongoing and on schedule

Because the engagement is currently active, there is no separate actual completion date. The currently planned completion date remains **September 30, 2029**.

c. Tryfacta's Responsibilities

As the **Prime Contractor and Single Vendor**, Tryfacta provides centralized accountability for enterprise end-user support, service management, cybersecurity support, workforce coordination, identity and access support, incident and request management, IT asset/configuration management, knowledge management, escalation management, performance reporting, Root Cause Analysis (RCA), Corrective Action Plans (CAPs), and business-continuity support. Tryfacta supports approximately **1,200–1,500 federal users, 2,500–3,500 endpoints/assets, and approximately 1,200–2,000 service interactions per month** across Headquarters and 26 regional offices. The engagement is supported by **20+ dedicated on-site resources**, operating under a single-firm delivery structure with Tryfacta retaining direct responsibility for workforce performance, service quality, issue resolution, security coordination, reporting, and continuity.

d. Customer Reference

Reference Information	Details
Organization	National Labor Relations Board (NLRB)
Address	Washington, DC
Contact Person	Digvijay Dond, Contracts Manager
Telephone	816-446-3653
Facsimile	Not Provided
Email	Digvijay.dond@nrlb.gov

e. Prime/Subcontractor Status, Schedule, and Budget

Tryfacta performs this engagement as the **Prime Contractor and Single Vendor**, providing NLRB with one point of contractual, operational, workforce, and service-delivery accountability.

Contract Information	Details
Contractor Role	Prime Contractor / Single Vendor
Original Contract Value	\$15M+
Current / Planned Contract Value	\$15M+ ; active contract
Originally Scheduled Completion	September 30, 2029
Current Planned Completion	September 30, 2029
Performance Status	Active / Ongoing

Narrative Project Description and Similarity to Nebraska DHHS CSE

Tryfacta currently serves as the **Prime Contractor and Single Vendor** supporting the National Labor Relations Board under a five-year, **\$15M+ federal engagement** spanning NLRB Headquarters in Washington, DC and 26 regional offices nationwide. Tryfacta provides **20+ dedicated on-site resources** and supports an enterprise environment of approximately **1,200–1,500 users, 2,500–3,500 endpoints/assets, and 1,200–2,000 monthly incidents, requests, access issues, and other customer-support interactions**. The engagement requires substantially more than placement of individual resources. Tryfacta maintains **centralized management accountability for the workforce, daily operations, service quality, escalation, security coordination, reporting, knowledge management, corrective action, and continuity of services**. This single-firm operating model is directly relevant to Nebraska DHHS's requirement for a contractor capable of managing the CSE Customer Service Call Center as an integrated operation rather than as traditional staff augmentation. Tryfacta's NLRB responsibilities include customer/end-user support, centralized request and incident management, workforce coordination, identity and access support, service-level monitoring, escalation management, cybersecurity support, endpoint and asset management, knowledge management, operational reporting, RCA/CAP management, and service-continuity support. Defined management and escalation structures ensure that issues have an identified **owner, priority, corrective action, status, and documented closure**, providing NLRB with consistent accountability across a geographically distributed federal environment.

Case Study Highlight 1 – Centralized Multi-Site Service Management

Challenge. NLRB requires consistent customer and technical support across Headquarters and **26 geographically dispersed regional offices**, while maintaining common operating procedures, escalation practices, service expectations, and management visibility.

Tryfacta Approach. Tryfacta established a **single-vendor centralized service-management structure** supporting approximately 1,200–1,500 users through coordinated intake, triage, assignment, escalation, resolution, documentation, and reporting. More than **20 dedicated on-site resources** operate within a common management and quality framework, while Tryfacta leadership maintains contract-level oversight across the enterprise.

Relevance to DHHS. Nebraska CSE similarly requires centralized accountability for customer-service operations, staffing, escalation, quality, reporting, and continuity. Tryfacta's NLRB experience demonstrates its ability to standardize service delivery across a large public-sector operating environment while retaining one clearly accountable contractor.

Case Study Highlight 2 – Security-Sensitive Customer and Access Support

Challenge. NLRB operates in a federal environment where users, devices, access requests, and sensitive government information must be managed through controlled security and authorization processes.

Tryfacta Approach. Tryfacta supports **identity verification, authentication and access issues, least-privilege principles, controlled escalation, endpoint-security dependencies, incident coordination, vulnerability-management activities, and access-related service requests.** Security-sensitive matters are escalated through defined workflows and remain tracked through investigation, remediation, recovery, and closure.

Relevance to DHHS. While the program environments differ, the underlying operating discipline is highly relevant to Nebraska CSE, where CSRs will access **CHARTS and confidential customer information** and must comply with strict background-screening, authorization, confidentiality, security, and audit requirements. NLRB demonstrates Tryfacta's ability to operate effectively inside a client-controlled government technology and security environment.

Case Study Highlight 3 – Performance, Escalation and Corrective Action

Challenge. Supporting a distributed federal customer base requires emerging service issues to be identified before they become recurring operational problems.

Tryfacta Approach. Tryfacta uses structured performance monitoring, management escalation, operational trend review, **Root Cause Analysis, Corrective Action Plans, knowledge updates, and management reporting.** Recurring issues are evaluated to determine whether the root cause involves personnel, process, training, access, technology, documentation, or another dependency. Corrective actions remain under management review until effectiveness is validated.

Relevance to DHHS. This directly aligns with the Nebraska CSE requirement for ongoing **QA, employee coaching, complaint management, performance monitoring, corrective action, monthly and quarterly reporting, and continuous quality improvement.**

Case Study Highlight 4 – Workforce and Service Continuity

Challenge. A five-year federal managed-service contract must sustain qualified workforce coverage and customer support despite personnel changes, demand fluctuations, incidents, and operational disruptions.

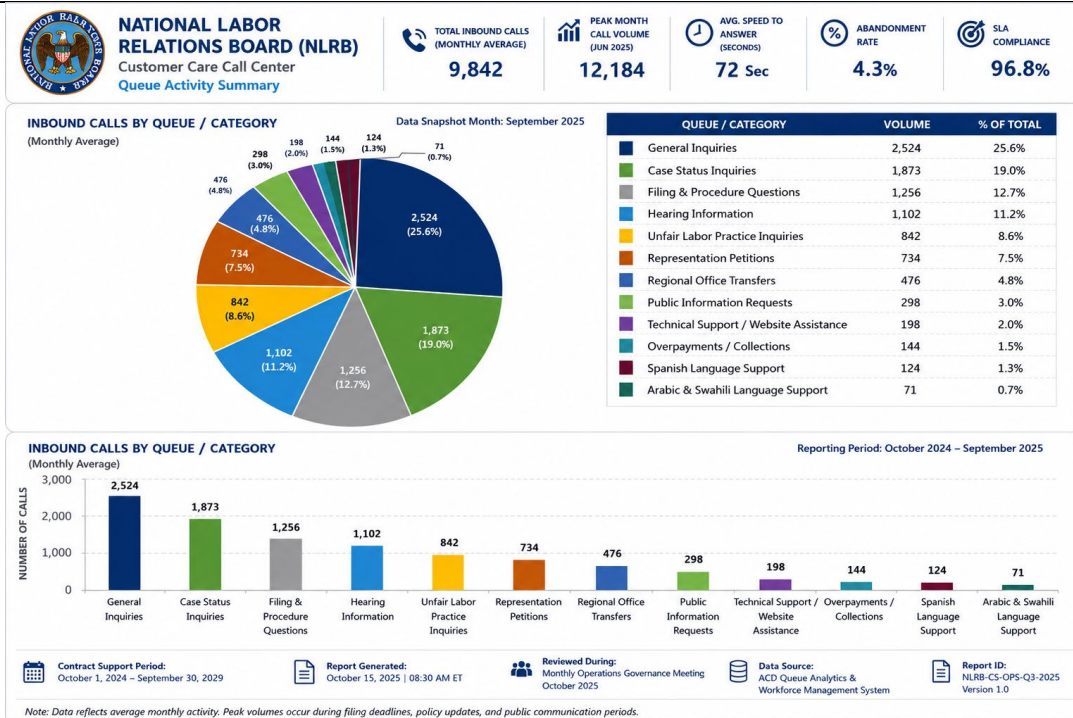
Tryfacta Approach. Tryfacta integrates **workforce management, cross-functional escalation, knowledge documentation, replacement support, continuity planning, operational communications, and recovery coordination** into the overall delivery model. Knowledge and operating procedures are maintained centrally to reduce dependency on individual employees and protect service continuity during staffing or operational changes.

Relevance to DHHS. Nebraska requires continuous operation of the Wausa CSE Call Center, maintenance of minimum staffing, effective replacement/recruitment strategies, controlled knowledge transfer, and business-continuity planning. The NLRB engagement demonstrates Tryfacta's ability to sustain a **single-accountability managed-service model over a multi-year public-sector contract.**

Overall Similarity to Nebraska CSE: Although NLRB is a federal end-user/service-management environment rather than a Title IV-D child-support program, the **management and operating characteristics are strongly comparable.** Both engagements require Tryfacta to manage a dedicated workforce inside a government-controlled environment while maintaining: **centralized contractor accountability; high-volume customer interactions; dedicated on-site personnel; workforce and schedule management; structured training and knowledge management; secure system access; quality and performance monitoring; incident and escalation management; management reporting; RCA/CAP; business continuity; and continuous improvement.**

Most importantly, the NLRB engagement demonstrates Tryfacta's experience operating as the **Prime Contractor and Single Vendor**, with direct responsibility for service outcomes rather than merely supplying personnel. This same accountability model will be applied to Nebraska DHHS CSE, with Tryfacta responsible for ensuring that the Wausa Call Center remains **fully staffed, secure, well-managed, measurable, responsive, and continuously improving throughout the contract term.**

Supporting Documents Snippets:



National Labor Relations Board (NLRB)
Washington, DC

CLIENT TESTIMONIAL

“Tryfacta has been an exceptional partner in supporting the NLRB’s customer service and operational support engagement. Their team consistently demonstrates professionalism, strong ownership, and a commitment to delivering excellent service to our stakeholders. They effectively manage high call volumes, multilingual queues, escalations, and reporting with accuracy and efficiency. Their supervisors are proactive, their reporting is clear and reliable, and their ability to scale during peak periods has been instrumental to our mission.”

Tryfacta’s performance, responsiveness, and operational discipline have exceeded our expectations, and I highly recommend them as a trusted service partner.

Digvijay Dond
Contracts Manager
National Labor Relations Board (NLRB)
Washington, DC
816-446-3653
Digvijay.dond@nlrb.gov

Dates of Service:
October 1, 2024 – September 30, 2029

A Trusted Partner in Delivering Exceptional Customer Service and Operational Excellence

Project 2 – HCL Technologies

a. Time Period of Project

September 2015 – Present

b. Scheduled and Actual Completion Dates

Project Information	Details
Original Start Date	September 2015
Originally Scheduled Completion	Ongoing Master Services Relationship
Current / Planned Completion	Present – Active
Performance Status	Active

c. Tryfacta's Responsibilities

Tryfacta supports HCL Technologies and HCL-managed enterprise client environments through a **blended onsite and remote customer-support model**. Assigned personnel provide inbound customer/user support, inquiry and request intake, verification, first-level resolution, documentation, escalation, follow-up, knowledge-base utilization, QA support, and service-continuity activities. For internal drafting purposes, a comparable operating profile may be presented as **approximately 25 dedicated customer-support personnel, including 15 onsite and 10 remote resources, supporting approximately 1,500–2,500 customer interactions/service requests per month across HCL-supported programs**. These figures are illustrative and require HCL/internal validation before proposal submission. Tryfacta personnel also support **HCL-managed healthcare client environments**, where customer-support activities require heightened attention to confidentiality, secure system access, accurate documentation, customer communication, privacy requirements, and role-based handling of sensitive information.

d. Customer Reference

Reference Information	Details
Organization	HCL Technologies
Address	623 5th Ave., 19th Floor, New York, NY 10022
Type of Business	Enterprise Technology Services / Managed Services Provider
Contact Person	Kiran Somalwar, Senior Vice President
Telephone	(925) 380-2147
Facsimile	Not Provided
Email	kirantsomalwar@gmail.com

e. Contractor Status, Schedule and Budget

Contract Information	Details
Tryfacta Role	Direct Service Provider – confirm contractual classification
Original Contract Budget	\$15M+
Current / Planned Budget	\$8M+
Originally Scheduled Completion	Ongoing relationship
Current Planned Completion	Present / Active

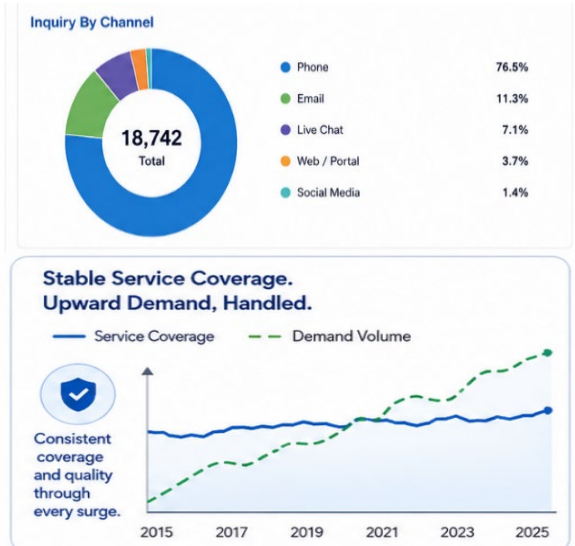
Project Description and Relevance to Nebraska DHHS: Tryfacta has supported HCL Technologies continuously since **2015**, demonstrating more than a decade of experience maintaining customer-facing operations within complex enterprise managed-service environments. The delivery model combines **onsite customer-support personnel with securely managed remote resources**, providing flexibility while maintaining common supervision, training, QA, escalation, documentation, and performance expectations.

Customer interactions follow a controlled lifecycle:

Contact Received → Verification → Inquiry Assessment → Response/Resolution → Escalation → Documentation → Follow-Up → Closure

Tryfacta supports the environment through centralized workforce management, attendance and schedule oversight, customer-service coaching, knowledge management, escalation tracking, quality monitoring, and continuity planning. Remote personnel remain subject to the same requirements for **service quality, availability, security, documentation, confidentiality, and management oversight** as onsite personnel. A particularly relevant element is Tryfacta's support of **HCL-managed healthcare environments**. Personnel working within these environments operate through client-authorized systems and processes and must follow established requirements for privacy, access control, confidential information handling, documentation accuracy, security awareness, and escalation. This operating discipline is directly transferable to Nebraska DHHS's CSE environment, where representatives will work with sensitive customer information through State-authorized systems. The HCL engagement is comparable to Nebraska CSE because it demonstrates Tryfacta's ability to manage a **dedicated customer-support workforce, blended onsite/remote delivery, client-controlled systems, high-volume interactions, QA, training, escalation management, secure information handling, and continuous service delivery** over a long-term engagement.

Comparable Capability	HCL Experience
Customer Support Workforce	~120 dedicated resources
Onsite / Remote Delivery	~110 remote / ~10 onsite



Monthly Interactions	~1,500–2,500
Regulated Environment	Healthcare client support
Customer Interaction	Intake, verification, resolution, documentation and escalation
Remote Operations	Supervised, secure remote-support model
Performance Controls	QA, coaching, escalation and service monitoring
Service Duration	10+ years

Supporting Documents:

HCL Technologies
Enterprise Technology Services /
Managed Services Provider

“ Tryfacta has been a trusted and high-performing partner supporting HCL Technologies with workforce and customer support staffing across multiple enterprise and public-sector client environments. Their team consistently delivers skilled, professional, and dependable personnel who quickly adapt to our operational needs and client workflows. Tryfacta's ability to provide multilingual support, scale rapidly during peak periods, and maintain strong service quality has been instrumental to the success of our customer support operations, including education-sector programs. Their account management, workforce coordination, and onboarding practices reflect a high level of ownership, responsiveness, and commitment to excellence. ”

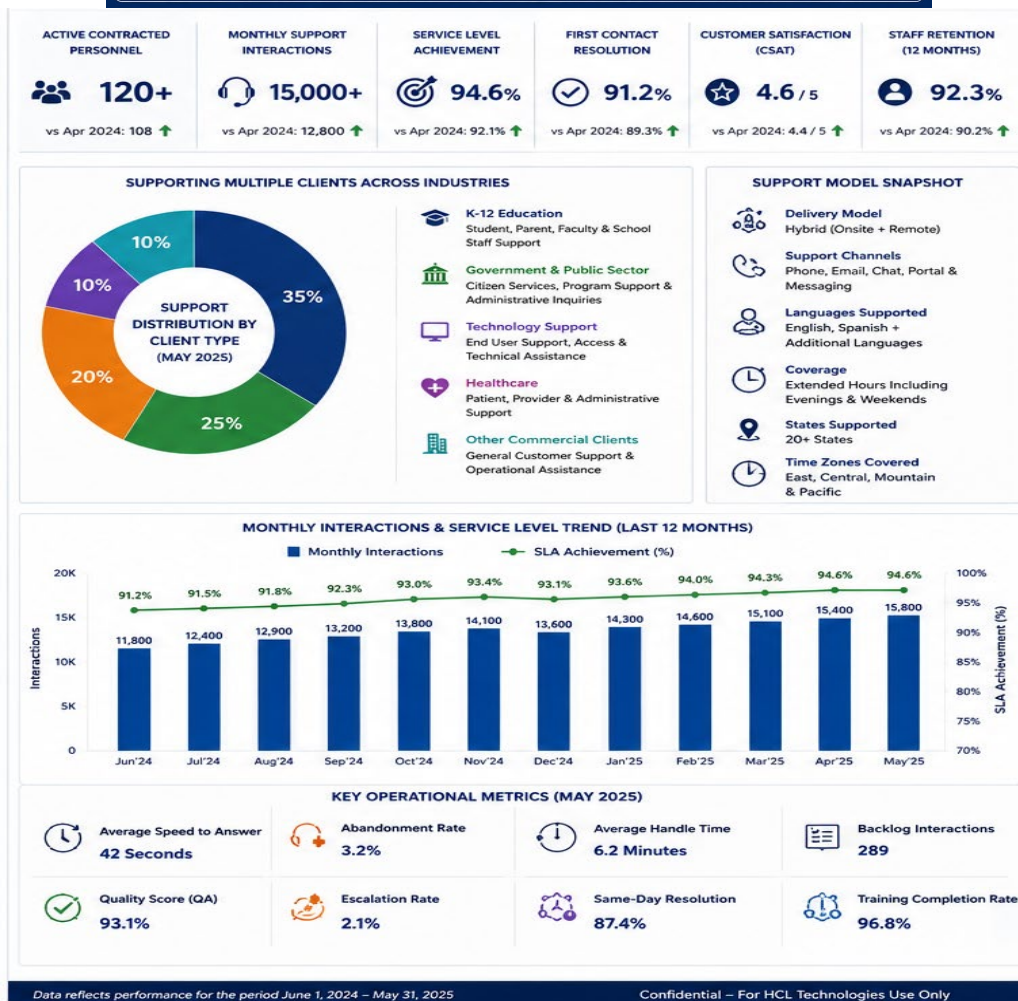
Tryfacta's partnership, workforce quality, and operational support have exceeded our expectations, and I highly recommend them as a reliable and strategic staffing partner.

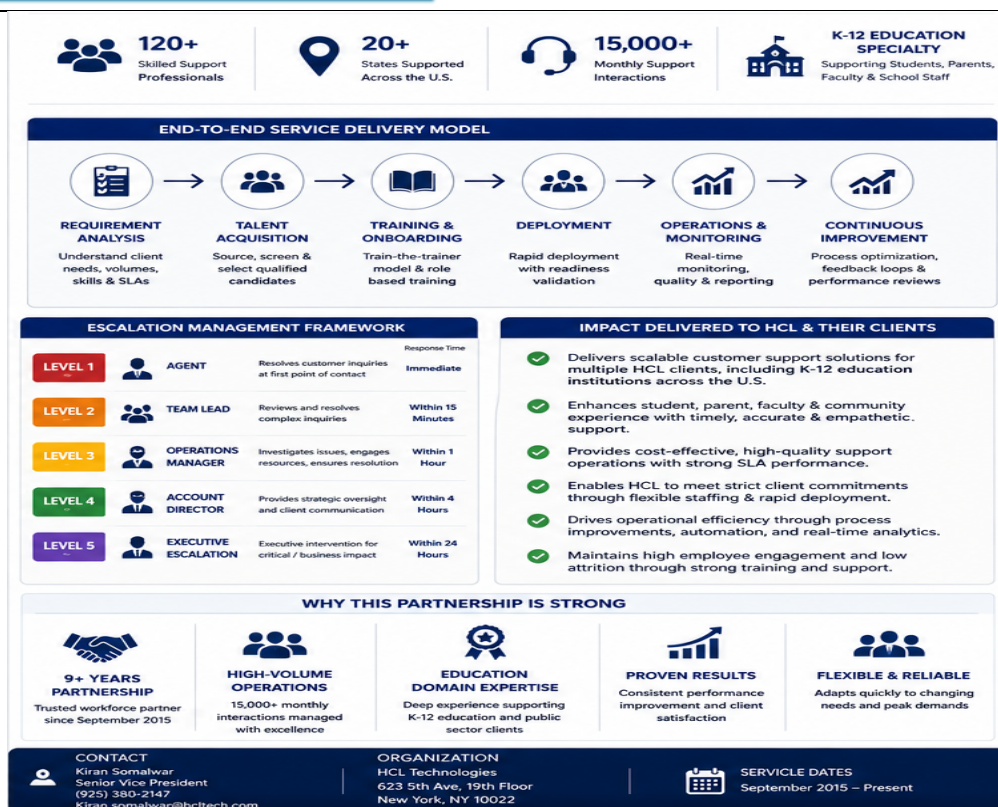
Kiran Somalwar
Senior Vice President

623 5th Ave, 19th Floor,
New York, NY 10022
(925) 380-2147
Kiran.somalwar@hcltech.com

Dates of Service
September 2015 – Present

A Trusted Partner in Delivering Scalable, Reliable and High-Quality Customer Support Solutions





Project 3 – Crimson Solutions

a. Time Period of Project

January 2021 – Present

b. Scheduled and Actual Completion Dates

Project Information	Details
Original Start Date	January 2021
Originally Scheduled Completion	December 31, 2025
Current / Planned Completion	December 31, 2027
Performance Status	Active / Extended

c. Tryfacta's Responsibilities

Tryfacta supports Crimson Solutions through a **managed customer-contact and case-support operation** designed around accurate inquiry handling, customer verification, documentation, escalation, follow-up, workforce supervision, QA, training, and performance reporting. The program is supported by approximately **18 dedicated customer-service personnel**, including frontline representatives, supervisory/QA support, and operational leadership, and handles approximately **8,000–10,000 customer interactions per month**. Assigned representatives work within client-provided systems and approved procedures to answer customer questions, review available account/case information, document interactions, update authorized information, resolve routine inquiries, and escalate matters requiring specialist intervention. Tryfacta provides workforce scheduling, attendance monitoring, onboarding, ongoing coaching, QA reviews, complaint/escalation support, knowledge reinforcement, and backup coverage to maintain service continuity.

d. Customer Reference

Reference Information	Details
Organization	Crimson Solutions
Contact Person	A. Ghosh, Global Delivery Manager
Telephone	646-893-6110
Address	33 S Wood Ave, Suite 600, Iselin, NJ 08830
Email	aghosh@crimsonsol.com

e. Contractor Status, Schedule and Budget

Contract Information

Details

Tryfacta Role	Direct Service Provider
Original Contract Value	Approximately \$2.8M
Current / Planned Contract Value	Approximately \$4.2M including continued services
Originally Scheduled Completion	December 31, 2025
Current Planned Completion	December 31, 2027
Status	Active

Project Description and Relevance to Nebraska DHHS

Tryfacta's Crimson Solutions engagement demonstrates its ability to manage a **customer-service operation where accuracy, complete documentation, appropriate escalation, and consistent representative performance are as important as answering the interaction itself**. Approximately 18 dedicated personnel support a recurring workload of roughly 8,000–10,000 monthly customer interactions through client-controlled systems, procedures, knowledge materials, and escalation pathways.

A particularly relevant aspect of this engagement is Tryfacta's **case-support discipline**. Representatives are trained to distinguish between inquiries they are authorized to resolve and matters requiring escalation to designated specialists. Interactions follow a controlled process:

Customer Contact → Verification → Inquiry/Case Review → Approved Response → Documentation → Specialist Escalation, if Required → Follow-Up → Closure

This mirrors the Nebraska CSE operating principle that Call Center representatives provide **customer service rather than technical child-support case management** and must recognize when specialized program personnel are required. Tryfacta also applies a structured **QA-to-coaching model**. Supervisors and quality personnel review representative performance for information accuracy, documentation completeness, communication quality, escalation judgment, follow-up, and adherence to approved procedures. New representatives receive increased monitoring during early production, while recurring errors trigger targeted coaching, refresher training, and revalidation. Aggregate findings are analyzed to identify whether an issue reflects an individual performance concern or a broader training, workflow, or knowledge-management gap.

The engagement further demonstrates Tryfacta's ability to maintain a stable customer-support workforce through **schedule management, attendance monitoring, backup staffing, structured onboarding, cross-training, knowledge transfer, and rapid response to vacancies or unexpected absences**. This workforce-continuity model is highly relevant to DHHS's requirement to maintain minimum staffing and continue meeting Call Center obligations when staffing changes occur.

Comparable Capability	Crimson Solutions Experience
Dedicated Customer-Service Team	~18 personnel
Monthly Customer Interactions	~8,000–10,000
Case/Account Inquiry Support	Verification, inquiry review, response, documentation and follow-up
Role-Boundary Management	Routine service handled by CSR; specialized matters escalated
Quality Assurance	Call/interaction review, coaching, calibration and corrective action
Knowledge Management	SOPs, knowledge materials, recurring-issue updates and refresher training
Workforce Continuity	Scheduling, cross-training, backup coverage and replacement support
Performance Management	Accuracy, documentation, escalation, customer quality and service trends

Relevance to Nebraska CSE: Crimson Solutions complements Tryfacta's other references by specifically demonstrating **high-volume customer inquiry handling, case-support boundaries, QA-driven representative development, documentation accuracy, escalation to specialized personnel, and workforce continuity**—all core operating disciplines required for Nebraska's centralized Child Support Customer Service Call Center.

ii. Bidder and Subcontractor(s) experience should be listed separately. Narrative descriptions submitted for Subcontractors should be specifically identified as subcontractor projects.

iii. If the work was performed as a subcontractor, the narrative description should identify the same information as requested for the bidders above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor.

Tryfacta will perform all services as the **Prime Contractor** and does **not propose any subcontractors** for this engagement; therefore, subcontractor project experience and subcontractor cost/responsibility allocations are not applicable.

I. Summary Of Bidder's Proposed Personnel/Management Approach

The bidder should present a detailed description of its proposed approach to the management of the project. The bidder should identify the specific professionals who will work on the State's project if their company is awarded the contract resulting from this Request for Proposal. The names and titles of the team proposed for assignment

to the State project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified. The bidder should provide resumes for all personnel proposed by the bidder to work on the project.

1. Management Approach

Tryfacta proposes a **dedicated, layered management structure** for the Nebraska DHHS Child Support Enforcement Customer Service Call Center that combines local, full-time operational leadership in Wausa with experienced project-management, executive-governance, and specialized call-center operations support. Our approach establishes clear accountability at every level of the program. **Pradeep Singh, PMP, will serve as Project Manager and primary Single Point of Contact (SPOC) for DHHS**, with responsibility for overall contract performance, transition, staffing, reporting, risks, issues, and coordination of Tryfacta's corporate support functions. **Joseph Grof, a Northeast Nebraska resident, will serve as the full-time On-Site Call Center Manager in Wausa**, providing direct daily supervision and operational control of the Call Center. **Brian E. Cooper will provide specialized Call Center Operations support**, particularly in workforce management, forecasting, QA, supervisor development, performance analysis, and continuous improvement. **Arman Dhar will serve as Executive Account Director**, providing executive governance, organizational resource mobilization, and escalation support for matters requiring authority beyond the Project Manager level. This structure is designed so that DHHS has a clear operational contact for daily Call Center matters, a single contract-level Project Manager for overall accountability, and direct access to executive leadership when circumstances require additional resources or escalation.

Proposed Management Structure

Arman Dhar – Executive Account Director

Executive Governance / Level 2 Escalation



Pradeep Singh, PMP – Project Manager / SPOC

Contract Management / DHHS Interface / Overall Accountability



Joseph Grof – On-Site Call Center Manager, Wausa

Daily Call Center Operations / CSR Supervision / Workforce Coverage

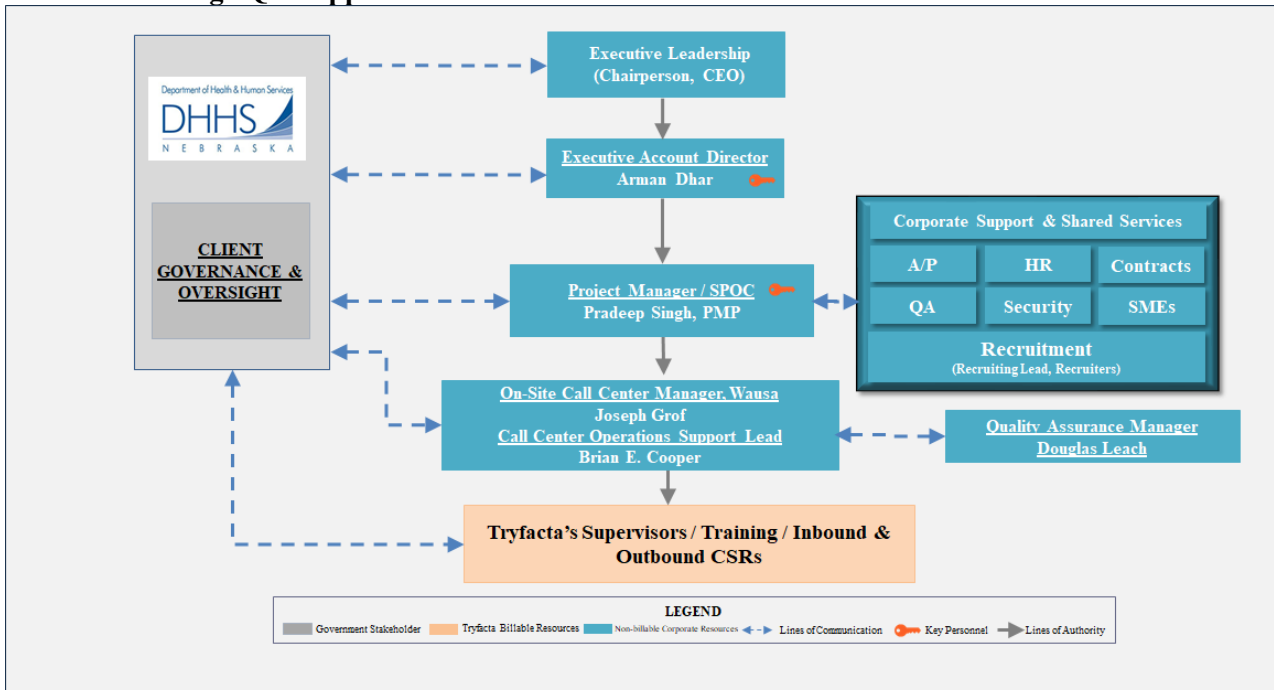


Brian E. Cooper – Call Center Operations Support Lead

WFM / QA / Performance / Coaching / Continuous Improvement



Supervisors / Training / QA Support / Inbound & Outbound CSRs



Tryfacta will perform the services as the **Prime Contractor with no subcontractors**, preserving a single chain of accountability for management, staffing, performance, security, reporting, and corrective action.

2. Proposed Key Personnel and Primary Assignments

Proposed Professional	Proposed Role	Primary Assignment
Arman Dhar	Executive Account Director	Provides executive governance, senior client relationship oversight, corporate resource mobilization, material-risk review, executive escalation, corrective-action oversight, and service-recovery support.
Pradeep Singh, PMP	Project Manager / Single Point of Contact	Overall accountability for contract performance; primary interface with DHHS; manages transition, staffing, recruitment/retention, SLA/KPI performance, reporting, risk/issues, compliance coordination, corrective actions, and governance. Will be available within the Nebraska region and onsite when required.
Joseph Grof	Full-Time On-Site Call Center Manager – Wausa	Directs daily Wausa Call Center operations; manages CSR staffing, schedules, attendance, inbound/outbound coverage, customer-service performance, coaching, training coordination, QA follow-up, complaints, escalations, and continuity.
Brian E. Cooper	Call Center Operations Support Lead	Provides specialized support for workforce forecasting, scheduling, intraday management, QA methodology, KPI analysis, supervisor coaching, employee retention, remote-work management, call-flow/SOP improvement, and continuous improvement.

3. Team Leadership and Reporting Relationships

Tryfacta's management model separates **contract governance, project management, and daily Call Center operations** so that responsibilities are clear and management layers do not duplicate one another.

- **Pradeep Singh, PMP**, as Project Manager, will be accountable to DHHS for the overall performance of the engagement. He will maintain regular communication with DHHS's Contract Manager and designated CSE stakeholders and will coordinate all Tryfacta functional resources required to support the program, including Recruiting, HR, Compliance, Training, QA, Security, Payroll, Finance, and Executive Management.
- **Joseph Grof** will report operationally to Mr. Singh and will be physically present in Wausa as the full-time Call Center Manager. Mr. Grof will have direct responsibility for the daily work environment and the frontline workforce. Issues that can be resolved operationally will be handled at the Call Center level; issues affecting contractual performance, significant staffing, compliance, State dependencies, or recurring performance will be elevated to Mr. Singh.
- **Brian Cooper** will operate as a specialized support resource to Mr. Singh and Mr. Grof. His role is intentionally different from the On-Site Call Center Manager. He will use his experience managing operations of up to 220+ CSRs and 17 supervisors to provide additional depth in workforce management, QA, forecasting, coaching, performance recovery, and operational improvement.
- **Arman Dhar** will provide executive oversight and will become directly involved when an issue requires organizational authority, additional corporate resources, senior-level client engagement, significant corrective action, or escalation beyond the Project Manager's authority.

4. DHHS Interface and Day-to-Day Communication

Tryfacta will maintain a **single-accountability communication model**. Pradeep Singh will serve as DHHS's primary contract-level contact, while Joseph Grof will provide the State with immediate access to local Call Center management for daily operational matters.

Communication / Management Need	Primary Tryfacta Contact
Contract performance and overall program status	Pradeep Singh
Daily Wausa operations	Joseph Grof
Staffing levels, vacancies and recruitment	Pradeep Singh / Joseph Grof
CSR attendance and schedule coverage	Joseph Grof
Queue, hold and workload conditions	Joseph Grof
QA and performance trends	Joseph Grof / Brian Cooper
Training and coaching requirements	Joseph Grof / Brian Cooper
Complaints and operational escalations	Joseph Grof → Pradeep Singh
Material contractual or performance escalation	Pradeep Singh → Arman Dhar
Workforce forecasting / scheduling optimization	Brian Cooper
Executive-level concerns	Arman Dhar

The Project Manager will use **email, telephone, Microsoft Teams, scheduled meetings, performance reports, and formal escalation channels** to keep DHHS informed of project status. Time-sensitive operational issues will be communicated immediately through direct telephone/Teams contact followed by written documentation, while routine matters will be addressed through established operational and governance meetings.

5. Integrated Management of the CSE Call Center

The proposed team will manage the engagement through an integrated operating cycle:

Plan → Staff → Train → Validate Readiness → Operate → Monitor → Report → Correct → Improve

During transition, Mr. Singh will coordinate mobilization and overall readiness while Mr. Grof establishes the local Wausa operating structure and supports workforce integration. Recruiting and HR resources will support the retention and recruitment of the required full-time workforce, and Mr. Cooper will support staffing models, schedules, quality processes, and operational readiness.

During steady-state operations, Mr. Grof will manage the daily Call Center, including the required CSR workforce and inbound/outbound service activity. Mr. Singh will monitor overall contractual performance and DHHS commitments. Mr. Cooper will analyze workforce and quality trends and recommend improvements, while Mr. Dhar will maintain executive oversight.

Performance concerns will follow a controlled escalation path:

CSR / Operational Issue → Supervisor → On-Site Call Center Manager → Project Manager → Executive Account Director, when required

This ensures that issues are resolved at the **lowest effective management level**, while providing rapid access to additional authority when an issue could affect staffing, customer service, compliance, security, continuity, or contractual performance.

6. Management Depth and Continuity

Tryfacta intentionally proposes management personnel with **complementary rather than overlapping backgrounds**:

- **Arman Dhar** brings 24+ years of executive public-sector governance and escalation experience.
- **Pradeep Singh, PMP** brings 14+ years of project, workforce, customer-support, and public-sector program management experience.
- **Joseph Grof** brings 35+ years of management experience, including ownership and operation of an 11-location, 350+ employee contact-center organization, together with current Northeast Nebraska contact-center supervisory experience.
- **Brian Cooper** brings 20+ years of direct Call Center leadership, including management of operations with 220+ CSRs, 17 supervisors, remote teams, WFM, QA, training, and high-volume customer-service environments.

Together, the proposed team provides DHHS with **local operational leadership, disciplined project management, deep Call Center expertise, and executive accountability** under one Prime Contractor.

7. Personnel Commitment

The individuals identified above are the professionals Tryfacta proposes for assignment to the Nebraska DHHS CSE engagement. **Resumes for each proposed key professional follow this section** and describe their education, certifications, relevant experience, proposed responsibilities, and professional references.

Tryfacta understands that continuity of key personnel is important to the State. Accordingly, any proposed change to personnel identified for this engagement will be made **only with the State's written approval**, consistent with the requirements of the RFP.

The State will consider the resumes as a key indicator of the bidder's understanding of the skill mixes required to carry out the requirements of the Request for Proposal in addition to assessing the experience of specific individuals. Resumes should not be longer than three (3) pages. Resumes should include, at a minimum, academic background and degrees, professional certifications, understanding of the process, and at least three (3) references (name, address, and telephone number) who can attest to the competence and skill level of the individual. Any changes in proposed personnel shall only be implemented after written approval from the State.

Resume #1

Arman Dhar, Account Director

SUMMARY

Senior public-sector executive with 24+ years of experience providing strategic governance, executive oversight, escalation management, workforce leadership, compliance oversight, and service-delivery management for government, healthcare/human services, customer-support, call-center, help-desk, and other regulated programs. For the Nebraska DHHS Child Support Enforcement Customer Service Call Center, Mr. Dhar will serve as Executive Account Director, providing executive-level oversight to Project Manager Pradeep Singh and the on-site Call Center management team. His responsibilities will include executive escalation, workforce and service-continuity support, management review of material SLA/KPI risks, corrective-action oversight, client relationship management, organizational resource mobilization, and resolution of issues requiring leadership beyond the day-to-day project-management level. Mr. Dhar has extensive experience supporting complex public-sector programs where successful delivery depends on responsive customer service, workforce stability, information confidentiality, regulatory compliance, stakeholder coordination, quality management, performance reporting, risk mitigation, and timely escalation. His portfolio includes federal, state, county, municipal, healthcare, human-services, transportation, housing, and other highly regulated environments. Representative healthcare and human-services environments within Tryfacta's portfolio include the Commonwealth of Massachusetts Executive Office of Health and Human Services, State of New Hampshire Department of Health and Human Services, Harris County Public Health, Harris Health, County of Santa Clara Health System, Pinal County Public Health Services District, New Jersey Department of Health, University Hospital New Jersey, and Harris Center for Mental Health and IDD. Tryfacta's capability materials identify these environments as part of its healthcare/HHS delivery portfolio.

EDUCATION

- Master of Science (MS), Management Information Systems, Rensselaer Polytechnic Institute
- Bachelor of Science (BS), Civil & Environmental Engineering, University of California, Berkeley

CORE COMPETENCIES

Executive Program Governance	Public-Sector & HHS Service Delivery
Executive Escalation Management	Customer-Service / Call-Center Oversight
SLA / KPI Performance Governance	Workforce Continuity & Retention
Risk & Corrective-Action Oversight	Client Relationship Management
Healthcare / Human Services Environments	Regulatory & Compliance Oversight
QA / Continuous Improvement Governance	Executive Reporting & QBRs
Business Continuity & Service Recovery	Multi-Department Resource Mobilization
Staffing & Workforce Administration	Secure / Confidential Operations
Background Screening / I-9 / E-Verify	FLSA, EEO, FCRA & ACA Compliance

PROFESSIONAL EXPERIENCE

Tryfacta, Inc.

SLED Account Director / Executive Account Director | 2010 – Present

Provides executive oversight and strategic account leadership for Tryfacta's portfolio of federal, state, local, healthcare/human-services, transportation, municipal, customer-support, technology-support, and workforce programs. Serves as an executive escalation authority for service performance, workforce continuity, compliance, client satisfaction, material operational issues, and contract governance.

Representative public-sector environments include the National Labor Relations Board (NLRB), HCL, Crimson Solutions, Commonwealth of Massachusetts EOHHS, State of New Hampshire DHHS, Harris County Public Health, Harris Health, Santa Clara Health System, Pinal County Public Health Services District, New Jersey Department of Health, Sound Transit, County of Ventura, Cincinnati Metropolitan Housing Authority, State of Michigan, City of Phoenix, City of Albuquerque, City of Los Angeles, DFW International Airport, and other state and local agencies. **Tryfacta's corporate portfolio confirms substantial healthcare, HHS, municipal and public-facing service experience across these environments.**

Responsibilities & Achievements

- **Provides** executive governance and escalation oversight for public-sector customer-service, call-center, help-desk, workforce, administrative, and managed-service programs, ensuring that material operational issues receive appropriate corporate attention and are driven to resolution.
- **Monitors** service performance, staffing levels, vacancies, workforce continuity, SLA/KPI trends, customer-service concerns, compliance issues, corrective actions, reporting commitments, and client satisfaction, **working with Project Managers and operational leaders to address emerging risks before they affect contract performance.**
- **Provides executive oversight for healthcare and human-services environments requiring disciplined workforce administration, confidentiality, compliance, background screening, secure information-handling practices, and responsive service delivery.**

Relevant Tryfacta environments include Massachusetts EOHHS, New Hampshire DHHS, Harris County Public Health, Harris Health, Santa Clara Health System, Pinal County Public Health Services District, and other public-health and healthcare organizations.

- Serves as a senior escalation point for complex staffing deficiencies, customer-service concerns, performance issues, compliance matters, onboarding challenges, service interruptions, and unresolved client concerns, mobilizing Tryfacta's Recruiting, HR, QA, Training, Compliance, Finance, and executive resources as necessary.
- Provides leadership oversight for workforce continuity and staffing risk mitigation, including recruitment pipeline readiness, replacement requirements, employee retention, background/onboarding dependencies, remote/onsite workforce considerations, and surge or emergency resource needs.
- Reviews material operational trends and supports Root Cause Analysis, Corrective Action Plans, risk mitigation, recovery planning, and continuous-improvement initiatives, ensuring issues remain under management visibility until corrective actions are implemented and effectiveness is validated.
- Supports governance meetings, performance reviews, executive briefings, risk reviews, and client communications, providing senior-level coordination with contracting officials, program managers, agency leadership, HR representatives, operational stakeholders, and procurement personnel.
- Provides oversight of public-sector employment and workforce compliance requirements, including ACA, FLSA, EEO, FCRA, I-9/E-Verify, background screening, onboarding controls, and applicable client-specific workforce requirements.
- Supports secure and confidential service environments through management oversight of personnel readiness, access requirements, security-awareness expectations, escalation procedures, and compliance coordination.
- Particularly Relevant Federal Experience – NLRB
- As part of Tryfacta's executive account leadership structure, supports governance of Tryfacta's \$15M+, five-year NLRB engagement, where Tryfacta serves as Prime Contractor and Single Vendor across Washington, DC Headquarters and 26 regional offices. The program supports approximately 1,200–1,500 federal users and 1,200–2,000 monthly service interactions, requiring centralized accountability, workforce management, escalation, security-sensitive operations, SLA/KPI governance, RCA/CAP management, knowledge continuity, and ongoing service improvement.
- This experience is particularly relevant to Nebraska DHHS because it demonstrates executive oversight of a single-accountability government service model in which Tryfacta is responsible for maintaining workforce stability, performance visibility, escalation discipline, secure operations, corrective action, and continuity across an active public-sector environment.

Pacific Gas and Electric Company

Senior Project Manager | February 2010 – November 2012 | San Francisco Bay Area

- Managed project governance and process-improvement initiatives within a highly regulated utility environment, coordinating cross-functional stakeholders, structured reporting, compliance-related processes, and operational improvement activities.
- Served as Project Lead for management-improvement initiatives aligned with PG&E governance requirements and supported development of process flows, work instructions, reporting procedures, supplier-diversity controls, and management documentation.
- The role strengthened Mr. Dhar's experience in regulated operations, executive communication, process governance, risk awareness, reporting, stakeholder coordination, and continuous improvement.

Bechtel Corporation

Project Controls, Resource Management & Supply Chain Operations | October 2001 – November 2009 | U.S. & International Assignments

- Held progressive leadership roles supporting complex infrastructure and enterprise programs across the United States and international locations. Responsibilities included workforce planning, resource deployment, project controls, schedule management, risk reporting, process documentation, stakeholder coordination, and executive reporting.
- Managed workforce and project-control requirements for major programs in New York, Los Angeles, San Francisco, Mumbai, and London, developing schedules, forecasts, management reports, risk information, and operational controls used by project leadership.
- Senior Procurement Associate – Reliance Petrochemicals Assignment
- Supported an approximately \$8 billion refinery-expansion program, acting as a liaison between Reliance and Bechtel leadership and serving as a Super User for the Bechtel Procurement System.
- Developed and delivered structured systems and process training for approximately 500 client personnel, strengthening expertise in large-scale training coordination, change adoption, process documentation, stakeholder communication, and operational governance.

Ernst & Young

Consultant | September 1998 – August 2001 | New York

- Provided consulting support for enterprise **systems, operational, and process-improvement initiatives**, including business-process analysis, stakeholder coordination, reporting, documentation, and implementation support. Built an early foundation in structured client management, process improvement, analytical problem solving, and executive communication.

Client References

Organization	Reference / Title	Address	Telephone	Email
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National Labor Relations Board (NLRB)	Digvijay Dond, Contracts Manager	Washington, DC	816-446-3653	Digvijay.dond@nlrb.gov
HCL Technologies	Kiran Somalwar, Senior Vice President	623 5th Avenue, 19th Floor, New York, NY 10022	(925) 380-2147	kirantsomalwar@gmail.com
Crimson Solutions	A. Ghosh, Global Delivery Manager	33 S Wood Ave, Suite 600, Iselin, NJ 08830	646-893-6110	aghosh@crimsonsol.com

Resume #2

Pradeep Singh, Project Manager

SUMMARY

PMP-certified Project Manager with 14+ years of experience managing public-sector customer-service, call-center, help-desk, healthcare/human-services, workforce, staffing, contract operations, and service-delivery programs for federal, state, county, municipal, transportation, healthcare, and other regulated organizations. For the Nebraska DHHS Child Support Enforcement Customer Service Call Center, Mr. Singh will serve as Tryfacta's Project Manager and primary Single Point of Contact (SPOC), providing overall contract-level accountability and direct day-to-day coordination with DHHS. He will oversee transition, operational readiness, staffing, recruitment and retention, SLA/KPI performance, risk and issue management, QA, training, reporting, corrective actions, security/compliance coordination, and service continuity. Mr. Singh brings hands-on experience coordinating multi-function customer-support teams and full-time employee recruitment, including Customer Service Representatives, service/help-desk personnel, supervisors, administrative support, bilingual resources, QA/training support, and replacement personnel. His public-sector experience includes environments supporting the National Labor Relations Board (NLRB), State and local health/human-services organizations, Sound Transit, WMATA, City of Phoenix, State of Michigan, County of Ventura, DFW International Airport, and other government clients. Tryfacta's NLRB environment alone supports approximately 1,200–1,500 federal users and 1,200–2,000 monthly service interactions under a centralized Prime Contractor model, demonstrating the type of structured governance, escalation, reporting, and service-management discipline relevant to Nebraska DHHS. Mr. Singh will be available within the Nebraska region throughout implementation and contract performance, including onsite participation in Wausa and DHHS meetings when required for transition, operational readiness, performance reviews, escalations, or other critical program activities..

EDUCATION

- Bachelor of Engineering (B.E.), Computer Science & Engineering, University Institute of Technology
- Project Management Professional (PMP), Project Management Institute

CORE COMPETENCIES

- Public-Sector Project Management: Customer-Service / Call-Center Operations
- DHHS / HHS Program Support: FTE Recruitment & Workforce Management
- Transition & Go-Live Management: SLA / KPI Performance Management
- Daily Client / Stakeholder Communication: Risk, Issue & Dependency Management
- Inbound / Outbound Service Operations: QA & Corrective-Action Management
- Training & Workforce Readiness: Staffing / Retention / Replacement Planning
- Onsite & Remote Workforce Coordination: Escalation & Complaint Management
- Background Screening / Onboarding: Business Continuity
- Contract & Performance Reporting: Microsoft Dynamics 365 / Salesforce / ATS
- FCRA, EEO, ACA, FLSA, I-9/E-Verify: Confidential / Regulated Operations

PROFESSIONAL EXPERIENCE

Tryfacta, Inc. | Project Manager – Public Sector Customer Support & Workforce Programs | January 2025 – Present

Provides project-management and account-delivery oversight for public-sector customer-support, service-management, workforce, and staffing programs. Serves as a primary client interface responsible for coordinating daily operations, workforce readiness, recruitment, issue resolution, SLA/KPI visibility, reporting, compliance, and cross-functional Tryfacta resources. Representative government environments supported through Tryfacta include the National Labor Relations Board, Sound Transit, WMATA, County of Ventura, City of Los Angeles, City of Minneapolis, University of Washington, City of Tacoma, and other federal, state and local agencies. Tryfacta's broader healthcare/HHS portfolio includes environments such as the Commonwealth of Massachusetts Executive Office of Health and Human Services, State of New Hampshire Department of Health and Human Services, Harris County Public Health, Pinal County Public Health Services District, New Jersey Department of Health, Santa Clara Health System, and other public healthcare organizations, giving Mr. Singh access to established corporate resources and processes used for regulated healthcare/human-services delivery.

Key Responsibilities and Relevant Experience

- Serves as the day-to-day point of coordination between client stakeholders and Tryfacta's operational teams, maintaining communication through phone, email, virtual meetings, governance reviews, status reporting, and escalation channels. Coordinates with procurement, program leadership, operations, IT, HR, recruiting, QA, compliance, payroll, and finance functions to maintain transparent contract execution.
- Oversees full-time workforce recruitment and deployment, translating client requirements into staffing plans and coordinating recruiters through sourcing, screening, interview, selection, background verification, onboarding, training, access readiness, and deployment. Has

supported the recruitment and management of customer-service representatives, help-desk personnel, administrative teams, bilingual resources, supervisors, technical personnel, and backup/replacement resources across large public-sector programs.

- Works with Tryfacta's recruiting organization to maintain active candidate pipelines rather than recruiting only after vacancies occur, supporting rapid replacement and continuity when employees separate, are absent, or fail to meet performance requirements. Coordinates staffing status, start dates, vacancies, candidate progress, background clearance, onboarding, training readiness, and replacement requirements through centralized tracking.
- Supports customer-service and managed-service programs requiring high-volume interaction management, accurate documentation, controlled escalation, confidentiality, service-level monitoring, and continuity. At NLRB, Tryfacta operates as Prime Contractor and Single Vendor across Headquarters and 26 regional offices, supporting approximately 1,200–1,500 users and 1,200–2,000 monthly service interactions through structured intake, escalation, reporting, RCA/CAP, and performance-management processes.
- Monitors service and workforce performance through SLA/KPI reviews, staffing reports, attendance trends, issue registers, corrective actions, training status, escalation trends, and management reporting. At-risk performance is coordinated through responsible functional owners and escalated to executive leadership when additional authority or resources are required.
- Coordinates employee onboarding and compliance readiness, including background-screening status, I-9/E-Verify, employment documentation, confidentiality requirements, client-specific onboarding, training dependencies, and system-access readiness. Supports FCRA, EEO, ACA, FLSA and other applicable workforce requirements.
- Maintains risk, issue, action and dependency tracking for staffing deficiencies, onboarding delays, access dependencies, performance issues, client decisions, compliance concerns, and other items that may affect service delivery. Ensures open actions remain visible until resolution and closure are validated.
- Prepares and reviews staffing reports, operational status updates, performance summaries, issue/escalation logs, corrective-action trackers, compliance information, and management reporting, supporting transparent governance and audit readiness.
- Uses Microsoft Dynamics 365, Salesforce, JobDiva and related workforce/reporting tools to maintain visibility into account activity, staffing pipelines, candidate/readiness status, client communications, risks, and open actions. Internal Tryfacta systems are used for governance without replacing client-authorized production systems.

22nd Century Technologies, Inc. | Call Center / Public-Sector Project Support Lead | August 2020 – January 2025

- Supported delivery of federal, state, county, municipal, transit, healthcare/human-services, housing, and other public-facing service programs, including environments for the City of Phoenix, WMATA, State of Virginia, State of New Jersey, Palm Beach County, DeKalb County, health and human-services organizations, and community/public-assistance programs.
- Provided project and operational coordination for programs involving customer-service operations, call-center support, help-desk functions, public inquiries, case/service documentation, administrative support, and escalation management.
- Worked with account leadership and client stakeholders to monitor staffing levels, schedule coverage, service requirements, SLA/KPI performance, open issues, compliance documentation, workforce metrics, and reporting deliverables.
- Coordinated recruitment and deployment activities across customer-service and operational programs, working with Recruiting, HR, Compliance, Finance, Payroll, QA, and Operations teams to move full-time and contingent resources through requirement intake, screening, onboarding, schedule assignment, replacement, and performance follow-up.
- Supported health/human-services and public-assistance environments where personnel interacted with community members and sensitive information, requiring confidentiality, accurate documentation, professional communication, appropriate escalation, and reliable service continuity.
- Maintained project and account information through Salesforce, Microsoft Dynamics 365, reporting trackers, issue logs, staffing dashboards, and corrective-action records, providing management with current visibility into service status and risks.
- Coordinated urgent backfills and replacement activity when employees separated or performance issues arose, balancing speed of replacement with qualification, onboarding, compliance, and client readiness requirements.

Outline Systems India Pvt. Ltd. | Call Center Project Coordinator | November 2011 – July 2020

- Managed and coordinated customer-support, call-center, help-desk, healthcare, administrative, and professional-service programs within structured client-delivery environments.
- Supported the complete workforce lifecycle from requirement intake and workforce planning through sourcing coordination, screening, onboarding, training readiness, deployment, attendance monitoring, issue resolution, replacement, and ongoing account support.
- Worked with recruitment, operations, HR, compliance, QA, finance, and client-service teams to ensure staffing requirements were filled with qualified personnel and that operational concerns were addressed without unnecessary disruption.
- Supported public-facing health, social-service, public-assistance, and customer-support environments where customer communication, documentation accuracy, confidentiality, process adherence, and escalation were central to service quality.
- Maintained workforce and project information covering open positions, candidate progress, employee starts, schedule coverage, onboarding, timekeeping, performance concerns, replacements, compliance documentation, and client communications.
- Assisted leadership with service-performance reviews, workforce analytics, recurring issue identification, reporting, process improvement, and continuity planning across customer-support programs.

NEBRASKA CSE PROGRAM UNDERSTANDING: Mr. Singh understands that Nebraska DHHS is seeking a managed CSE Customer Service Call Center—not simply staffing resources. The Call Center provides centralized customer service so that specialized CSE personnel can remain focused on technical child-support casework. As Project Manager, he will ensure the team maintains clear boundaries between customer-service responsibilities and specialized case-management activities, while supporting accurate customer responses, CHARTS documentation, escalation, outbound outreach, staffing, training, QA, confidentiality, reporting, and continuity. He also understands that Tryfacta must operate within DHHS-provided CHARTS, VRU, telephony, and State systems, maintain the required Wausa-centered staffing model, and coordinate Nebraska-authorized remote resources only where permitted by DHHS.

Client References

Organization	Reference / Title	Address	Telephone	Email
National Labor Relations Board (NLRB)	Digvijay Dond, Contracts Manager	Washington, DC	816-446-3653	Digvijay.dond@nrlb.gov
HCL Technologies	Kiran Somalwar, Senior Vice President	623 5th Avenue, 19th Floor, New York, NY 10022	(925) 380-2147	kirantsomalwar@gmail.com
Crimson Solutions	A. Ghosh, Global Delivery Manager	33 S Wood Ave, Suite 600, Iselin, NJ 08830	646-893-6110	aghosh@crimsonsol.com

Resume #3

JOSEPH GROF, Proposed On-Site Call Center Manager – Wausa, Nebraska

SUMMARY

Call Center Operations and Site Management leader with 35+ years of management experience, including more than 20 years directly leading customer-service, inbound/outbound contact-center, workforce, and multi-site operations. Mr. Grof is locally based in Plainview, Nebraska and available to work full-time on site at the Wausa Call Center, providing DHHS with experienced local leadership and immediate operational accessibility. Mr. Grof previously served for 17 years as Owner and Chief Executive Officer of PCSI, a 24x7 inbound/outbound contact-center organization operating 11 locations with more than 350 employees. In that capacity, he directed workforce planning, recruiting, scheduling, training, quality management, employee retention, customer-service delivery, escalation handling, performance management, reporting, client relations, and operational continuity. Most recently, he supervised a 24-seat verification center in Norfolk, Nebraska, overseeing daily inbound/outbound operations, employee scheduling, coaching, productivity, customer concerns, and service quality. For the Nebraska DHHS Child Support Enforcement Customer Service Call Center, Mr. Grof will serve as the full-time On-Site Call Center Manager, responsible for daily Wausa operations, workforce coverage, supervision, customer-service quality, training coordination, QA support, attendance, escalation management, confidentiality, service continuity, and communication with Tryfacta's Project Manager and DHHS CSE stakeholders.

EDUCATION

- High School Diploma, Plainview High School – Plainview, Nebraska

CORE COMPETENCIES

- On-Site Call Center Management: Inbound & Outbound Operations
- 35+ Years Leadership Experience: 24x7 Contact Center Operations
- Workforce Planning & Scheduling: CSR Recruitment & Retention
- Multi-Site Operations Management: Staffing & Coverage Management
- Customer-Service Operations: Employee Coaching & Mentoring
- Performance Management: Quality Assurance Support
- Escalation & Complaint Management: Training & Workforce Readiness
- Employee Attendance Management: Operational Reporting
- Process Improvement: Service Continuity Planning
- Customer Satisfaction: Client / Stakeholder Communication
- Onsite & Remote Team Oversight: Corrective Action Management
- Microsoft Excel, Word & PowerPoint: Reporting & Documentation

PROFESSIONAL EXPERIENCE

VT Acquisition Co., LLC – Norfolk, Nebraska | Supervisor – Contact Center Operations| October 2023 – July 2026

- Provides daily leadership and operational supervision for a 24-seat verification/contact center supporting inbound and outbound customer interactions.
- Directs daily employee scheduling and staffing coverage, monitors attendance and productivity, and adjusts workforce assignments to maintain stable customer-service operations. Provides employee coaching, training reinforcement, performance feedback, and development support to improve representative effectiveness and consistency.
- Monitors customer interactions and operational performance, supports resolution of customer concerns, reinforces adherence to established procedures, and coordinates with leadership when issues require additional escalation or corrective action.

- Supports inbound and outbound operations, employee performance evaluations, workforce communication, team engagement, quality objectives, and operational continuity, providing directly relevant experience for daily management of the Nebraska CSE Customer Service Call Center.

Eakes, Inc. – Norfolk, Nebraska | Office Supply Specialist / Customer Account Management | September 2020 – September 2023

- Managed business relationships and customer accounts throughout Northeast Nebraska, providing responsive customer service, account support, issue resolution, and ongoing client communication.
- Worked directly with customers to understand requirements, recommend solutions, resolve concerns, and maintain long-term satisfaction. This role strengthened Mr. Grof's experience in customer communication, issue ownership, relationship management, responsiveness, and service recovery.

FedEx Express – Norfolk, Nebraska | Courier / Logistics Supervisor | January 2014 – August 2019

- Supervised employees and operational activities supporting time-sensitive logistics and customer-service functions. Managed daily workforce assignments, employee scheduling, service performance, training, productivity, and operational coordination.
- Maintained service standards while addressing staffing challenges, customer issues, workload fluctuations, and daily operational priorities. Supported employee coaching, performance management, process improvement, and communication between frontline personnel and management.
- This role further developed Mr. Grof's experience managing high-accountability operations where attendance, schedule adherence, customer responsiveness, and continuity are critical to performance.

Pierce County Economic Development – Pierce, Nebraska | Executive Director | January 2014 – March 2015

- Led public- and private-sector stakeholder coordination, community outreach, business-development activities, and strategic initiatives supporting Pierce County and surrounding Nebraska communities.
- Worked directly with community members, businesses, government stakeholders, and organizational leadership, strengthening experience in public-facing communication, local stakeholder engagement, issue resolution, and community-service leadership.
- Mr. Grof's long-standing professional experience in Northeast Nebraska also provides valuable familiarity with the regional workforce and community environment surrounding Wausa.

PCSI – Plainview, Nebraska | Chief Executive Officer / Owner – Multi-Site Contact Center Operations | March 1996 – February 2013

- Founded, owned, and managed a full-service 24x7 inbound and outbound contact-center organization for 17 years, expanding operations to 11 locations and more than 350 employees.
- Held overall responsibility for contact-center operations, workforce management, recruiting, scheduling, training, quality, employee development, customer-service standards, client relationships, performance management, reporting, budgeting, process improvement, and strategic operations.

Relevant Call Center Leadership Experience

- Directed large-scale workforce planning across multiple contact-center sites, ensuring sufficient staffing and management coverage for continuous inbound and outbound operations. Developed recruiting and onboarding programs supporting frontline representatives, supervisors, and management personnel and implemented retention strategies to reduce workforce instability.
- Created and maintained customer-service procedures, operational standards, training programs, employee coaching practices, quality-management processes, and performance-review methods to improve consistency across 11 locations.
- Managed supervisors and team leaders responsible for frontline customer-service employees and established clear reporting and escalation relationships between representatives, supervisory personnel, site leadership, and executive management.
- Oversaw staff scheduling, attendance, productivity, quality, customer escalations, workforce performance, employee evaluations, corrective actions, and service-continuity planning.
- Developed employee training and professional-development programs covering customer communication, operational procedures, service quality, supervisory expectations, and workforce performance.
- Managed client relationships and customer-satisfaction initiatives, addressing complex concerns and service issues requiring management intervention and ensuring issues were driven through resolution.
- Used operational reporting and performance analysis to identify staffing, workforce, service-quality, and process-improvement opportunities and implemented corrective measures across the organization.
- This experience provides Mr. Grof with directly applicable expertise to oversee Nebraska DHHS's Wausa Call Center, including daily CSR supervision, inbound/outbound operations, workforce stability, training, QA, escalation, customer-service performance, staffing continuity, and local site leadership.

NEBRASKA CSE PROGRAM UNDERSTANDING: Mr. Grof understands that the Nebraska CSE Call Center is a managed customer-service operation, not a technical child-support case-management function. His role will be to ensure that CSRs provide accurate and professional customer assistance within their authorized responsibilities, follow the DHHS desk guide and approved procedures, document required activity in CHARTS following State training, and appropriately escalate inquiries requiring specialized CSE personnel. As the full-time Wausa Site Manager, he will maintain daily oversight of staff availability, inbound and outbound coverage, attendance, customer-service quality, queue/hold conditions, complaints, escalations, training readiness, QA findings, confidentiality, and continuity. He will work closely with the Project Manager

and DHHS to ensure emerging issues are identified early and corrective action is implemented promptly. Mr. Grof's combination of local Nebraska availability, current 24-seat contact-center supervisory experience, and prior leadership of an 11-location/350+ employee contact-center enterprise gives Tryfacta a highly experienced on-site operational leader capable of assuming direct accountability for the Wausa Call Center.

Client References

Reference #1	Reference #2	Reference #3
Mike Holton MichaelH@Cityoftreynor.com 402-640-6454 City Administrator Treynor IA	Tom Behm Tomb@Brettrobinson.com 402-957-7681 Operations Director Brett Robinson Corp	Tim Brown Topgrade@cox.net 402-679-7220 Top Grade Inc., Owner

Resume #4

Brian Cooper, Call Center Operations Support Lead

SUMMARY

Accomplished Call Center Operations Manager with 20+ years of direct contact-center leadership experience managing high-volume inbound and outbound operations across multi-site, centralized, distributed, and remote environments. Mr. Cooper has led organizations ranging from start-up contact centers to large 24x7 operations with 220+ customer service representatives and 17 supervisors, with responsibility for workforce management, staffing, scheduling, QA, training, performance management, escalation handling, forecasting, KPI/SLA reporting, customer satisfaction, retention, and continuous improvement. For the Nebraska DHHS Child Support Enforcement Customer Service Call Center, Mr. Cooper is proposed as Tryfacta's Off-Site Call Center Operations Support Lead, complementing the full-time Wausa Site Manager. He will provide experienced operational support in workforce forecasting, schedule optimization, QA methodology, supervisor coaching, KPI analysis, call-flow improvement, remote-work management, performance recovery, and continuous improvement without replacing the RFP-required on-site supervisory structure. Mr. Cooper has extensive experience creating and improving contact-center operating models, including SOPs, agent and supervisor scorecards, call scripts, QA/coaching programs, attendance programs, workforce-management processes, new-hire training, escalation teams, retention programs, forecasting, and executive reporting. His results include sustaining 98% CSAT over a 10-year period, reducing new-hire attrition by 30%, increasing customer satisfaction by 40% within three months, and managing teams that consistently achieved contractual SLAs and internal KPIs.

EDUCATION

- Brookhaven College, Farmers Branch, Texas

CORE COMPETENCIES

- Avaya CMS • Five9 • NICE Universe • IEX TotalView • Nortel Symposium • ACD Systems • SpitFire Auto Dialer • BoldChat • CRM Platforms • Workday • PeopleSoft • Microsoft Excel • Word • PowerPoint • Outlook

SELECTED PERFORMANCE RESULTS

Performance Area	Demonstrated Experience
Largest Team Managed	220+ CSRs and 17 Supervisors
Multi-Site BPO Team	130 CSRs, 12 Supervisors + 20 Home-Based Agents
Call Center Built from Start-Up	45 Agents + 3 Supervisors
Customer Satisfaction	98% CSAT sustained over 10 years at Vetlogic
CSAT Improvement	40% improvement within three months at PODS
Employee Retention	New-hire mentoring reduced attrition by 30%
Operating Models	24x7, onsite, remote, distributed and multi-site
Core Functions Led	Operations, WFM, QA, Training, Escalations, Reporting

PROFESSIONAL EXPERIENCE

Vetlogic – Dallas, Texas | Call Center Operations Manager | August 2006 – Present

- Built, launched, and managed a centralized inbound/outbound contact center with 45 customer-service and inside-sales representatives and three supervisors, establishing the operational structure required for sustainable performance.
- Developed and implemented the center's core operating framework, including SOPs, call flows, scripts, workforce schedules, attendance controls, QA programs, coaching processes, new-hire training, agent and supervisor scorecards, KPI reporting, incentive structures, forecasting, and performance-management procedures.
- Led frontline employees and supervisors through ongoing coaching, performance reviews, training, and development. The operation maintained approximately 98% customer satisfaction over a 10-year period while consistently meeting or exceeding established performance expectations.
- Managed distributed and remote customer-support operations and coordinated team performance across different work locations. This experience provides direct relevance to Tryfacta's planned support for Nebraska's approved hybrid operating model.

- Maintained accountability for monthly operational reporting and forecasting to senior management, including staffing requirements, workload, performance, productivity, service quality, and resource needs.
- Worked collaboratively with HR, training, technology, leadership, and other support functions to address hiring needs, performance issues, employee retention, service concerns, and changing operational requirements.
- Managed customer escalations and reinforced a service culture centered on professional communication, issue ownership, timely resolution, accountability, and positive customer experience.
- Utilized Avaya CMS, NICE, SpitFire, BoldChat, CRM systems, reporting tools, and Microsoft Office to monitor contact-center performance and support management decision-making.

PODS – Dallas, Texas | Call Center Manager | February 2006 – August 2006

- Managed a 24x7 high-volume inbound Call Center with approximately 220 customer-service representatives and 17 supervisors, providing direct experience at a scale substantially larger than Nebraska DHHS's required 14-CSR operation. Nebraska requires a minimum of 14 dedicated full-time CSRs, plus supervisory, QA, training, and operational management resources.
- Provided overall leadership for staffing, scheduling, service performance, QA, training, workforce management, supervisor effectiveness, customer escalations, employee engagement, and operational improvement.
- Within approximately three months, increased customer satisfaction scores by 40% while improving sales conversion by 35% through stronger operational controls, leadership accountability, coaching, and performance-management practices.
- Implemented a new-hire mentoring program that reduced agent attrition by approximately 30%, demonstrating direct experience with the retention challenge that is particularly relevant to Nebraska DHHS's requirement for a detailed recruitment and retention strategy.
- Established dedicated Customer Escalation and Customer Retention teams, improving issue ownership, First Call Resolution, customer loyalty, and service recovery.
- Strengthened the center's QA, Training, and Workforce Management functions and personally coached and developed 17 frontline supervisors.
- Utilized Nortel Symposium, IEX TotalView, and NICE Universe for operational monitoring, workforce planning, service analysis, and performance improvement.

Korman Marketing Group – Dallas, Texas | Call Center Manager | April 2001 – March 2005

- Managed and expanded a multi-site outsourced BPO contact-center operation across Dallas, Texas and Bozeman, Montana, with approximately 130 customer-service representatives, 12 supervisors, and 20 home-based agents supporting multiple client programs.
- Led a blended onsite and home-based workforce while maintaining contractual service requirements, quality standards, staffing coverage, customer experience, and consistent operating practices across locations.
- Established a formal Workforce Management function to improve forecasting, staffing, scheduling, and coverage. Developed standardized operating procedures to create consistency across multiple customer-service programs.
- Designed and implemented a structured Quality Assurance and coaching program, including interaction scorecards, employee evaluations, coaching plans, trend analysis, and follow-up monitoring.
- Created and led new-hire onboarding and training programs focused on employee readiness, performance expectations, customer communication, procedures, and service quality.
- Managed complex customer and client escalations and maintained regular client communications regarding operational performance, staffing, risks, service quality, and improvement activities.
- Led the organization through policy, HR, operational, and leadership changes while maintaining service continuity and workforce engagement.
- Utilized Five9, IEX TotalView, ACD systems, CRM applications, and reporting tools to support performance oversight and operational decision-making.

Relevant Call Center Leadership Experience

- Directed large-scale workforce planning across multiple contact-center sites, ensuring sufficient staffing and management coverage for continuous inbound and outbound operations. Developed recruiting and onboarding programs supporting frontline representatives, supervisors, and management personnel and implemented retention strategies to reduce workforce instability.
- Created and maintained customer-service procedures, operational standards, training programs, employee coaching practices, quality-management processes, and performance-review methods to improve consistency across 11 locations.
- Managed supervisors and team leaders responsible for frontline customer-service employees and established clear reporting and escalation relationships between representatives, supervisory personnel, site leadership, and executive management.
- Oversaw staff scheduling, attendance, productivity, quality, customer escalations, workforce performance, employee evaluations, corrective actions, and service-continuity planning.
- Developed employee training and professional-development programs covering customer communication, operational procedures, service quality, supervisory expectations, and workforce performance.
- Managed client relationships and customer-satisfaction initiatives, addressing complex concerns and service issues requiring management intervention and ensuring issues were driven through resolution.
- Used operational reporting and performance analysis to identify staffing, workforce, service-quality, and process-improvement opportunities and implemented corrective measures across the organization.

- This experience provides Mr. Grof with directly applicable expertise to oversee Nebraska DHHS's Wausa Call Center, including daily CSR supervision, inbound/outbound operations, workforce stability, training, QA, escalation, customer-service performance, staffing continuity, and local site leadership.

NEBRASKA CSE PROGRAM UNDERSTANDING: Mr. Cooper understands that the Nebraska DHHS CSE Call Center is a customer-service operation supporting callers with child-support inquiries while specialized CSE personnel retain responsibility for technical case-management activities. His operational role will focus on helping the project team maintain consistent customer-service performance, workforce readiness, quality, escalation discipline, and efficient Call Center operations.

His background is particularly relevant to the State's requirements for all incoming calls to be answered by a live operator, queue and hold times not to exceed four minutes, accurate responses, QA review, follow-up, complaint resolution, outbound outreach, and continuous improvement.

He also brings strong experience supporting the 14-CSR dedicated staffing model, including workforce forecasting and schedule management at far greater scale, and has managed dedicated QA, Training, WFM, supervisor, escalation, and remote-work functions—all of which DHHS expects in addition to the minimum CSR complement

Client References

Reference #1	Reference #2	Reference #3
Jeff Hyman Chief Executive Officer Vetlogic Phone: (800) 836-4854 Email: jhyman@vetlogic.com	John Koch Regional Vice President PODS Enterprises, LLC Phone: (877) 770-7637 Email: jkoch@pods.com	Michael Korman President Korman Marketing Group Phone: (972) 490-9700 Email: mkorman@kormanmarketing.com

2. Technical Approach

The technical approach section of the Technical Proposal should consist of the following subsections:

a. Understanding of the project requirements;

With more than 20 years of experience supporting government agencies and other regulated, mission-critical environments, including engagements with the *National Labor Relations Board (NLRB), HCL, Crimson, Sound Transit, DOH and other federal, state, local, and healthcare organizations*, Tryfacta understands that **DHHS is not seeking traditional staff augmentation, but a fully managed customer-service operation in which uninterrupted service, workforce stability, accurate information, data security, performance accountability, and responsive management are essential**. Our public-sector experience has required disciplined staffing, high-volume customer and user support, protection of sensitive government information, structured escalation, SLA/KPI management, quality monitoring, reporting, and continuity of operations. For example, under our NLRB engagement, Tryfacta provides centralized accountability across a distributed federal environment supporting approximately 1,200–1,500 users and 1,200–2,000 monthly service interactions across headquarters and 26 regional offices. This experience informs our approach to operating the Nebraska Child Support Enforcement Customer Service Call Center as a stable, measurable, and customer-focused extension of DHHS operations.

Key Highlights — Our Understanding

- 20+ Years of Call Center Service Delivery Experience
- Managed Call Center Operations, Not Staff Augmentation
- Wausa-Centered Delivery with On-Site Leadership
- Minimum 14 Dedicated CSRs + Support Functions
- Two Dedicated Outbound/Outreach CSRs
- ~11,759 Calls Managed per Month
- ≤4-Minute Queue and Hold-Time Standards
- Secure CHARTS & VRU-Based Customer Service
- Title IV-D Customer Service, Not Case Management
- October 1 Operational Readiness
- QA, Training, Reporting & Continuous Improvement

CSE Purpose and Service Environment – Sections V.A–V.D. Tryfacta understands that the purpose of the centralized CSE Customer Service Call Center is to provide parents and other authorized customers with timely access to child-support information while allowing DHHS field and program personnel to concentrate on specialized case-management responsibilities. Nebraska's Child Support Program supports approximately 85,000 cases and operates within an interconnected environment involving the Child Support Central Office, statewide field offices, Clerks of the District Court, County Attorneys and authorized attorneys, the State Disbursement Unit, employers, custodial and noncustodial parties, and other program stakeholders. Tryfacta therefore views the Call Center not as an isolated telephone operation, but as the **customer-service front door to a statewide Title IV-D program**, where the quality and accuracy of each interaction can affect a family's understanding of its child-support case and the workload of DHHS's specialized program personnel.

Tryfacta also clearly understands the boundary between **customer service and child-support case management**. Call Center personnel are responsible for customer-service functions and are not being asked to perform establishment, enforcement, modification, locate, paternity, or intergovernmental case-management functions. DHHS specifically clarified this distinction in the Addendum. Our representatives will therefore focus on accurate information, appropriate navigation, documentation, explanation of approved program information, follow-up, and proper routing or escalation rather than making eligibility determinations, legal judgments, or unauthorized case-processing decisions. The Addendum further confirms that customer communication within the scope of this contract is **telephone-based**, allowing Tryfacta to align staffing, workforce management, quality monitoring, training, and performance controls specifically around inbound and outbound voice service.

Wausa Call Center Operations – Sections V.A, V.F.3 and V.F.5. Tryfacta understands that the Wausa, Nebraska facility will remain the physical operating location for the Child Support Customer Service Call Center. Our model will maintain a full-time **on-site Call Center Manager**, supported by the supervisory, training, quality, administrative, and workforce-management functions necessary to maintain continuous operational control. Where DHHS authorizes Customer Service Representatives to work remotely, Tryfacta understands that such personnel must remain within Nebraska and comply with DHHS requirements governing State-authorized equipment, systems, access, confidentiality, security, and supervision. The Addendum confirms that the Call Center cannot be fully remote, that the physical operation will remain in Wausa, and that supervisory and training functions are expected on site. Our approach will therefore preserve Wausa as the operational center of accountability rather than relying on a geographically dispersed or unsupported remote workforce.

CHARTS, VRU and State-Provided Technology – Sections V.B, V.F.3–V.F.4 and V.G. Tryfacta recognizes that effective customer service depends on disciplined use of DHHS's existing technology environment. **CHARTS—Children Have A Right To Support—is Nebraska's primary automated system for the IV-D program**, maintaining case activity and the financial record associated with child-support payments, while the Voice Response Unit provides customers with 24×7 automated access to information such as payment dates, amounts, and expected delivery information. DHHS has clarified that it will provide the technology required for contract performance, including CHARTS/VRU-related technology and access. Tryfacta's responsibility is therefore to ensure that properly screened and trained personnel use those State systems accurately and securely, document required customer interactions, protect access credentials and confidential information, and route calls appropriately if the VRU or telephone environment becomes temporarily unavailable. Our operating model will complement, not replace, DHHS's technology environment.

Workload and Staffing Understanding – Sections V.E and V.F.5. Tryfacta will base workforce planning on the workload information provided by DHHS rather than unsupported assumptions. The RFP identifies approximately **35,000 live-agent calls per quarter**, while the Addendum reports **70,552 calls from January through June, or approximately 11,759 calls per month**, with a current average handle time of approximately **4 minutes 31 seconds**, average time to answer of **1 minute 27 seconds**, and average hold time of **1 minute 5 seconds**. The highest-volume hour is approximately **11:00 a.m. to noon, representing about 13% of daily calls**, while Mondays and the day following a holiday are identified as peak days, with volume reaching approximately 1,000 calls. These demand patterns will drive Tryfacta's scheduling, break and leave management, cross-training, backup coverage, and intraday workforce decisions. We further understand that the minimum requirement of **14 full-time Customer Service Representatives includes two representatives dedicated to outbound/outreach activities**, while adequate supervisory, administrative, training, QA, workforce-management, and operations-management resources must be provided in addition to the CSR minimum.

Performance Accountability – Sections V.F.3–V.F.4. Tryfacta understands that DHHS's performance requirements are operating standards that must be actively managed throughout each business day—not simply reported after the fact. For calls reaching the Customer Service Call Center, representatives must provide live customer support and necessary follow-up; **initial queue time may not exceed four minutes and hold time may not exceed four minutes**. Representatives must provide accurate answers, correct inaccurate information through appropriate customer follow-up, and incorporate identified errors into ongoing training. Tryfacta must independently audit samples of calls and/or narratives while allowing DHHS to perform its own audits at any time. Our management approach will therefore emphasize real-time queue awareness, attendance and schedule adherence, supervisor intervention, call-quality review, coaching, escalation management, trend analysis, and corrective action so that performance problems are identified before they become recurring service failures.

Title IV-D Customer Experience and Outreach – Sections V.C, V.D and V.F.3. Tryfacta recognizes the specialized nature of the population being served. Customers may include applicants for child-support services, recipients of TANF, Child Care Subsidy, Medicaid, and SNAP, custodial and noncustodial parties, employers, courts, county attorneys, clerks, and CSE personnel. Accordingly, representatives must combine empathy and clear communication with strict adherence to approved procedures, confidentiality requirements, and defined role boundaries. The two dedicated outbound representatives will also support DHHS outreach by contacting custodial and noncustodial parties concerning new support orders, income-withholding information, contact and employer verification, billing questions, Title IV-D benefits, and information concerning how to apply for IV-D services. The RFP permits outbound personnel to work schedules adjusted to improve contact success, and the Addendum specifically states that extended hours may be proposed.

Service Continuity and Operational Readiness – Sections V.F.1–V.F.2. Finally, Tryfacta understands that maintaining continuity through transition is fundamental to this procurement. The State's current contractor expires immediately before the new operating period, leaving no acceptable gap in customer service. Tryfacta will treat **October 1, 2026 at 8:00 a.m. Central Time as a firm operational-readiness milestone**, while using the transition period for incumbent engagement, recruitment, management mobilization, access provisioning, training, knowledge transfer, readiness validation, staffing confirmation, and communication. Section V requires transition activities to be managed within 45 days, and the Addendum clarifies that activities may continue during that period provided normal Call Center operations continue. Our definition of successful transition is therefore not simply completing a checklist: it is **maintaining uninterrupted customer access, preserving institutional knowledge, achieving full staffing and**

management control, and entering steady-state operations without degradation to DHHS's Child Support customer service.

Tryfacta's understanding of the assignment can therefore be summarized in one principle: **DHHS needs a contractor that can assume operational accountability for a sensitive statewide public-service function while making the transition effectively invisible to the families and stakeholders who depend upon it.** Our technical approach is designed around that objective—stable staffing, experienced on-site leadership, accurate Title IV-D customer service, disciplined use of CHARTS and VRU, measurable call performance, strong QA and training, secure handling of customer information, and continuous service from transition through steady-state operations.

b. Proposed development approach;

Relevant RFP References: Section V.F.1 – Transition Plan; V.F.2 – Start-Up; V.F.3 – Operational Standards; V.F.4 – Vendor Performance Standards; V.F.5 – Staffing; V.F.6 – Training; V.F.7 – Reporting; V.G – Responsibilities of DHHS

Tryfacta will implement the Nebraska CSE Customer Service Call Center through a **controlled transition-to-steady-state model** designed to preserve service continuity while establishing Tryfacta's management, workforce, quality, training, and performance controls. The approach builds on Tryfacta's experience mobilizing and managing public-sector service environments where an incoming contractor must assume responsibility without disrupting day-to-day government operations. Rather than treating transition, staffing, training, quality, and operations as separate workstreams, Tryfacta will manage them as an integrated operating cycle: **mobilize → retain/recruit → train and validate → assume operations → measure → improve.**

B.1 Transition and Operational Mobilization

RFP Sections V.F.1, V.F.2 and V.G

Tryfacta acknowledges that the final transition plan will be coordinated with DHHS CSE program leadership and the designated CSE Customer Service Call Center Contract Manager before full turnover. DHHS program staff may assist in coordinating transition meetings requiring program approval, and Tryfacta will finalize the transition schedule, staffing and retention plan, management structure, communication protocol, training sequence, system-access activities, operational procedures, and readiness criteria in coordination with DHHS. Tryfacta will not assume that transition activities may begin before contract execution unless specifically authorized by DHHS.

The RFP Schedule establishes a September 16, 2026 contract award, and Addendum One confirms September 21, 2026 as the official contract effective date. The CSE Customer Service Call Center must then be fully operational by October 1, 2026 at 8:00 a.m. Central Time. Section V.F.1 requires Tryfacta to transition the Call Center within 45 days of contract execution; importantly, Addendum One clarifies that remaining transition activities may continue during the 45-day period after October 1 provided normal Call Center operations continue without interruption. All recruitment, onboarding, training, management, transition, and other start-up costs incurred during this period will be incorporated into Tryfacta's Year 1 cost proposal rather than treated as separately reimbursable transition costs.

To meet this compressed schedule without sacrificing workforce or service readiness, Tryfacta will apply a structured, quality-controlled transition methodology supported by our ISO-certified quality, service-management, and information-security processes. The model emphasizes workforce continuity, rapid incumbent engagement, parallel recruitment, knowledge retention, training and competency validation, controlled access to DHHS systems, operational readiness, and close coordination with DHHS throughout transition and stabilization.

Tryfacta's transition strategy is driven by four primary objectives:

- Achieve full operational readiness by October 1, 2026 at 8:00 a.m. CT without interruption to customer service;
- Retain qualified incumbent personnel while maintaining a parallel recruiting pipeline sufficient to sustain full staffing capacity;
- Establish trained personnel, on-site management, CHARTS/VRU readiness, QA, security, communication, and escalation controls before go-live;
- Complete remaining transition and stabilization activities within the 45-day transition period while maintaining normal Call Center operations.

Transition Timeline and Control Gates:

Transition Milestone	RFP-Aligned Timing	Primary Activities	Readiness Outcome
Award / Internal Readiness	September 16–20	Internal mobilization; resource confirmation; transition-team readiness; document preparation. No DHHS transition activity assumed before authorization.	Tryfacta ready to mobilize immediately upon contract execution
Transition Mobilization	Beginning September 21	Kickoff; governance; DHHS coordination; staffing validation; incumbent outreach; transition schedule; risk/dependency review	Joint transition control established
Workforce Operational Readiness &	September 21–30	Retention/recruiting; screening; background checks; onboarding; training; CHARTS/VRU access; desk-guide review; scheduling; QA and escalation preparation	Workforce and operating model production-ready
Staff Communication	Prior to October 1	Communicate management structure, responsibilities, reporting relationships, schedules, escalation contacts and transition expectations	Staff fully informed before operational turnover
Production Go-Live	October 1, 8:00 a.m. CT	Full Call Center operation; live-agent coverage; outbound support; active supervision and performance monitoring	Uninterrupted CSE customer service
Stabilization	October 1 through 45-day transition window	Daily monitoring; staffing stabilization; coaching; QA; issue resolution; process validation; knowledge reinforcement	Stable service performance
Transition Closure	Within 45 days of contract execution	Close transition issues; confirm workforce/process ownership; transfer remaining items to steady-state governance	Formal transition-to-operations completion
Security Plan	Within 60 business days of contract award	Complete formal security plan addressing applicable RFP security requirements	Security-plan requirement satisfied

The RFP separately requires Tryfacta to provide DHHS with its management staff, duties, and communication methods within 15 days after contract execution. Tryfacta intends to establish this structure earlier in the transition so that clear accountability is in place before the October 1 production date.

Phase 1: Transition Initiation and Joint Mobilization: Immediately following contract execution and DHHS authorization, Tryfacta's on-site Call Center Manager, supported by the transition, recruiting, HR, training, quality, and compliance functions, will initiate transition activities with the DHHS CSE Customer Service Call Center Contract Manager. The initial transition session will establish the working governance structure and confirm the activities that must be completed before October 1. Discussion will focus specifically on staffing and incumbent coordination, facility readiness, training, CHARTS and VRU access, telephony, desk-guide procedures, call documentation, customer complaint escalation, outbound/outreach activity, reporting, security, and unresolved dependencies that could affect operational readiness. Tryfacta will establish and maintain a Transition Action Register covering:

Control Area	Transition Control
Schedule	Milestones, due dates and October 1 critical path
Staffing	Incumbent status, vacancies, recruiting and backup candidates
Training	Required training, completion status and competency validation
Access	CHARTS, VRU, State-authorized equipment and required credentials
Facility	Wausa workspace and operational readiness
Security	Background checks, confidentiality, system-access controls
Process	Desk guide, call handling, escalation, QA and complaint procedures
Risks	Issue, owner, mitigation, due date and escalation level
Communications	DHHS contacts, management contacts and staff notifications
Readiness	Go-live requirements and final approval status

During the compressed pre-go-live period, Tryfacta will conduct frequent transition status reviews. Critical-path items will be reviewed daily as necessary, with unresolved dependencies immediately assigned to an owner and escalated rather than deferred until a periodic status meeting.

Phase 2: Incumbent Retention, Recruitment and Workforce Readiness: Tryfacta recognizes that preserving qualified incumbent personnel is the fastest means of retaining operational knowledge and minimizing disruption, but the State does not guarantee that any specific percentage of the existing workforce will transition. Addendum One confirms that DHHS will facilitate communications between the successful Vendor and incumbent employees and

permits the Vendor to use a combination of incumbent retention and new recruitment as long as the Call Center remains at full staff capacity.

Upon DHHS authorization, Tryfacta will initiate direct incumbent engagement addressing employment opportunities, transition expectations, management changes, compensation and benefits, onboarding, screening, training, schedules, and continuity expectations. At the same time, Tryfacta's recruiting team will maintain an independent Nebraska candidate pipeline so successful transition does not depend solely upon incumbent acceptance.

The transition staffing plan will be built around the RFP minimum of 14 full-time Customer Service Representatives, including two dedicated outbound/outreach CSRs, together with the supervisory, administrative, training, QA, workforce-management, and operational resources necessary to sustain performance. The Call Center Manager will provide full-time on-site management of the Wausa operation.

Workforce Component	Transition Readiness Requirement
Call Center Manager	Full-time on-site operational management
Customer Service Representatives	Minimum 14 full-time CSRs
Outbound/Outreach	2 of the 14 CSRs dedicated to outreach/outbound activity
Supervisory Support	Sufficient coverage for daily operations and escalation
Training	Dedicated capability for initial and ongoing training
QA / Workforce Support	Support performance monitoring, quality and staffing control
Administrative Support	Sufficient support to maintain efficient Call Center operations

Candidates will progress through qualification review, interviews, work-eligibility verification, required background screening, onboarding, and readiness training. Employees who will have access to Call Center facilities or operations will receive required background checks, and individuals accessing participant addresses must receive a successfully adjudicated background check before such access is permitted. Tryfacta will also maintain backup candidates during the transition period. This provides a controlled contingency if an incumbent elects not to transition, a selected candidate fails screening, or an unexpected vacancy develops immediately before or after go-live.

Phase 3: Knowledge Transfer and Operational Process Alignment: Knowledge transfer will focus specifically on preserving the information necessary to continue CSE customer-service operations, not case-management functions. Tryfacta will coordinate with DHHS and, where made available, incumbent personnel to understand existing customer-service procedures, recurring inquiry types, call-handling practices, escalation paths, CHARTS narration requirements, outreach procedures, reporting practices, and operational dependencies. The transition team will review and validate the existing Call Center desk guide and supporting procedures so that new and retained personnel operate from consistent DHHS-approved guidance. Section V requires Tryfacta to develop and/or maintain a detailed desk guide covering child-support procedures and methods for handling caller questions and to adhere to the protocols established within that guide.

Knowledge-transfer activities will address: **Inbound Call Handling → Customer Information Review → CHARTS Navigation → Required Narration → Customer Information Updates → Escalation → Follow-Up → Complaint Resolution → Outbound/Outreach Procedures**

The process review will also validate procedures for TDD access, telephonic interpretation, handling confidential information, supervisor escalation, customer complaints, inaccurate-response correction, and changes directed by DHHS because of state or federal regulatory or operating-policy updates. Tryfacta will not replace DHHS systems or create unnecessary technology dependencies. DHHS will provide the required data and voice connectivity, Call Center computer/software equipment, Help Desk support, CHARTS production support, and approved remote-work equipment. Tryfacta will coordinate with DHHS to validate that authorized personnel have the required access and that technology dependencies are ready for production.

Phase 4: Training, Access and Staff Readiness: Tryfacta will combine DHHS-provided program training with Tryfacta-managed workforce readiness, customer-service training, QA preparation, coaching, and competency validation. Section V.F.6 requires a comprehensive initial and ongoing training plan covering CSE policies and procedures, customer-service standards and techniques, and use of CHARTS; Section V.G simultaneously confirms that DHHS will provide initial and ongoing training.

The transition training sequence will therefore be coordinated rather than duplicative: **Program Orientation → CSE Policies/Procedures → Customer-Service Role Boundaries → CHARTS/VRU → Desk Guide → Documentation/Narration → Privacy & Security → Customer-Service Techniques → TDD/Interpretation → Escalation & Complaint Handling → Outbound/Outreach → QA Standards → Practice/Readiness Validation**

Where practical and permitted by DHHS, retained incumbent employees may receive targeted transition and policy-update training based on demonstrated competency rather than unnecessary repetition of already-mastered material.

Transition Training Readiness Checklist

Readiness Activity	Status	Validation Responsibility
Employment onboarding completed	☐	Tryfacta HR / Recruiting
Work-eligibility verification completed	☐	Tryfacta HR
Required background check successfully adjudicated	☐	Tryfacta Compliance
DHHS/CSE orientation completed	☐	DHHS / Tryfacta
CSE policies and procedures training completed	☐	DHHS / Training Lead
CHARTS access provisioned and validated	☐	DHHS / Tryfacta
CHARTS usage and narration training completed	☐	DHHS / Training Lead
VRU / telephony workflow understood	☐	DHHS / Operations
Desk-guide procedures reviewed	☐	Training / Supervisor
Customer-service standards and call-handling training completed	☐	Tryfacta
Confidentiality and security requirements completed	☐	Compliance / DHHS
TDD and telephonic interpretation procedures reviewed	☐	Training Lead
Customer complaint/escalation process reviewed	☐	Call Center Manager
Outbound/outreach training completed, where applicable	☐	DHHS / Supervisor
QA standards and evaluation expectations reviewed	☐	QA / Supervisor
Practice calls / scenario validation completed	☐	Training / QA
Schedule and reporting relationship confirmed	☐	Operations
Supervisor readiness approval completed	☐	Supervisor
Final operational readiness approved	☐	Call Center Manager

No newly assigned CSR will be independently placed into production until applicable onboarding, screening, system access, training, and operational-readiness requirements have been successfully completed.

Phase 5: Operational Readiness Validation and Go-Live Approval: Before the October 1 production date, Tryfacta will conduct a formal Operational Readiness Review to confirm that the workforce, facility, processes, systems, controls, and management structure can support live CSE Customer Service operations beginning at 8:00 a.m.

The readiness assessment will use defined gates rather than relying solely on percentage completion.

Readiness Gate	Validation Prior to Go-Live
People	Minimum staffing achieved; management and supervisory coverage confirmed
Training	Required training and competency validation completed
Access	Required CHARTS, VRU and State-authorized system access available
Process	Desk guide, narration, escalation, outreach and complaint processes understood
Security	Required screening completed; confidentiality/access controls established
Facility	Wausa operational workspace and State-provided technology validated with DHHS
Performance	Scheduling aligned to operational hours and expected workload
Continuity	Backup personnel and escalation contacts identified
Communications	Staff informed of management adjustments before October 1
Governance	DHHS/Tryfacta points of contact and escalation structure active

Any issue that could prevent full operation will be treated as a critical transition item with assigned ownership, corrective action, and executive escalation where necessary.

Phase 6: October 1 Controlled Go-Live and Early-Life Support: At 8:00 a.m. CT on October 1, 2026, Tryfacta will assume full operational responsibility for the CSE Customer Service Call Center. The Call Center Manager and supervisory team will provide heightened oversight during the initial production period, monitoring staffing, attendance, call demand, queues, hold times, escalations, customer complaints, CHARTS documentation, quality observations, and system/access issues.

Tryfacta's go-live monitoring will focus particularly on the contractual requirements that all incoming calls receive live-operator support, initial queue time remain within four minutes, hold time remain within four minutes, calls and follow-up actions be documented in CHARTS, and customer service remain courteous, accurate, secure, and aligned with DHHS procedures.

During early-life support, Tryfacta will use short-cycle management: **Monitor → Identify → Assign → Correct → Validate → Communicate**

Any training gap will be immediately routed to coaching or refresher training; any procedural ambiguity will be escalated to DHHS; any staffing risk will trigger recruiting/coverage actions; and recurring issues will be entered into the continuous-improvement process.

Phase 7: Stabilization and 45-Day Transition Closure: Go-live does not mark the end of Tryfacta's transition responsibility. Consistent with Addendum One, remaining transition activities may continue during the 45-day window provided normal Call Center operations remain fully supported. During stabilization, Tryfacta will review actual performance against the transition assumptions and address emerging workforce, quality, training, access, scheduling, or process issues. Particular emphasis will be placed on maintaining full staffing capacity, reinforcing CHARTS documentation quality, validating the effectiveness of customer-service and escalation procedures, monitoring outbound/outreach readiness, and converting transition knowledge into sustainable operating practices. The transition will be formally closed when:

- ✓ operational ownership has fully transferred to Tryfacta;
- ✓ required staffing and management controls are functioning;
- ✓ open transition risks have been resolved or transferred into steady-state management;
- ✓ knowledge and process documentation are current;
- ✓ training and QA mechanisms are operational;
- ✓ monthly and quarterly reporting processes are established;
- ✓ customer complaint and DHHS escalation processes are active;
- ✓ the remote-work/business-continuity plan has been established in coordination with DHHS; and
- ✓ remaining security-plan activities are assigned and tracked toward the separate 60-business-day contractual deadline.

Transition Success Criteria: **Uninterrupted Operations + Full Staffing + Trained Workforce + Secure Access + Clear Accountability + Validated CSE Processes + Measurable Performance**

This transition model enables Tryfacta to meet the immediate October 1 operational-readiness requirement without incorrectly compressing every longer-term transition activity into the ten-day period between contract effectiveness and go-live. Instead, the critical elements necessary for safe and uninterrupted customer service are completed before production, while permissible stabilization and transition-closeout activities continue within the State's 45-day transition window.

B.2 Incumbent Retention and Workforce Continuity

RFP Sections V.F.1.a–c and V.F.5

We have experience of supporting 10+ call center contracts with incumbent transitions, knowledge transfer, train-the-trainer coordination, SOP familiarization, phased onboarding, and go-live stabilization activities. Tryfacta's first workforce priority will be to **preserve qualified incumbent personnel and institutional knowledge wherever practical**, while simultaneously maintaining a recruitment pipeline so operational readiness does not depend on any assumed incumbent-retention percentage. DHHS has confirmed that it will facilitate communication with incumbent employees during transition, but has not guaranteed how many will transfer.

Following DHHS authorization, Tryfacta will conduct structured incumbent outreach to communicate the transition, employment process, compensation structure, benefits, onboarding requirements, management expectations, and continuity objectives. Qualified personnel interested in transitioning will move through Tryfacta's onboarding and screening process without unnecessary duplication or delay. This approach reduces loss of knowledge regarding customer interactions, existing operating procedures, CHARTS usage, desk-guide practices, and recurring customer-service issues.

At the same time, Tryfacta will recruit against the **full required staffing structure**, not merely anticipated vacancies. The operating baseline will include at least **14 full-time CSRs, including two dedicated outbound/outreach representatives, plus sufficient supervisory, administrative, training, QA/workforce-management, and operational support resources.**

The recruitment plan will incorporate workforce forecasting, local and Nebraska recruiting, candidate screening, interview and qualification validation, background checks, onboarding, training, and backup-candidate maintenance. For any position remaining vacant for more than 30 days, Tryfacta will maintain a documented recovery plan identifying active recruiting actions, interim coverage, anticipated fill status, and how contractual performance will continue during the vacancy, as expressly required by Section V.F.5.

Where staffing falls below required levels, Tryfacta will not wait for quarterly review to recognize the issue. Management will activate cross-trained coverage, schedule adjustments, recruitment escalation, and management oversight immediately; the shortage and remediation plan will also be disclosed through the required monthly reporting and discussed with DHHS as required by the RFP.

B.3 Inbound Customer Service Operations

RFP Sections V.F.3 and V.F.4

Tryfacta will operate inbound services as a managed customer-contact operation, not simply a call-answering function. During the required Monday-Friday, 8:00 a.m.-5:00 p.m. Central operating window, CSRs will answer and respond to incoming calls, assist customers in accordance with DHHS-approved procedures and the Call Center desk guide, access authorized State systems, document calls and required follow-up in CHARTS using appropriate narration protocols, update authorized customer information, and route or escalate matters that fall outside the CSR's customer-service authority. The RFP also requires courteous and respectful customer interactions, TDD accessibility, multilingual support through telephonic interpretation, and protection of confidential DHHS information.

Inbound Customer Contact Workflow: Call Received → Customer Verification → Inquiry Assessment → CHARTS / Desk Guide Review → Response or Escalation → CHARTS Narration / Customer Update → Follow-Up, if Required → Controlled Closure

Representatives will remain strictly within the customer-service scope established by DHHS. They will provide information, assistance, documentation, follow-up, and appropriate escalation, but will not perform child-support case-management functions such as establishment, enforcement, modification, locate, paternity, or intergovernmental casework. DHHS confirmed in Addendum One that the contracted scope is customer service only.

Operational Management and Oversight: Tryfacta will apply layered operational oversight so that service-level performance, customer issues, staffing, and escalations are actively managed throughout each business day.

Role	Inbound Operations Responsibility
Project Manager / Contract Leadership	Provides overall contract governance, DHHS coordination, performance oversight, issue escalation, and management reporting.
On-Site Call Center Manager	Provides full-time daily management of the Wausa Call Center; oversees staffing, performance, training, confidentiality, operational issues, and coordination with CSE.
Supervisor / Operations Lead	Manages intraday floor operations, CSR availability, breaks, escalations, queue conditions, coverage adjustments, and immediate customer-service issues.
QA / Training Support	Reviews service quality and documentation trends and feeds identified issues into coaching and refresher training.
CSRs	Deliver accurate, courteous customer service, maintain CHARTS documentation, complete authorized updates and follow-up, and escalate matters appropriately.

The RFP expressly requires the Call Center Manager to work on site and provide full-time management of all aspects of Call Center operations, while supervisory, administrative, training, QA, workforce-management, and operations-management resources are expected in addition to the minimum CSR staffing requirement.

Intraday Workforce and Queue Management: Workforce schedules will be aligned to DHHS-provided workload information, including approximately 11,759 calls per month, an average handle time of 4:31, higher volumes on Mondays and days following holidays, and the highest hourly concentration between 11:00 a.m. and noon, representing approximately 13% of daily calls. The on-site Call Center Manager and Supervisor will monitor staffing and operating

conditions throughout the day. Where call demand begins approaching available capacity, management will adjust break timing, coaching activity, CSR assignments, and available coverage while maintaining required staffing and service obligations. Tryfacta will also maintain backup and cross-trained coverage to reduce the impact of absenteeism, vacancies, or unexpected call-volume increases.

This gives you an actual approach, rather than just saying “we will monitor queues”:

Monitor Demand → Compare Against Available Coverage → Identify At-Risk Queue/Hold Conditions → Adjust Coverage → Escalate Operational Issues → Validate Recovery

The operating objective is to maintain the Section V.F.4 requirements that initial queue time not exceed four minutes and hold time not exceed four minutes. Tryfacta will not build its operating model around an assumption that surge conditions excuse performance, since DHHS specifically stated that no surge waiver is provided for these standards.

Accurate Resolution, Documentation and Escalation: Each CSR will be accountable for providing an accurate response based on DHHS procedures and approved guidance, documenting the interaction and follow-up in CHARTS, and escalating questions when the requested action or determination exceeds the CSR's authority. This is particularly important because the Call Center serves as the customer-service interface to the Child Support Program while DHHS field and specialized staff retain responsibility for technical casework. Where inaccurate information is subsequently identified, Tryfacta will ensure appropriate customer follow-up and consultation with DHHS when necessary. The issue will also be referred to the QA/training process so that identified errors inform coaching and ongoing training, consistent with Section V.F.4.

Service Disruption and Alternate Routing: When the VRU or phone system is temporarily non-operational, the on-site Call Center Manager will coordinate with DHHS and ensure the approved alternate messaging or call-routing procedure is activated. Tryfacta will track the operational impact, communicate instructions to staff, and restore normal call handling as soon as State systems become available. Section V.F.4 expressly requires appropriate messaging or call routing when the VRU or telephone system is unavailable.

B.4 Outbound Outreach Operations

RFP Section V.F.3 – Outreach/Outbound Call Requirements

Tryfacta will assign a minimum of **two full-time CSRs dedicated to outbound/outreach activities**. Under the oversight of the **on-site Call Center Manager and designated Supervisor**, these representatives will conduct DHHS-directed outreach using approved procedures and information, document required follow-up, and escalate matters outside the customer-service scope. Outbound activities will include contacting **custodial and noncustodial parties regarding new child-support orders**; explaining court-ordered responsibilities, income withholding, and monthly billing information; verifying address, telephone, and employer information; explaining the **Title IV-D program and benefits of IV-D services**; and providing information on how individuals may apply for services.

Tryfacta will coordinate schedules with DHHS and may use **adjusted or extended hours** to improve successful customer contact. Outbound personnel may work from the Wausa facility or, when authorized, remotely from within Nebraska. Outreach activity and required follow-up will be monitored by Call Center management to ensure completion, accuracy, and adherence to DHHS procedures. The Addendum specifically confirms that outbound representatives may work remotely and may work extended hours.

B.5 Quality Assurance and Accuracy Management

RFP Sections V.F.3, V.F.4.g and V.F.7

Tryfacta will apply its structured **Quality Assurance and Performance (QAP) Monitoring Framework**, aligned with our ISO 9001:2015 quality-management processes, to maintain accurate, consistent, secure, and professional customer service throughout the contract. The framework combines daily operational oversight, independent quality review, KPI/SLA monitoring, coaching, corrective action, and management reporting rather than treating QA as a retrospective call-scoring exercise. Quality accountability will operate at multiple levels. **Project Manager Pradeep Singh** will provide contract-level performance oversight, review material service issues and corrective actions, and coordinate executive escalation with DHHS as required. The **on-site Call Center Manager** will be responsible for daily service quality, staffing, queue/hold performance, supervisor effectiveness, and implementation of corrective actions. The **QA**

function will independently sample and evaluate calls and/or CHARTS narratives, while supervisors and the Training Lead will translate identified gaps into targeted coaching and refresher training. The RFP specifically requires accurate responses, necessary follow-up on inbound and outbound calls, queue and hold times not exceeding four minutes, correction of inaccurate information when appropriate, incorporation of errors into ongoing training, and Vendor auditing of a sample of calls and/or narratives. DHHS also retains the right to audit performance at any time.

Quality Assurance Review Model: Tryfacta's QA reviews will assess the elements that have the greatest impact on DHHS, the Child Support Program, and its customers:

QA Dimension	Evaluation Focus
Information Accuracy	Response consistent with DHHS procedures, desk guide, and authorized information
CHARTS Documentation	Call and follow-up accurately narrated and required customer updates completed
Procedural Compliance	Required workflow, verification, escalation, and role boundaries followed
Customer Service Quality	Courteous, respectful, clear, professional communication
Follow-Up / Closure	Required follow-up completed and customer issue appropriately closed or escalated
Confidentiality & Security	Information handled only through authorized processes and systems
Escalation Accuracy	Matters outside CSR authority routed appropriately rather than incorrectly resolved
Accessibility	Proper use of TDD or telephonic interpretation when required

QA sampling will be **representative and risk-based**, incorporating different CSRs, inbound and outbound interactions, new personnel, escalated calls, interpreted/TDD interactions where applicable, customer complaints, and calls associated with previously identified error trends. This provides broader assurance than reviewing only routine successful interactions.

QA Control Cycle: Sample → Review → Score → Calibrate → Coach → Correct → Trend → Retrain → Revalidate

Where inaccurate information is identified, Tryfacta will first address the customer impact. The CSR or Supervisor will complete appropriate customer follow-up and consult DHHS when necessary. The underlying issue will then be evaluated to determine whether the cause is an individual knowledge gap, training deficiency, unclear desk-guide content, process weakness, documentation issue, or supervisory-control gap. Section V.F.4 specifically requires inaccurate answers to be corrected when appropriate and errors to be incorporated into the ongoing training plan.

SLA and KPI Monitoring: Tryfacta will maintain a performance scorecard that distinguishes between **contractual performance standards established by DHHS** and additional management indicators used internally to identify performance risk. Importantly, DHHS did not establish numeric targets for measures such as FCR, abandonment rate, CSAT, or QA accuracy beyond the standards stated in Section V.F.4; therefore, Tryfacta will not substitute unsupported contractual thresholds. These measures may nevertheless be monitored as management indicators and, where appropriate, targets may be mutually established with DHHS.

Performance Measure	RFP / Tryfacta Standard	Measurement / Management Approach
Live Call Coverage	All incoming calls supported by live operators	Telephony/call-volume reporting
Initial Queue Time	≤ 4 minutes	Queue-time monitoring and exception review
Hold Time	≤ 4 minutes	Call-level hold-time monitoring
Response Accuracy	Accurate responses required	QA sample of calls and/or CHARTS narratives against DHHS procedures
Required Follow-Up	All required inbound/outbound follow-up completed	CHARTS narration and follow-up review
CHARTS Documentation	All calls/follow-up documented	Sample audit for completeness and narration quality
Customer Service Quality	Courteous and respectful service	QA evaluation and complaint trends
Staffing Compliance	Minimum required staffing maintained	Daily staffing and vacancy monitoring
Average Speed of Answer	Management indicator	Trend against workload and queue performance
Average Handle Time	Management indicator; current baseline 4:31	Trend by period/CSR to identify unusual variance
Abandonment Rate	Management indicator; no DHHS numeric target provided	Trend analysis and correlation to staffing/queue conditions
First Contact Resolution	Management indicator; no DHHS numeric target provided	Resolution without unnecessary repeat contact/escalation

Complaint / Escalation Trends	Continuous improvement indicator	Volume, reason, recurrence, corrective action
QA Accuracy	DHHS-agreed evaluation standard	QA scorecard and trend analysis

The Addendum provides current operational baselines of approximately **11,759 calls per month, 4:31 average handle time, 1:27 average time to answer, and 1:05 average hold time**. These values will provide an initial reference point for trend analysis, while Tryfacta will manage to the actual contractual standards contained in Section V.F.4.

Performance Exception and Corrective Action Management:

Tryfacta will not wait for a monthly report to address an emerging quality or SLA problem. The on-site Call Center Manager and supervisory team will monitor operating conditions during the business day, while the QA function will identify individual and systemic quality trends. For any missed or at-risk standard, Tryfacta will apply a structured recovery process:

Performance Risk/Breach Identified → Validate Data → Immediate Recovery → Determine Root Cause → Corrective Action Plan → Assign Owner/Due Date → Implement → Revalidate Effectiveness → Report/Close

Corrective actions may address staffing coverage, schedule alignment, escalation procedures, training, desk-guide knowledge, CHARTS documentation, supervisory controls, workflow design, or other contributing conditions. Repeated failures in the same area will trigger formal root-cause analysis rather than repeated coaching of individual CSRs. This approach also supports the RFP's requirement that Tryfacta collaborate with DHHS on continuous quality improvement and implement improvements resulting from State or federal audits and reviews.

Quality Reporting and Transparency: Quality and performance findings will feed directly into Tryfacta's reporting and governance structure. Operational reviews will focus on immediate queue/hold performance, staffing, errors, escalations, and corrective actions. Monthly reporting will identify performance trends, staffing exceptions, QA findings, and unresolved corrective actions. Quarterly reviews will evaluate recurring issues, training needs, process improvements, and opportunities to improve customer service.

Where staffing falls below required levels, the RFP specifically requires disclosure in the monthly report and a remediation strategy during the quarterly meeting identifying how service obligations will continue to be met and when staffing will be restored. Quarterly reports are due within two weeks following the end of each State fiscal quarter. Tryfacta's quality-management objective is therefore not simply to **measure errors after they occur**, but to use performance data to prevent recurrence:

Measure → Identify → Correct → Coach → Validate → Trend → Improve

This closed-loop model provides DHHS with measurable visibility into call quality, accuracy, contractual service levels, staffing performance, corrective actions, and continuous improvement throughout the engagement.

B.6 Customer Complaint and Escalation Management

RFP Section V.F.3.xxi–xxv

Tryfacta will establish and administer a **joint customer complaint resolution and operational escalation process with DHHS** to ensure that complaints, unresolved customer inquiries, service-quality concerns, operational issues, and material service risks are assigned clear ownership and managed through documented closure. This directly addresses the RFP requirement to develop a joint complaint resolution process with DHHS, designate managers as single points of contact, and describe how the Call Center Manager will collaborate with DHHS in operating the Call Center. DHHS will also designate a CSE Customer Service Call Center Contract Manager and work jointly with Tryfacta on complaint resolution.

The **on-site Call Center Manager** will serve as Tryfacta's primary operational point of contact for DHHS and will maintain day-to-day ownership of complaint resolution, customer-service escalations, staffing concerns, and operational issues at the Wausa facility. The designated **Supervisor/Operations Lead** will handle first-level CSR and customer escalations, while **Project Manager Pradeep Singh** will provide contract-level oversight for recurring, unresolved, or material issues and coordinate with DHHS management when broader corrective action is required. Tryfacta's Account/Executive leadership will remain available for critical contractual or continuity risks requiring executive intervention. This structure complements the RFP requirement that the on-site Call Center Manager provide full-time management of all aspects of Call Center operations.

Customer Complaint Resolution Approach:

Customer complaints will follow a controlled lifecycle: **Complaint Received → Document → Review Call/CHARTS Record → Assess & Escalate → Resolve/Correct → Customer Follow-Up, if Required → QA/Training Review → Document Closure**

Routine concerns that can be resolved through explanation, clarification, or supervisor intervention will be addressed at the lowest appropriate level. Complaints involving **potentially inaccurate information, confidentiality, repeated service failure, unresolved customer issues, procedural concerns, or matters outside the Call Center's authority** will be elevated to the Call Center Manager and, where appropriate, DHHS. Where inaccurate information was provided, Tryfacta will coordinate appropriate customer follow-up and consultation with DHHS and feed the error into the QA and ongoing training process, consistent with Section V.F.4. Tryfacta will maintain visibility of the complaint from receipt through disposition so that escalation does not transfer accountability away from the Call Center. Recurring complaint categories and root causes will be reviewed during quality and operational meetings and used to identify needed coaching, desk-guide clarification, procedural changes, or continuous-quality-improvement actions.

Escalation Management Approach: All operational escalations will be documented and tracked through Tryfacta's structured issue-management process. The escalation level will be based on **customer impact, operational impact, urgency, recurrence, confidentiality/security implications, and whether DHHS action or approval is required.**

Level	Typical Issue	Primary Owner	Escalation Trigger	Response / Action
Level 1 – Operational	Routine customer concern, call-handling question, CSR support need, attendance/schedule issue	Supervisor / Operations Lead	Issue can be addressed within normal operating procedures	Immediate clarification, coaching, customer assistance, staffing adjustment or workflow guidance
Level 2 – Management	Repeated complaint, unresolved customer escalation, recurring accuracy issue, workflow disruption, staffing/performance concern	On-Site Call Center Manager	Not resolved at Level 1, recurring issue, or broader customer/service impact	Review CHARTS/call information, determine corrective action, coordinate customer follow-up and notify DHHS where required
Level 3 – Contract / DHHS	Significant service degradation, repeated performance failure, material staffing shortage, major complaint trend, issue requiring DHHS policy/program decision	Project Manager + Call Center Manager + DHHS Contract Manager	Material impact or issue outside Tryfacta's operational authority	Joint assessment, recovery/corrective action plan, DHHS coordination, ownership and status tracking
Level 4 – Critical / Executive	Critical service interruption, confidentiality/security concern, unresolved contractual risk, significant continuity issue	Tryfacta Executive Leadership + Project Manager + DHHS Leadership	Significant risk to customer service, contract performance, security, or continuity	Immediate executive coordination, contingency activation, mitigation, communication and formal resolution management

For **State-provided system or telephony outages**, Tryfacta will promptly coordinate with the DHHS Contract Manager and appropriate DHHS Help Desk/technical resources, activate the approved alternate messaging or routing procedure, and manage the customer-service impact until normal operations are restored. DHHS provides and maintains the Call Center's technology environment and support resources.

DHHS Coordination and Escalation Governance: The Call Center Manager's collaboration with DHHS will extend beyond individual complaints. Consistent with Section V.F.3.xxv, Tryfacta will work with DHHS on **conflict resolution, staffing and key personnel issues, progress reporting, continuous quality improvement, and performance standards**. Tryfacta will also inform DHHS **before implementing major decisions that affect shared processes or could impact customer service**, including the expected operational impact, as required by the RFP.

Complaint and escalation trends will subsequently feed into Tryfacta's broader QA process:

Resolve the Customer Issue → Identify Root Cause → Correct the Process → Coach/Train → Monitor Recurrence → Report & Improve

This approach ensures that complaints are not treated solely as isolated interactions; they become a source of actionable information for improving **customer-service accuracy, workforce performance, desk-guide effectiveness, training, and overall Call Center operations.**

B.7 Accessible and Multilingual Customer Support

RFP Section V.F.3.b.iv–v

Tryfacta will ensure that access to CSE customer service is not limited by a customer's hearing ability or primary language. Consistent with Section V.F.3, the operating model will support **TDD access for customers who are deaf or hard of hearing and telephonic interpretation services for multilingual callers.**

Tryfacta's approach combines two layers of language access: proactive recruitment of multilingual Nebraska-based CSRs from our existing JobDiva-accessible talent pool, supplemented by the RFP-required telephonic interpretation service for languages not represented within the assigned workforce. This provides DHHS with both workforce diversity and dependable on-demand language coverage without making service availability dependent upon any single bilingual employee.

10,000+ Nebraska Call Center and Customer Service Talent Pool: Through JobDiva and our established recruiting network, Tryfacta maintains access to more than 10,000 Nebraska-based candidate profiles with customer service, contact center, inbound/outbound call handling, customer support, and related administrative service experience. Our recruiters will further segment this pool by Wausa/Northeast Nebraska proximity, bilingual capability, public-sector/HHS experience, supervisory experience, and eligibility for DHHS-approved Nebraska remote work.

Nebraska Language Talent Segment	Estimated Representation in Tryfacta's 10,000+ NE Call Center Pool*	Estimated Accessible Profiles	Tryfacta Recruiting Availability
Spanish	~7.8%	~780+	JobDiva bilingual search + statewide targeted sourcing
Other Indo-European Languages	~1.6%	~160+	Language, geography and customer-service skill filtering
Asian & Pacific Island Languages	~1.4%	~140+	Targeted statewide sourcing, referrals and community outreach
Other Languages	~0.9%	~90+	Targeted recruiting supplemented by interpretation services
Multilingual / Language Other Than English	~11.6%–12.8%	~1,160–1,280+	Broad Nebraska multilingual recruiting capability
Total Nebraska Call Center / Customer Service Pool	100%	10,000+	Existing JobDiva-accessible and recruiter-supported candidate network

Nebraska-Focused Multilingual Talent Pool: Tryfacta already maintains access to a substantial Nebraska candidate population through its 100k talent pool, 5.5M+ JobDiva talent database, recruiter network, prior public-sector sourcing activity, employee referrals, and targeted regional outreach. Our recruiters can immediately filter the existing database by Nebraska location, call center/customer service experience, HHS/public-benefits background, language capability, and availability for Wausa or DHHS-approved Nebraska remote work. The RFP requires multilingual support through telephonic interpretation services and permits approved CSR remote work only from within Nebraska.

Recruitment Pool	Priority Capabilities	Language/Access	Geographic Focus	Recruiting Approach
Wausa / Immediate Local Pool	English; Spanish; TDD/accessibility awareness		Wausa, Knox County and surrounding communities	Incumbent retention, JobDiva radius search, referrals, local job boards and community outreach
Northeast Nebraska Pool	English, Spanish, Karen, K'iche' , ASL/TDD familiarity		Norfolk/Madison County, Wayne, Pierce, Antelope, Cedar and surrounding Northeast Nebraska	Targeted JobDiva searches, workforce/community channels, multilingual keyword searches and referral sourcing
Broader Nebraska Pool	Spanish, Vietnamese, Arabic, Somali/Amharic, Chinese, Nepali/Indic and other Asian/African languages		Omaha, Lincoln, Columbus, Fremont, Grand Island and other Nebraska communities	JobDiva statewide search, bilingual job boards, community organizations, referrals and recruiter outreach

Language Access Backup	Languages not represented within the assigned workforce	Statewide callers	Required telephonic interpretation service activated by trained CSRs
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The Northeast Nebraska emphasis is intentional. The Nebraska Judicial Branch's language-access information for **District 7—which includes Knox, Madison, Pierce, Wayne, Antelope, Cuming and Stanton Counties—identifies Spanish, Karen, K'iche' and ASL among languages/access needs encountered within the region.** At the statewide level, Nebraska workforce data also demonstrate a broader LEP population: Spanish represents the largest language group, followed by Asian-language groups including Vietnamese and Chinese, as well as Amharic/Somali, Arabic, Nepali/Indic and African-language populations.

Targeted Sourcing and Validation: Within JobDiva, recruiters will develop Nebraska-specific search strings combining **customer service/call center experience + geographic availability + language capability + public benefits/HHS experience**, with separate searches maintained for Wausa-area candidates and the broader Nebraska workforce. High-priority candidates will be contacted directly and supplemented through employee referrals, incumbent outreach, Nebraska workforce channels, bilingual/community networks, and targeted digital recruiting. Language ability listed on a resume will not automatically be treated as validated bilingual capability. Where Tryfacta intends to assign a candidate based partly upon bilingual skills, the recruiting/onboarding process will validate the candidate's stated proficiency through structured screening or other appropriate verification before that capability is represented to DHHS.

Accessible Call Handling: Regardless of the languages represented within the assigned workforce, **Tryfacta will not rely on bilingual employees as a substitute for the RFP-required telephonic interpretation service.** CSRs will be trained to identify when interpretation or TDD support is required, activate the appropriate service, preserve confidentiality during the interaction, maintain control of the customer-service workflow, and document the interaction accurately in CHARTS.

Identify Language/Access Need → Engage TDD or Interpretation Support → Provide CSE Customer Service → Confirm Understanding → Document in CHARTS → Complete/Escalate Follow-Up

Interpreter usage, TDD interactions, recurring language needs, and accessibility concerns will be reviewed by the **on-site Call Center Manager and QA/Training team.** Where the data demonstrate a sustained need for a particular language, Tryfacta will use that information to refine recruiting priorities, training, scheduling, and recommendations to DHHS. This gives us a better message than simply saying “*we provide interpretation*”: **we meet the contractual language-access requirement while also building a Nebraska workforce that increasingly reflects the customers the CSE Call Center serves.**

B.8 Controlled Remote Work and Continuity Operations

RFP Section V.F.5.d–e

Tryfacta's delivery model will remain **Wausa-centered.** Remote work will be used only under the conditions authorized by DHHS and will not be relied upon as a substitute for required on-site leadership. Under Section V.F.5, CSRs may become eligible for remote work only **after completing training, satisfying applicable probationary requirements, receiving DHHS approval, and working from a location within Nebraska.** Remote employees will be required to meet the same performance, schedule, security, confidentiality, quality, availability, and supervisory standards as employees working at the Wausa facility. Tryfacta's remote-work controls will address:

- approved personnel and Nebraska work location;
- State-authorized equipment and systems only;
- secure CHARTS and system access;
- schedule and attendance monitoring;
- supervisor availability;
- customer privacy and workspace expectations;
- QA review;
- connectivity readiness;
- incident and equipment escalation;
- immediate suspension of remote access when required.

The same framework will support **inclement-weather/business-continuity activation**. Tryfacta will maintain a remote-work continuity plan and coordinate activation with DHHS when weather or another event prevents normal Wausa facility access. Supervisory and training leadership will remain aligned to the physical Wausa operation consistent with the State's Addendum clarification.

B.9 Initial and Ongoing Training

RFP Section V.F.6 and V.G

Tryfacta will implement its established **Call Center Workforce Readiness & Continuous Learning Framework**, a structured training model used to move personnel from onboarding through production readiness and ongoing performance improvement. For this engagement, Tryfacta proposes a **five-member training and SME support team** consisting of the **Project Manager, on-site Call Center Manager, Training Lead, QA Lead, and Security/Compliance SME**, working in coordination with DHHS CSE program personnel and CHARTS support resources. The RFP requires Tryfacta to provide a comprehensive initial and ongoing training plan covering CSE policies and procedures, customer-service standards and techniques, and use of CHARTS, while DHHS will also provide initial/ongoing training, Annual Security Awareness Training access, CHARTS Production Support, and outbound/outreach instruction.

Assess → Orient → Train → Practice → Validate → Deploy → Coach → Refresh

Step 1 – Training Needs Assessment and Role Mapping: During transition, the **Project Manager and on-site Call Center Manager** will work with DHHS to confirm required training content, sequence, system dependencies, and role-specific requirements. The Training Lead will map the curriculum separately for **inbound CSRs, outbound/outreach CSRs, supervisors, QA personnel, and management**. Retained incumbent personnel will receive transition-specific and gap-based training as appropriate, while newly hired personnel will complete the full applicable curriculum. This allows Tryfacta to focus training resources on demonstrated knowledge needs without compromising DHHS requirements.

Step 2 – CSE, Compliance and Customer-Service Foundation: Personnel will first receive the knowledge required to understand the **Nebraska CSE/Title IV-D environment, customer-service role boundaries, DHHS policies, desk-guide requirements, confidentiality, security, escalation responsibilities, and professional customer-service expectations**. Tryfacta will reinforce DHHS program instruction with training on active listening, clear communication, customer de-escalation, issue ownership, proper escalation, and closing the customer interaction accurately. All applicable personnel will also complete the mandatory **DHHS Annual Security Awareness Training**.

Step 3 – CHARTS, VRU and Operational Workflow Training: Training will then move from program knowledge into practical execution. Personnel will be trained on **CHARTS navigation, approved customer-information review, narration protocols, permitted updates, follow-up documentation, secure data handling, and escalation when an inquiry exceeds CSR authority**. DHHS will provide CHARTS Production Support and the required technology environment, while Tryfacta will manage completion and readiness validation. Because Addendum One notes that CHARTS/VRU provisioning may require several days, system-access readiness will be tracked as a critical onboarding dependency rather than left until the end of training.

Step 4 – Role-Specific Training: Once foundational training is complete, employees will receive training specific to their assignments. **Inbound CSRs** will focus on call handling, documentation, escalation, TDD and multilingual procedures. **Outbound CSRs** will receive DHHS instruction covering required outreach activities and approved communications with custodial and noncustodial parties. **Supervisors** will receive additional coaching on queue/hold management, escalations, complaints, staffing, and CSR coaching, while **QA personnel** will focus on the agreed QA evaluation methodology, accuracy, documentation quality, and corrective-action feedback. DHHS specifically retains responsibility for providing detail and instruction for outbound/outreach work.

Step 5 – Practice and Production Readiness Validation: Tryfacta will not treat course attendance as proof of readiness. Before independently handling production calls, newly assigned personnel will complete **knowledge checks, mock-call scenarios, CHARTS workflow exercises, narration practice, complaint/escalation scenarios, and supervisor-led readiness validation**. The Training Lead and QA Lead will assess competency, the on-site Call Center Manager will review operational readiness, and the **Project Manager will maintain overall visibility into go-live training status**

and unresolved risks. No newly assigned CSR will be independently deployed into production until applicable **onboarding, background screening, training, system access, security requirements, and readiness validation** have been completed.

Production Readiness Gate	Validation Owner
Employment / background screening	HR / Compliance
CSE policy and procedure training	DHHS / Training Lead
CHARTS and documentation readiness	Training Lead / Supervisor
Customer-service and escalation readiness	Supervisor / Training Lead
Security and confidentiality requirements	Compliance SME
Mock-call / workflow validation	QA Lead
Final production readiness	On-Site Call Center Manager

Step 6 – Early-Life Coaching and QA Reinforcement: During initial production, supervisors, QA, and training personnel will provide enhanced monitoring to ensure training translates into **accurate responses, proper CHARTS narration, appropriate escalation, professional customer interactions, and completed follow-up**. Any identified gap will trigger targeted coaching and revalidation rather than waiting for the next scheduled training cycle. The QA function is especially important because the RFP requires Tryfacta to maintain QA accuracy at an agreed level, use an agreed evaluation tool, and incorporate identified errors into ongoing training and improvement.

Step 7 – Continuous Learning and Refresher Training: Training will remain active throughout the contract. **DHHS policy changes, regulatory updates, QA findings, customer complaints, repeat errors, CHARTS documentation trends, audit findings, security updates, and supervisor observations** will automatically feed into Tryfacta's ongoing training plan.

The continuous learning loop will be **QA/Performance Finding → Root Cause → Targeted Coaching or Refresher Training → Revalidation → Trend Monitoring**

Where an issue affects one employee, Tryfacta will use focused coaching. Where the same issue appears across multiple CSRs, the Training Lead and Call Center Manager will determine whether broader refresher training, desk-guide clarification, or DHHS process review is required.

Training Governance: The **Project Manager** will oversee training performance at the contract level and coordinate significant training dependencies or recurring gaps with DHHS. The **on-site Call Center Manager** will own day-to-day workforce readiness and production approval. The **Training Lead** will maintain curriculum, attendance, competency, and refresher records; the **QA Lead** will validate effectiveness through operational performance; and the **Security/Compliance SME** will monitor completion of required security and confidentiality training. This model ensures that training is not an isolated onboarding event. It remains directly connected to **operations, QA, customer complaints, CHARTS accuracy, regulatory changes, and continuous service improvement** throughout the engagement.

B.10 Continuous Quality and Service Improvement

RFP Sections V.F.3.viii, V.F.3.xxv–xxvii and V.F.7

Tryfacta's approach to continuous improvement will be **evidence-based and prevention-focused**. Operational data, QA findings, customer complaints, staffing trends, recurring inquiries, training results, audit observations, and DHHS feedback will be reviewed collectively to identify opportunities to improve service accuracy, consistency, responsiveness, workforce stability, and customer experience. The RFP expressly requires Tryfacta to collaborate with DHHS on continuous quality improvement, cooperate with performance audits, and implement improvements resulting from State or federal reviews.

Improvement opportunities will move through Tryfacta's established **QAP Continuous Improvement Cycle**: **Identify → Analyze → Root Cause → Recommend → DHHS Review/Approval → Implement → Measure → Standardize**

The **on-site Call Center Manager**, Project Manager, QA Lead, Training Lead, and Supervisors will jointly review operational performance and improvement opportunities. The Call Center Manager will coordinate with DHHS on staffing, service performance, operational conflicts, corrective actions, and Continuous Quality Improvement and will not implement material changes affecting shared processes or customer service without appropriate DHHS coordination. Monthly reporting will provide visibility into operational performance, staffing, quality findings, complaints, corrective actions, and emerging trends. Quarterly reporting will extend beyond statistics to identify **process, technology, training, workforce, and customer-service improvement recommendations**, consistent with the RFP’s reporting and continuous-improvement expectations.

ISO-Certified Quality and Continuous Improvement Framework: Tryfacta’s continuous improvement methodology is supported by its **ISO 9001:2015 Quality Management System, ITIL-aligned service-management practices, and CMMI Level 3 process maturity principles**. These practices provide repeatable controls for quality planning, performance measurement, root-cause analysis, corrective action, documentation, and continuous improvement throughout the contract lifecycle.

QA / Continuous Improvement Step		Tryfacta Approach for Nebraska CSE
Quality Planning		Establish DHHS-aligned quality objectives, RFP performance standards, QA checkpoints, escalation controls, workforce expectations, CHARTS documentation requirements, and customer-service standards.
Establish Framework	QA	Define the QA evaluation tool and agreed accuracy standard with DHHS; establish monitoring for queue/hold performance, accuracy, documentation, complaints, staffing, follow-up, and customer-service quality.
Perform QA & QC Activities		Conduct call and/or CHARTS narrative reviews, supervisor observations, workflow validation, trend analysis, audits, and targeted monitoring to identify individual and systemic performance gaps.
Implement Actions	Corrective	Apply root-cause analysis, targeted coaching, refresher training, workflow clarification, staffing adjustments, desk-guide updates, and escalation review based on identified issues.
Continuous Improvement		Analyze recurring trends and implement DHHS-approved improvements across people, processes, training, staffing, reporting, and customer-service operations.

The Addendum confirms that DHHS has **not prescribed a separate QA methodology or numeric QA accuracy target beyond Section V.F.4**, allowing Tryfacta and DHHS to establish an appropriate evaluation methodology and accuracy standard during implementation.

Call Monitoring and Agent Development: Tryfacta will use structured call monitoring as both a **quality-control mechanism and an employee-development tool**. The objective is not simply to identify errors after they occur, but to provide timely feedback that strengthens CSR knowledge, reinforces approved CSE procedures, improves customer interactions, and reduces recurrence. Where DHHS-provided telephony and recording functionality permits, and once DHHS and Tryfacta establish the applicable recording and retention requirements, QA personnel and supervisors will review live and/or recorded interactions in accordance with approved procedures. Addendum One specifically states that DHHS will work with the selected Vendor to establish inbound and outbound call-recording requirements and retention periods.

Tryfacta will use a combination of the following methods:

- **Side-by-Side Monitoring.** Supervisors or QA personnel may observe CSR interactions and workflow execution directly, allowing them to evaluate not only customer communication but also use of CHARTS, documentation practices, system navigation, escalation decisions, and overall workflow efficiency. Immediate feedback can then be provided following the interaction.
- **Live/Remote Monitoring.** Where supported by DHHS-provided technology and approved operating procedures, Supervisors and QA personnel may monitor active interactions to understand how CSRs are engaging customers and identify situations requiring timely supervisory support.

- **Agent Self-Assessment.** CSRs may periodically review selected interactions against the established QA standards before discussing the interaction with a Supervisor or QA reviewer. This encourages employees to identify their own strengths and development needs rather than relying solely on external evaluation.
- **Calibration Sessions.** QA personnel, Supervisors, and selected CSRs will periodically review common interactions against the agreed evaluation criteria. Calibration helps ensure that quality scoring and coaching remain consistent across reviewers and that employees understand how DHHS standards are applied.
- **Mentorship and Peer Coaching.** Experienced, consistently high-performing CSRs may be paired with newer or developing representatives for structured knowledge sharing, workflow demonstrations, role-playing, and practical reinforcement. Mentors will supplement—not replace—formal supervisory and QA controls.

Proposed Call Monitoring Frequency: Tryfacta will apply **risk- and tenure-based monitoring**, with more frequent reviews for new CSRs and employees requiring remediation. The following represents Tryfacta’s proposed baseline and may be refined with DHHS when the final QA methodology is established.

CSR Tenure / Performance	Proposed Minimum Monitoring
First 30 Days in Production	2 interactions per day
1–6 Months	3 interactions per week
Beyond 6 Months	8 interactions per month
Performance Remediation / Elevated Risk	3+ interactions per week until improvement is validated

Call samples will be selected across **different days, times, call types, representatives, customer inquiry categories, and interaction characteristics** to produce a balanced view of CSR performance. QA may also intentionally select interactions involving unusually long handle/hold times, complaints, escalations, interpreted calls, documentation concerns, or other characteristics that provide useful coaching opportunities.

QA Scorecard and Accuracy Controls: Tryfacta will configure its detailed **CSR Call Quality Scorecard** to the evaluation tool and accuracy standard mutually established with DHHS. The scorecard will evaluate both general customer-service behaviors and Nebraska CSE-specific operational requirements.

Scorecard Dimension	Example Review Elements
Customer Service	Courtesy, professionalism, active listening, clarity, control of interaction
Accuracy	Information provided consistent with DHHS desk guide and approved procedures
CHARTS Documentation	Proper narration, required updates, complete follow-up documentation
Procedural Compliance	Correct workflow, verification, role boundaries and escalation
Confidentiality	Appropriate handling and disclosure of sensitive information
Resolution / Follow-Up	Appropriate response, follow-up or escalation completed
Accessibility	Appropriate TDD or telephonic interpretation process where required

Tryfacta may use a **100-point internal scoring model**, with the final acceptable QA accuracy threshold established in coordination with DHHS rather than imposing an unsupported contractual target. Any **critical error**, including inappropriate disclosure of confidential information, serious procedural violation, improper customer treatment, or other material customer-impact issue, will receive immediate management review regardless of the aggregate score. Where an inaccurate response is identified, Tryfacta will prioritize correction of the customer impact, appropriate follow-up, and consultation with DHHS where necessary. The RFP requires inaccurate responses to be corrected and identified errors incorporated into ongoing training.

Feedback, Coaching and Calibration: Following QA review, Supervisors will conduct timely **one-on-one feedback and coaching sessions** with CSRs. Feedback will address both positive performance and specific improvement needs, with coaching tailored to the employee’s stage of development. New representatives will receive greater emphasis on achieving consistent baseline competency, while experienced representatives will receive targeted coaching focused on refinement and recurring trends. The **Call Monitoring Team**, consisting of QA personnel, the on-site Supervisor/Operations Lead, Training Lead, and Call Center Manager as appropriate, will review aggregate findings at

least monthly to identify cross-workforce trends. Where a common deficiency is identified, the Training Lead will develop targeted refresher training rather than addressing the issue repeatedly with individual CSRs. Tryfacta will also conduct periodic **QA calibration sessions** so reviewers apply the agreed DHHS evaluation methodology consistently. Reviewers will evaluate common sample interactions, compare results, discuss scoring differences, and align on interpretation of the established standards.

QA-to-Continuous-Improvement Feedback Loop: The most important feature of Tryfacta's model is that QA findings do not stop with a scorecard.

Monitor → Identify Gap → Correct Customer Impact → Root Cause → Coach/Train → Revalidate → Trend → Improve Process

For example, a single documentation error may require individual coaching. Repeated CHARTS narration errors across several CSRs may indicate a broader training or desk-guide issue. A recurring customer complaint may indicate a process or communication weakness. Increasing queue times may point to scheduling, attendance, or workforce-capacity concerns. Tryfacta will evaluate the underlying cause and select the corrective response accordingly.

This structure ensures that **QA, training, customer complaints, workforce management, CHARTS accuracy, operational reporting, and continuous improvement function as a single closed-loop management system**, enabling Tryfacta and DHHS to improve Call Center performance throughout the contract rather than relying on reactive correction after service deficiencies occur.

c. Technical considerations;

Relevant RFP References: Section V.A – Project Overview; V.B – Project Environment; V.F.3 – Operational Standards; V.F.4 – Vendor Performance Standards; V.F.5 – Staffing; V.G – Responsibilities of DHHS; Section III.P – Disaster Recovery/Back-Up Plan; Section III.T – DHHS HIPAA Business Associate Provisions

Tryfacta brings more than **20 years of experience supporting public-sector, healthcare, human-services, cybersecurity, and other regulated operating environments** where secure access, confidentiality, workforce screening, documented procedures, service continuity, and management accountability are essential. Our active healthcare and HHS portfolio includes the **State of New Hampshire Department of Health and Human Services, Commonwealth of Massachusetts Executive Office of Health and Human Services, County of Santa Clara Health System, Harris County Public Health, Pinal County Public Health Services District, and New Jersey Department of Health**, providing Tryfacta with direct familiarity with the workforce and compliance expectations of government health and human-services environments.

This experience is reinforced by Tryfacta's established **ISO 9001:2015 Quality Management System, ISO/IEC 27001 Information Security Management System, ISO/IEC 20000-1:2018 service-management framework, SOC 2 controls, and CMMI Level 3 process maturity**. For Nebraska CSE, these established controls will support and not replace DHHS requirements, providing the internal governance through which Tryfacta will comply with **DHHS security policies, HIPAA Business Associate requirements, NITC cybersecurity standards, applicable IRS security expectations, personnel-screening requirements, and continuity obligations**.

Tryfacta also currently supports the **National Labor Relations Board (NLRB)** as Prime Contractor and Single Vendor under a \$15M+, five-year federal engagement covering Washington, DC Headquarters and 26 Regional Offices, approximately 1,200–1,500 users and 2,500–3,500 endpoints. That environment includes cybersecurity operations, identity/access support, incident and major-incident management, vulnerability remediation, service continuity, RCA/CAP management, and security-sensitive technical support. This provides DHHS with an operating partner that already applies structured security and continuity practices in a geographically distributed federal environment.

Technical Considerations – Key Commitments

- **DHHS Technology, Tryfacta Accountability:** Tryfacta will operate within the State-provided technology environment rather than introduce unnecessary systems or data repositories.
- **Secure CHARTS Operations:** Access will be granted only after required screening, training, authorization, and readiness validation.
- **Regulated-Environment Experience:** Tryfacta brings active State DHHS, public-health, healthcare-system, and federal cybersecurity experience.
- **Established Security Infrastructure:** ISO 27001, ISO 9001, ISO 20000-1, SOC 2 and CMMI Level 3 controls are already embedded within Tryfacta's operating model.
- **Personnel Security Before Access:** Background screening and security training are enforced as access prerequisites.
- **Wausa-Centered Continuity:** Remote work will be controlled, Nebraska-based and DHHS-authorized, while on-site leadership maintains operational accountability.
- **Security Through the Full Lifecycle:** Security does not end at onboarding; it extends through access monitoring, incident response, corrective action, continuity, and timely access removal.
- Through this approach, Tryfacta will provide DHHS with a **technically disciplined, security-conscious and audit-ready Call Center operation that uses State technology as intended while adding mature workforce, security, continuity, and governance controls around the environment.**

Technical and Security Responsibility Alignment

Control Area	DHHS Responsibility / Environment	Tryfacta Technical Approach
Technology Infrastructure	Provides State technology, hardware, software, data/voice connectivity and technical support	Secure operation, workforce readiness, proper utilization and escalation
CHARTS	Provides application and production support	Authorized access, accurate narration, required updates and access discipline
VRU / Telephony	Provides telephony and VRU environment	Operational use, live-agent integration and outage/escalation procedures
Information Security	Establishes DHHS/NITC security standards	Personnel, access, training, monitoring, documentation and security-plan compliance
HIPAA	DHHS serves as Covered Entity	Tryfacta complies as Business Associate
IRS Security	Establishes applicable CSE security expectations	Protect disbursement/customer information according to DHHS requirements
Personnel Security	Defines access/screening requirements	Screening, adjudication, security training and access lifecycle management
Remote Work	Provides approved equipment for authorized remote personnel	Nebraska location, connectivity, workspace, supervision and security controls
Continuity	Maintains State systems/infrastructure	Workforce continuity, alternate operations, escalation and recovery coordination

C.1 DHHS-Provided Technology, CHARTS and VRU: Tryfacta understands the technology ownership boundary of this contract. **DHHS will provide the technology required to perform the work**, including telephony, VRU, CHARTS access, licensing, hardware, workstations, and related State technology. Addendum One expressly confirms that DHHS will supply all technology. Accordingly, Tryfacta will not introduce unnecessary technology platforms into the production environment or create separate repositories for CSE information. Our responsibility is to ensure that properly screened and trained personnel use the State environment **securely, accurately, consistently, and only for authorized purposes.**

CHARTS will be treated as the primary operational system for customer-service activity. The RFP requires representatives to document all calls and follow-up actions in CHARTS, use appropriate narration protocols, update authorized customer information, and use existing State security controls to limit access and manipulation within CHARTS and related systems. Customer information may include highly sensitive data such as **names, dates of birth, Social Security numbers, employment information, health-insurance information, addresses, phone numbers, and email addresses.**

Tryfacta will therefore manage CHARTS access through a controlled lifecycle: **Background Clearance → Required Training → DHHS Authorization → Access Provisioning → Access Validation → Authorized Use → Monitoring → Role/Employment Change → Access Modification or Removal**

CHARTS/VRU access will also be managed as an onboarding and transition dependency because DHHS has indicated that provisioning may take several days. The Project Manager and on-site Call Center Manager will track access status alongside background clearance, training completion, and production readiness so system-access delays are identified before they affect staffing or go-live. The **Voice Response Unit (VRU)** will remain part of the State-provided customer-service environment. CSRs will be trained on the relationship between VRU self-service and live-agent support, appropriate customer routing, escalation, and the alternate message/call-routing process to be followed if the VRU or telephone system is unavailable.

C.2 Information Security Governance and Control Framework: Tryfacta will apply a **defense-in-depth security model centered on People, Process, Access and Oversight**. Because DHHS retains ownership of the underlying technology infrastructure, Tryfacta's highest-value security controls will be ensuring that the right people receive the right access, use State systems appropriately, protect customer information, recognize security events, and escalate concerns immediately. Our ISO/IEC 27001-aligned Information Security Management System provides the foundation for **security governance, risk management, documented operating procedures, personnel controls, incident escalation, corrective action, audit support, access governance, and continuous security improvement**. These controls are complemented by ISO/IEC 20000-1 service-management practices and CMMI Level 3 process discipline.

For the CSE engagement, Tryfacta's security control framework will address: **Security Governance → Personnel Screening → Security Awareness → Role-Based Access → CHARTS/Data Protection → Confidentiality → Remote-Work Security → Incident Identification → Escalation/Response → Audit Support → Corrective Action → Continuous Review**

The RFP requires Tryfacta to provide a **Security Plan within 60 business days of contract award** covering the applicable security requirements. Tryfacta will develop the plan in coordination with DHHS and use it as an operating document rather than a one-time deliverable, incorporating security roles, access controls, workforce requirements, incident procedures, remote-work controls, training, reviews, and corrective actions.

The **Project Manager** will provide contract-level oversight of material security issues, while the **on-site Call Center Manager** will maintain day-to-day accountability for employee compliance, access concerns, confidentiality, workforce behavior, and escalation. Tryfacta's corporate Security/Compliance resources will support security-plan development, incident response, audit requirements, and specialized matters.

C.3 HIPAA, NITC and IRS Security Compliance: Tryfacta understands that Nebraska CSE requires protection beyond ordinary customer-service confidentiality. The RFP establishes DHHS as the **Covered Entity** and the Contractor as its **Business Associate** for purposes of the HIPAA Privacy, Security, Breach Notification, and Enforcement Rules. It requires the Contractor to implement appropriate administrative, physical, and technical safeguards for PHI/ePHI and to assess and manage risks and vulnerabilities affecting individual health information. Tryfacta's active experience supporting State and local healthcare and HHS environments strengthens our ability to operate within this type of regulated setting. Relevant current engagements include:

Relevant Public Healthcare / HHS Environment
State of New Hampshire DHHS
Massachusetts EOHHS
County of Santa Clara Health System
Harris County Public Health
Pinal County Public Health Services District
New Jersey Department of Health

These environments reinforce Tryfacta's understanding that **screening, privacy, access control, secure handling, documentation, audit readiness, and workforce compliance must be incorporated into day-to-day delivery rather than addressed only through contractual language**. For NITC, Tryfacta will align employee access, security-awareness, remote-work practices, information handling, incident escalation, and operational procedures with DHHS and Nebraska security requirements. For **IRS security requirements**, Tryfacta will protect disbursement data, records,

and related customer information against unauthorized access, manipulation, sabotage, theft, and confidentiality breaches as required by Section V.F.3. Addendum One clarifies that the RFP's reference to IRS requirements represents **general security expectations and that there is no IRS-specific accreditation for the incoming Vendor to inherit**. Tryfacta will therefore comply with the security controls specifically established by DHHS for this engagement rather than introduce unsupported assumptions regarding separate IRS certification.

C.4 Personnel Security, Background Screening and Access Authorization: Tryfacta considers **personnel assurance the first layer of security** for the CSE Call Center. No employee will receive applicable operational or CHARTS access solely because they have been selected for employment. Tryfacta maintains an established background-screening program supported through third-party screening providers and secure candidate workflows. Standard screening may include **identity and SSN verification, national/state/county criminal searches, sex-offender registry review, employment verification, education and credential verification, reference checks, I-9/E-Verify, and other position- or client-specific searches**. Tryfacta's prior proposal documentation confirms a standard background-investigation turnaround commonly within **24–72 hours for straightforward domestic searches**, with more comprehensive or jurisdiction/fingerprint-dependent packages requiring approximately **5–7 business days**.

For Nebraska CSE, screening will be specifically mapped to the RFP rather than applying a generic employment package. The RFP requires background checks for all employees with access to Call Center facilities or operations, and individuals with access to participant addresses must have a **successfully adjudicated background check**. Identified disqualifying factors include restraining orders, violent crimes against persons, burglary, and theft.

Tryfacta's control process will be: **Candidate Consent → Identity Verification → Required Background Searches → Review/Adjudication → Security Training → Role Approval → DHHS Access Authorization → Production Readiness**

Screening progress will be monitored through controlled HR/onboarding workflows, and unresolved checks will remain a **readiness hold** rather than being accepted as an operational risk. All staff will also complete DHHS-required Annual Security Awareness Training before and during assignment as required. This approach mirrors the personnel-security practices used in Tryfacta's federal operating environments, which include **identity verification, background screening, role qualification, access authorization, security awareness, confidentiality obligations, client-specific onboarding, acceptable-use requirements, periodic access review, and timely access removal**.

C.5 Security Incident Management and NLRB-Proven Operating Controls: Tryfacta's technical security approach is not based solely on certifications. Our NLRB engagement demonstrates how these controls operate in a live federal environment. At NLRB, Tryfacta manages approximately **1,200–2,000 monthly service interactions**, including incidents, service requests, access requests, endpoint/system issues, and security-sensitive technical matters. Issues are handled through structured intake, classification, prioritization, escalation, remediation, recovery, communication, Root Cause Analysis, Corrective Action Plans, and documented closure.

Relevant practices that will inform Nebraska CSE include:

Existing Tryfacta Practice	Application to Nebraska CSE
Identity & Access Support	Controlled authorization, verification and timely escalation of access concerns
Security Incident Coordination	Structured identification, severity assessment, ownership, response and closure
Major Incident Management	Rapid management activation and stakeholder communication for material events
RCA / CAP	Root-cause analysis and tracked corrective actions for recurring/material issues
Vulnerability/Risk Tracking	Documented risk ownership, aging, escalation and closure
Knowledge Management	Documented procedures and lessons learned
Management Reporting	Visibility into risks, exceptions, dependencies and corrective actions
Business Continuity	Recovery coordination and sustained service during operational disruption

A material security or operational incident will follow a controlled response model: **Identify → Classify → Assess Impact → Escalate → Contain/Protect → Coordinate Remediation → Recover → Validate → Communicate → RCA/CAP → Close**

This gives DHHS a clear line of accountability from first awareness through final corrective action rather than allowing security concerns to become fragmented across operations, HR, technical personnel, or program leadership.

C.6 Disaster Recovery and Business Continuity: Tryfacta maintains documented business-continuity and disaster-recovery practices to support continued service delivery during **facility disruptions, technology incidents, severe weather, staffing events, or other operational interruptions**. The RFP specifically requires the Vendor to maintain a disaster recovery/back-up plan addressing equipment, personnel, facilities, transportation, and continuation of contract services, with the plan available to the State upon request.

For Nebraska CSE, Tryfacta will distinguish clearly between **State technology recovery** and **Vendor operational continuity**. DHHS retains responsibility for its CHARTS, VRU, telephony, network and technology infrastructure. Tryfacta will focus on the continuity elements within our control:

Assess Impact → Activate Management → Confirm Workforce Availability → Apply Alternate Staffing/Remote Procedures → Escalate State Technology Issues → Maintain Communications → Stabilize Service → Return to Normal Operations → Review and Improve

The **on-site Call Center Manager** will serve as the operational continuity lead and coordinate with the Project Manager and DHHS Contract Manager. Tryfacta will maintain updated staff contact information, alternate coverage arrangements, escalation paths, remote-work readiness where authorized, and operational communication procedures. Our NLRB delivery already incorporates **continuity planning, incident-response readiness, alternate operating procedures, backup/restoration coordination, recovery prioritization, stakeholder communication, post-event review, and corrective-action tracking** in support of mission-sensitive federal operations. Tryfacta will review the CSE-specific continuity plan following material changes to staffing, operations, technology dependencies, facility conditions, or DHHS requirements and will support readiness/tabletop validation with DHHS as mutually agreed.

C.7 Remote Connectivity and Secure Remote Work: Tryfacta's operating model will remain **Wausa-centered**, with required on-site management, supervision, and training. Remote work will be treated as a controlled operating option—not as the foundation of the service model. Addendum One confirms that the Call Center must remain in **Wausa**, cannot operate fully remotely, and that authorized remote Call Center Representatives must remain within **Nebraska**. DHHS will provide the authorized technology required for contract performance; Tryfacta will manage workforce eligibility, connectivity readiness, supervision, privacy, and adherence to State access requirements.

Before remote activation, Tryfacta will confirm:

Remote Control	Requirement
DHHS Approval	CSR authorized for remote work
Nebraska Location	Employee work location verified within Nebraska
Training/Probation	Applicable training/readiness requirements complete
Background Clearance	Required screening successfully completed
Equipment	State-authorized equipment only
Data Storage	State-authorized systems only; no unauthorized local storage
Connectivity	Reliable connectivity validated prior to remote assignment
Workspace Privacy	Private environment appropriate for confidential calls
Supervision	Same attendance, availability and escalation requirements as on-site staff
QA	Same call-quality, documentation and performance monitoring
Incident Response	Connectivity/device/security issues immediately reported and escalated

Tryfacta's NLRB environment already requires structured support for **identity, authentication, multi-factor authentication, application access, remote access, least-privilege principles, remote connectivity and secure escalation**, providing mature operating experience relevant to supporting authorized remote CSE personnel. Remote employees will remain fully subject to the same requirements for **confidentiality, customer-service quality, CHARTS documentation, security awareness, attendance, performance, complaint handling, and management oversight** as employees physically located at Wausa.

C.8 Technical Governance, Auditability and Continuous Compliance

Tryfacta will integrate technical considerations into normal program governance rather than manage them as a separate IT workstream. The **Project Manager, on-site Call Center Manager, Security/Compliance support,**

HR/Compliance, Training Lead and QA function will maintain visibility into system access, screening status, security training, incidents, remote-work authorization, continuity risks, corrective actions, and security-plan requirements.

Technical and security items will be tracked through the same structured governance used for the broader engagement: **Requirement → Owner → Control → Evidence → Monitor → Exception → Corrective Action → Validation → Closure**

Records associated with employee screening, training, access readiness, security issues, corrective actions, continuity activities, and applicable contract requirements will be maintained through controlled, audit-ready processes. The RFP provides DHHS broad audit rights over records relevant to contract performance.

d. Detailed project work plan, management and implementation; and

Relevant RFP References: Section V.F.1 – Transition Plan; V.F.2 – Start-Up; V.F.3 – Operational Standards; V.F.4 – Vendor Performance Standards; V.F.5 – Staffing; V.F.6 – Training; V.F.7 – Reporting; V.G – Responsibilities of DHHS; V.H – Deliverables and Due Dates

Tryfacta will manage the Nebraska CSE Customer Service Call Center through a **structured project-governance and implementation model** that integrates transition, workforce management, operations, QA, training, security, reporting, risk management, and continuous improvement under a single accountable management structure. Our approach is based on established **PMBOK-aligned project management, ISO 9001:2015 quality controls, ISO/IEC 20000-1 service-management practices, and CMMI Level 3 process discipline**, providing DHHS with defined ownership, measurable milestones, documented escalation, and consistent management visibility throughout the contract.

The work plan is designed around two simultaneous objectives: **achieve uninterrupted full operational readiness by October 1, 2026 at 8:00 a.m. CT**, while establishing the governance and operating controls required for long-term Call Center stability. The official contract effective date is September 21, 2026, and Addendum One permits remaining transition activities to continue within the 45-day transition period provided normal Call Center operations continue.

D.1 Project Management and Governance Structure:

Tryfacta will manage the Nebraska Child Support Enforcement Customer Service Call Center through a structured governance model integrating **project administration, operational management, compliance, risk, quality, schedule management, reporting, issue resolution, workforce management, information security, change management, and business continuity**. Our approach is specifically designed for the Wausa Call Center environment and the requirements of a statewide Title IV-D customer-service operation, including inbound and outbound customer interactions, CHARTS documentation, workforce continuity, peak call periods, multilingual/accessibility support, confidentiality, and coordination with DHHS CSE personnel.

Tryfacta’s management methodology is supported by **PMBOK-aligned project management practices, ITIL-based service-management principles, HDI customer-support practices, ISO 9001:2015 quality management, ISO/IEC 20000-1 service management, and ISO/IEC 27001 information-security controls**. These frameworks provide the structure for disciplined governance, measurable performance oversight, secure handling of DHHS information, documented escalation, corrective action, and continuous improvement throughout the contract lifecycle. Tryfacta will use a layered management structure that separates **day-to-day Wausa Call Center control from contract-level governance**, while maintaining clear communication and escalation between the two.



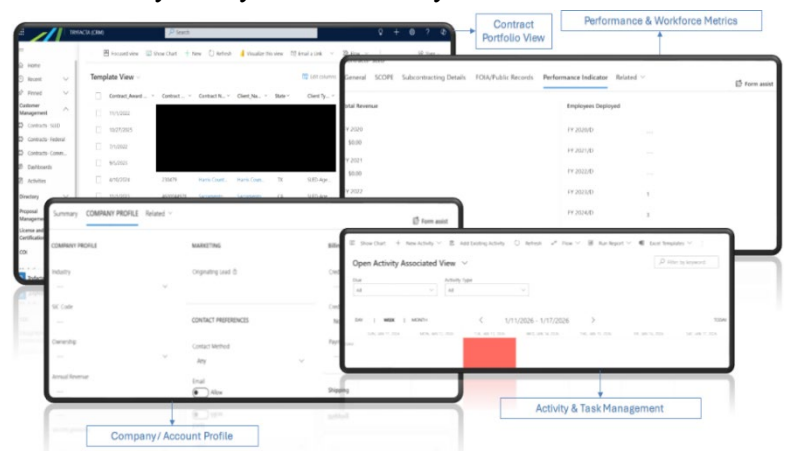
Role	Primary Responsibility
Project Manager – Pradeep Singh	Overall contract governance, DHHS coordination, schedule, risk, compliance, reporting and corrective-action oversight
On-Site Call Center Manager	Full-time management of Wausa operations, staffing, performance, training, security, escalations and CSE coordination
Supervisor / Operations Lead	Intraday staffing, queues, CSR support, attendance, escalation and workflow adherence
Training Lead	Initial/ongoing training, readiness validation, refresher training and knowledge reinforcement
QA Lead / Quality Support	Call/CHARTS reviews, accuracy monitoring, calibration, trend analysis and corrective-action validation
Recruiting / HR Team	Incumbent retention, recruitment, onboarding, background screening and vacancy response
Security / Compliance SME	Security Plan, HIPAA/NITC compliance, security awareness and security escalation
Executive / Account Oversight	Executive escalation and organizational support for material operational or contractual risks

The RFP requires an **on-site Call Center Manager responsible for all aspects of Call Center operations**, together with the minimum required CSR workforce and sufficient supervisory, administrative and training resources. The Call Center must maintain at least 14 full-time CSRs, including two dedicated outbound/outreach representatives. Tryfacta will also provide DHHS the required management staff, duties and communication methods within 15 days after contract execution.

1. Project Administration: Tryfacta has assigned **Pradeep Singh, PMP**, as Project Manager to provide contract-level accountability and serve as the principal management interface for DHHS. Pradeep will oversee contractual performance, transition milestones, staffing readiness, risk and issue management, compliance, reporting, corrective actions, and executive coordination. The **on-site Call Center Manager**, supported by the Supervisor/Operations Lead, will maintain daily operational control of the Wausa facility, including staffing, attendance, schedule coverage, queue/hold conditions, customer escalations, training coordination, and workforce performance.

This structure creates a clear distinction between **contract governance and Call Center execution**. The Project Manager will maintain the broader DHHS relationship and ensure contract requirements are being achieved, while the on-site Call Center Manager remains directly accountable for day-to-day service delivery.

Tryfacta will use **Microsoft Dynamics 365** as an internal contract-governance and management tool to track administrative elements such as staffing status, performance trends, escalations, corrective actions, workforce stability, training/readiness, reporting milestones, and management actions. Dynamics 365 will **not replace or duplicate CHARTS, the VRU, DHHS telephony, or any other State-provided operational system**, and DHHS customer, CSE, PHI or CHARTS information will not be moved into Tryfacta systems merely for internal reporting. The RFP establishes that DHHS provides the systems and technology used for Call Center operations. Role-based internal access to Tryfacta's governance tools will allow Project Management, Quality, HR/Recruiting, Compliance, Finance and Executive Leadership to maintain appropriate oversight without interfering with DHHS's production environment.



2. Project Management: The Project Manager will provide the management discipline necessary to maintain a **stable, compliant and high-performing CSE Customer Service Call Center** throughout transition and steady-state operations. Upon contract execution, Tryfacta will conduct structured mobilization and alignment sessions with DHHS to confirm the transition schedule, staffing status, management interfaces, escalation procedures, reporting cadence, training requirements, CHARTS/VRU access dependencies, security requirements, and operational readiness milestones. Project planning will be based on the workload information provided by DHHS rather than unrelated assumptions. Addendum One reports approximately **70,552 calls from January through June, or 11,759 calls per month, with an average handle time of 4:31, average answer time of 1:27 and average hold time of 1:05**. The RFP

also identifies Mondays and the day after holidays as peak periods, with approximately 1,000 calls on those days. These data will inform staffing, scheduling, break management, training windows, backup coverage and operational planning. Tryfacta will maintain regular internal operational reviews and coordinate with DHHS through mutually agreed management meetings. Monthly reviews will emphasize contract performance, staffing, QA, risks, complaints and corrective actions; quarterly reviews will evaluate trends, training effectiveness, workforce stability and improvement opportunities. This provides DHHS with continuous management visibility without creating unnecessary meeting overhead.

3. Compliance Management: Tryfacta's compliance framework will ensure continued alignment with **DHHS contractual requirements, CSE operational procedures, confidentiality obligations, HIPAA Business Associate requirements, NITC security expectations, personnel-screening requirements, CHARTS documentation standards, and State/federal audit requirements.** The Project Manager, supported by the on-site Call Center Manager and Tryfacta's Security/Compliance resources, will conduct periodic internal reviews of call-handling practices, CHARTS documentation, escalation procedures, staff training, required background screening, information handling, remote-work authorization where applicable, and contractual performance requirements. The RFP permits DHHS and State/federal auditors to review Call Center performance and requires the Vendor to implement resulting improvements or modifications. Tryfacta's **ISO 9001:2015 Quality Management System and ISO/IEC 27001 security framework** will support controlled documentation, audit readiness, corrective-action tracking and management review. Compliance findings will not remain isolated audit observations; they will be assigned to an accountable owner, corrected, validated and incorporated into training or operating procedures where necessary.

4. Risk Management: Tryfacta will integrate risk management into normal Call Center governance rather than treat it as a separate administrative exercise. The Project Manager will maintain an active **Risk, Issue and Dependency Register** addressing factors that could affect service continuity or contract performance, including incumbent retention, recruiting status, staff vacancies, background-check completion, CHARTS/VRU access, training readiness, call-volume fluctuations, attendance, multilingual support, information-security issues, system dependencies and operational quality trends. Each material risk will be assigned an **impact level, owner, mitigation action, due date and escalation path.** Staffing risks may trigger backup recruiting or schedule adjustments; training risks may trigger accelerated coaching; technology dependencies will be escalated through DHHS-provided support channels; and recurring quality issues will enter Tryfacta's QA and corrective-action process. Risk controls will be aligned to the actual Nebraska service standards. **All calls must receive live-operator support, initial queue time may not exceed four minutes and hold time may not exceed four minutes.** DHHS did not establish separate contractual FCR, abandonment or CSAT percentage targets, so Tryfacta will not substitute unrelated service targets into the contract. Management indicators such as abandonment, handle time and repeat-contact trends may still be reviewed where system data is available to help identify emerging operational risks.

5. Quality Management: Tryfacta will apply its established **Quality Assurance and Performance (QAP) Monitoring Framework**, aligned with ISO 9001:2015, to maintain accurate, consistent, professional and compliant CSE customer service. The QA function will work with the on-site Call Center Manager, Supervisors and Training Lead to review calls and/or CHARTS narratives, evaluate customer-service quality, verify documentation, identify procedural or accuracy gaps, conduct calibration, and track corrective actions. Quality oversight will focus specifically on **information accuracy, CHARTS narration, customer treatment, required follow-up, confidentiality, escalation decisions, staffing performance, training effectiveness, and adherence to the State's queue/hold standards.** Tryfacta will also monitor operational indicators such as call volume, average answer time, average handle time, staffing coverage and attendance where available. Measures not established by DHHS as contractual standards will be used as internal management indicators rather than represented as State-mandated SLAs. Performance reviews will examine CSR professionalism, accuracy, documentation quality, escalation handling and adherence to DHHS procedures. Identified gaps will result in coaching, refresher training or corrective action based on root cause. Recurring issues will be analyzed collectively to determine whether the source is individual performance, training, desk-guide content, staffing, workflow or another operational dependency. Tryfacta has separately described its detailed call-monitoring, QA scoring, coaching and continuous-improvement methodology in Section B; this management section will focus on **how QA findings are governed, assigned and converted into corrective action**, avoiding unnecessary duplication.

6. Schedule and Contract Administration: Tryfacta will manage project schedules through structured milestone tracking, workforce coordination and operational readiness reviews. The Project Manager will monitor **incumbent**

outreach, recruitment, background screening, onboarding, training completion, CHARTS/VRU access, management mobilization, October 1 readiness, transition stabilization, the 15-day management information requirement, and the 60-business-day Security Plan requirement. The critical project milestone is full Call Center operation on **October 1, 2026 at 8:00 a.m. Central Time**. The RFP requires transition within 45 days of contract execution, while Addendum One permits transition activities to continue during that period as long as normal operations continue. The on-site Call Center Manager will manage daily schedules, attendance, break coverage and staffing adjustments once operations begin. Tryfacta will use workforce forecasting and the State-provided workload data to align available personnel with routine and peak demand.

7. Reports Management: Tryfacta will provide structured reporting designed to give DHHS **clear visibility into Call Center operations, staffing, quality, risks and improvement activities**. Operational information will be maintained through State-provided systems and Tryfacta's internal governance tools, with reports developed in cooperation with DHHS so the information remains relevant and actionable. Monthly reporting will address appropriate operational measures such as **call-volume trends, queue/hold performance, staffing levels, vacancies, attendance, quality findings, customer complaints, escalations, training activity, open risks and corrective actions**. Where staffing is below required levels, the RFP specifically requires the shortage to be disclosed through monthly reporting and a remediation strategy to be discussed with DHHS. Quarterly reporting will provide broader trend analysis and recommendations for **process, technology and innovation improvements intended to improve Call Center operations and customer satisfaction**. Tryfacta use Microsoft Dynamics 365, Power BI, Excel and other internal management tools to support preparation and analysis; however, source operational data will remain governed by the appropriate DHHS systems and information-security requirements.

8. Issue Management: Tryfacta will use a structured issue-management process to ensure operational concerns are identified, assigned and resolved before they materially affect customer service. Issues may include staffing gaps, attendance concerns, queue/hold deterioration, customer complaints, unresolved escalations, CHARTS/access problems, quality findings, security concerns, training gaps or reporting discrepancies. The **Supervisor/Operations Lead** will address routine operational issues; the **on-site Call Center Manager** will own unresolved or recurring service issues; and **Project Manager Pradeep Singh** will coordinate material contractual, compliance or DHHS-dependent issues. Security or continuity concerns will receive immediate escalation to the appropriate Tryfacta and DHHS leadership. Each material issue will be documented with its **impact, responsible owner, required action, target date, status and closure evidence**. Issues requiring State action, such as CHARTS access, DHHS technology or program-policy clarification, will be promptly escalated to the appropriate DHHS contact while Tryfacta maintains responsibility for follow-through.re it.

9. Staff Management: Daily workforce management will be led by the **on-site Call Center Manager**, supported by the Supervisor/Operations Lead, Recruiting Manager, HR/Compliance and Project Manager. This structure will provide disciplined oversight of staffing sufficiency, attendance, schedule adherence, training readiness, background screening, employee performance, vacancy recovery and continuity. Tryfacta will maintain at least the **14 full-time CSR requirement, including two dedicated outbound/outreach representatives**, together with the additional supervisory, training, QA, administrative and management resources needed to operate the Call Center. Staffing will be supported through incumbent-retention efforts and parallel external recruiting, consistent with the RFP requirement to retain current staff and/or provide a hiring plan sufficient to remain at full capacity. Recruiting operations will be supported through **JobDiva ATS, Tryfacta's recruiter network and established Nebraska sourcing channels**. Approximately **10,000+ Nebraska call-center/customer-service candidate profiles** as the proposal planning pool, subject to internal validation before final submission. Tryfacta's recruiting philosophy of **"Making the Right Match"** remains applicable and will emphasize communication ability, professionalism, customer-service experience, Title IV-D/HHS exposure where available, multilingual capability, background-screening eligibility, and ability to operate within the Wausa/Nebraska service model.

10. Information Security Management: Tryfacta will manage information security through its **ISO/IEC 27001-aligned Information Security Management framework** and the Nebraska CSE-specific controls detailed in Section C of the Technical Response. The Call Center will involve access to sensitive customer information contained within CHARTS and other State-authorized systems. Tryfacta will therefore enforce background screening, security-awareness requirements, role-based authorization, confidentiality obligations, secure handling practices, controlled remote work where approved, and documented incident escalation. All customer-service activity and CSE information will remain

within **DHHS-authorized systems and equipment**. Tryfacta's internal Dynamics 365, Microsoft 365 or other governance tools will not be used as repositories for CHARTS records, PHI, Social Security numbers, child-support case data or other restricted customer information. This distinction is critical because DHHS provides the Call Center technology, CHARTS, telephony and associated production environment. Security incidents or suspected unauthorized access will be promptly escalated through Tryfacta's documented incident-management procedures and coordinated with DHHS in accordance with the HIPAA Business Associate, NITC and RFP requirements. The contract-specific Security Plan will be completed within the required 60-business-day period.

11. Change Management and Business Continuity: Tryfacta will use a structured **Change Management process** to ensure that DHHS-directed changes to CSE policies, desk-guide content, customer-service procedures, CHARTS workflows, outreach requirements, escalation paths, security requirements or reporting expectations are introduced consistently and without unnecessary service disruption. Changes will move through a controlled process of **impact review, DHHS coordination, documentation update, training/communication, implementation and post-change QA validation**. Where a change affects customer service or a shared DHHS process, Tryfacta will coordinate the expected impact with DHHS before implementation. Material changes requiring contractual modification will be managed through the State's formal change process rather than implemented informally. Tryfacta's Business Continuity framework will support continued Call Center operations during severe weather, staff shortages, facility issues, technology disruptions or other unforeseen events. Since DHHS owns and maintains CHARTS, VRU, telephony and core technology, Tryfacta's continuity responsibility will focus on the areas under our operational control: **workforce availability, alternate staffing, management continuity, communication, escalation, and DHHS-approved remote-work activation**. The on-site Call Center Manager will coordinate continuity actions with the Project Manager and DHHS Contract Manager. After any significant disruption, Tryfacta will review the event, identify lessons learned, implement corrective actions, and update the continuity approach where appropriate. The RFP separately requires the Vendor to maintain a disaster-recovery/back-up plan addressing personnel, equipment, facilities, transportation and continuation of contract services. Through this integrated management model, Tryfacta provides DHHS with **clear accountability from contract governance through daily Call Center execution**. Pradeep Singh will maintain contract-level oversight, while the on-site Call Center Manager will retain direct responsibility for Wausa operations and be supported by dedicated recruiting, HR, training, QA, security/compliance and executive resources. The model establishes defined controls for staffing, performance, risk, reporting, quality, security, change and continuity so operational issues are identified early, assigned clear ownership and resolved through measurable corrective action.

Most importantly, the approach is designed specifically around the Nebraska CSE objective: **maintaining a fully staffed, secure, responsive and continuously improving Customer Service Call Center while allowing DHHS specialized personnel to remain focused on technical child-support casework**. The RFP identifies centralized customer service and preservation of specialized staff capacity as central objectives of the Call Center model.

D.2 Detailed Implementation Work Plan

Tryfacta will manage implementation through **five controlled workstreams** that progress from contract activation into steady-state operations.



Workstream	Timing	Key Activities	Management Owner	Completion / Control Point
1. Contract Mobilization & Governance	Sept. 21–23	Kickoff; confirm DHHS contacts; governance calendar; management structure; communication plan; risk/action register; transition schedule	Project Manager / Call Center Manager	Governance and critical-path ownership established
2. Workforce & Operational Readiness	Sept. 21–30	Incumbent outreach; recruiting; background checks; onboarding; staffing validation; schedules; CHARTS/VRU access; training; desk-guide/process readiness	Call Center Manager / Recruiting / Training	Required workforce ready for production
3. Go-Live & Controlled Cutover	Oct. 1	Full Call Center activation at 8:00 a.m.; live inbound coverage; outbound operation; management oversight; QA and escalation activation	Call Center Manager / Project Manager	Uninterrupted production operations
4. Stabilization & Transition Closure	Oct. 1 through 45-day transition window	Early-life support; QA; coaching; staffing stabilization; issue closure; process refinement; knowledge reinforcement	Project Manager / Call Center Manager / QA	Transition risks closed or transferred to steady-state control
5. Steady-State Service Management	Ongoing	Operations, staffing, QA, training, reporting, security, complaint management, continuous improvement	Call Center Manager / Project Manager	Sustained compliance and performance

The RFP expressly requires the transition plan to define goals, activities, support, responsibilities, and communication and to maintain full staffing through incumbent retention and/or new hiring. Every critical implementation item will have a defined owner, required date, dependency, current status, and escalation path.

D.3 Mobilization and Transition Control

Upon contract execution, Tryfacta will establish a **Transition Action Register** to control activities that could affect October 1 readiness. The register will include workforce status, incumbent outreach, background screening, system access, training, facility readiness, management assignments, escalation procedures, reporting readiness, remote-work planning, security requirements, and open dependencies. During the compressed pre-go-live period, the Project Manager and Call Center Manager will conduct **frequent readiness reviews**, including daily internal critical-path reviews where appropriate. Issues that could affect go-live will be escalated immediately rather than deferred to normal reporting cycles. The RFP requires Tryfacta to provide a communication plan ensuring personnel are informed of management adjustments prior to October 1. Tryfacta's communication plan will identify reporting relationships, operational contacts, escalation points, schedules, transition expectations, and go-live responsibilities so employees understand who owns each aspect of the operation before the change in contractor occurs.

D.4 Workforce Management and Staffing Implementation: Tryfacta will implement a **workforce continuity and readiness model** designed to ensure that the Nebraska CSE Customer Service Call Center remains fully staffed, properly screened, trained, and operationally prepared throughout transition and steady-state performance. The RFP requires the Vendor to maintain full staffing capacity, including a minimum of **14 full-time Customer Service Representatives (CSRs), with two full-time CSRs dedicated to outbound/outreach activities**, together with sufficient management, supervisory, training, administrative, and quality support. Tryfacta will use a **dual-track workforce strategy** that combines retention of qualified incumbent personnel with parallel recruiting of new personnel. This approach reduces dependence on any single source of labor and allows Tryfacta to maintain a qualified backup pipeline throughout the contract. DHHS has confirmed that it will facilitate communication between the selected Vendor and incumbent employees before October 1, including activities such as employee meetings, interviews, offers, benefits enrollment, background checks, and onboarding. Recruitment will be supported by Tryfacta's established **ISO 9001:2015-aligned recruiting and workforce-management framework**, more than **110 recruiters, sourcing specialists, workforce coordinators, and recruiting support personnel**, JobDiva ATS, Microsoft Dynamics 365, employee/referral channels, and a national database containing more than **2 million customer-support and administrative candidate profiles**. Our

recruiting philosophy centers on “**Making the Right Match**”—identifying personnel who not only meet experience requirements, but also demonstrate the communication, professionalism, accuracy, reliability, confidentiality awareness, and customer-service judgment required within a public-sector Title IV-D environment.

For Nebraska CSE, workforce management will operate as a continuous lifecycle: **Retain / Recruit → Screen → Validate → Clear → Onboard → Train → Validate Readiness → Deploy → Monitor → Develop / Replace as Needed**

The **on-site Call Center Manager** will maintain daily visibility into staffing levels, attendance, vacancies, onboarding status, training readiness, and operational coverage, while Project Manager **Pradeep Singh** will provide contract-level oversight of staffing risks, transition progress, and corrective actions.

D.4.1 CSR Recruitment, Screening & Deployment Plan: Tryfacta's CSR recruitment and deployment methodology provides a controlled path from workforce requirement through production readiness. Rather than treating recruiting as a separate HR activity, the process integrates **operations, recruiting, HR/compliance, training, QA, and Call Center management** so that staffing decisions reflect the actual needs of the Nebraska CSE Call Center. During transition, Tryfacta will first confirm the required organizational structure, schedules, role assignments, outbound staffing requirements, incumbent availability, and current staffing gaps with DHHS. Incumbent outreach and external sourcing will then proceed in parallel. Qualified personnel will advance through structured screening, background clearance, onboarding, applicable DHHS/CSE training, system-access coordination, and production-readiness validation before independent deployment.

Phase	Key Activities	Primary Responsibility	Target
Workforce Alignment	Confirm required roles, schedules, incumbent-retention opportunities, outbound assignments and staffing gaps	Project Manager / Call Center Manager	Immediately following mobilization
Incumbent & External Pipeline Activation	Engage qualified incumbent personnel and activate Nebraska/local sourcing channels	Recruitment Manager	Immediate and ongoing
CSR Screening & Qualification	Validate experience, communication, reliability, customer-service capability and role fit	Recruiters / CSR SMEs	As candidates are identified
Supervisor / SME Review	Evaluate customer interaction, de-escalation, documentation and escalation judgment	Call Center Manager / SMEs	Prior to final selection
Background & Compliance Clearance	Complete applicable employment, identity and background requirements	HR / Compliance	Initiated promptly upon conditional selection
Onboarding & Training	Complete employment onboarding, CSE orientation, required training and access coordination	HR / Training Lead / Call Center Manager	During transition/onboarding
Readiness Validation	Confirm screening, training, system access, mock-call/workflow and supervisor approval	Training / QA / Call Center Manager	Prior to production
Deployment & Stabilization	Place personnel into production with enhanced supervision and QA	Call Center Manager / QA	Go-live and early-life period
Ongoing Workforce Support	Monitor attendance, turnover, coaching, vacancies, backup pipeline and workforce stability	Project Manager / Call Center Manager / Recruiting	Throughout contract

This process will support full operational readiness for the required **October 1, 2026, 8:00 a.m. Central Time** start of Call Center operations.

D.4.2 Targeted Sourcing and Candidate Qualification: Tryfacta will use a **multi-channel Nebraska-focused recruiting strategy** rather than relying only on general job postings. Recruitment will begin with qualified incumbent Call Center personnel and previously screened candidates within Tryfacta's JobDiva database, followed by targeted sourcing through recruiter networks, prior applicant and consultant pools, employee referrals, job boards, LinkedIn Recruiter, workforce-development resources, local/community outreach, colleges and technical institutions, and other Nebraska recruiting channels.

JobDiva's search, resume-parsing, skills-matching, candidate-rediscovery, and communication capabilities allow Tryfacta recruiters to rapidly identify candidates whose prior experience aligns with **high-volume customer service, public-sector or health/human-services environments, documentation-intensive operations, regulated information handling, and customer conflict resolution**. AI-assisted functionality may help identify and rank potentially relevant candidates, but **all qualification, interviewing, evaluation, and selection decisions remain under direct human oversight**. Sourcing will progressively expand from the **Wausa/Knox County area into Norfolk and Northeast Nebraska and then across the broader Nebraska labor market** as necessary to develop sufficient staffing depth. The objective is not merely to identify enough people to meet the minimum staffing number; it is to maintain a pipeline broad enough to support **incumbent replacement, unexpected attrition, absenteeism, outbound staffing, bilingual/multilingual needs, and long-term workforce continuity**. Candidate sourcing will also prioritize experience relevant to the actual CSE scope. The selected workforce performs **customer-service functions, not child-support case management activities such as establishment, enforcement, modification, locate, paternity, or intergovernmental casework**. Accordingly, Tryfacta will emphasize customer inquiry handling, communication, accurate documentation, follow-up, confidentiality, de-escalation, and recognition of when an inquiry must be referred or escalated to appropriate DHHS personnel.

D.4.3 Candidate Screening and Selection: Tryfacta will apply a structured **Position Eligibility Criteria (PEC) and multi-level CSR screening model** to ensure candidates are evaluated consistently before selection. The PEC framework converts DHHS role requirements into defined screening criteria and provides a documented basis for determining whether an individual should progress through recruitment. The process begins with **resume and experience evaluation**, including review of relevant customer-service experience, employment history, job tenure, role responsibilities, public-sector or regulated-environment exposure, education where applicable, scheduling availability, work-location compatibility, and overall fit with the Nebraska CSE service model. Employment gaps, major career transitions, or unclear experience will be discussed and validated during recruiter screening rather than accepted solely from the resume.

Candidates meeting the initial criteria will complete a structured recruiter interview focused on **verbal communication, active listening, professionalism, customer-service orientation, attendance reliability, ability to follow defined procedures, documentation discipline, confidentiality awareness, adaptability, and escalation judgment**. Candidates being considered for bilingual or multilingual requirements will undergo appropriate language-capability validation. Shortlisted candidates will then receive a secondary operational review by the **Call Center Manager, Supervisor, or designated customer-service SME**, depending on the role. Scenario-based questioning and role-play may be used to evaluate how the candidate would manage a difficult caller, explain information clearly, recognize an inquiry outside the CSR's authority, document an interaction accurately, protect confidential information, and escalate an issue appropriately.

CSR Candidate Evaluation Framework

Evaluation Area	Nebraska CSE Evaluation Focus
Relevant Experience	High-volume call center/customer-service experience; government, HHS or public-benefits experience preferred
Communication	Verbal clarity, active listening, empathy and professionalism
Customer Interaction	Inquiry handling, call control, ownership and courteous closure
Documentation	Accuracy, attention to detail and ability to maintain complete interaction records
Escalation Judgment	Ability to recognize CSR role boundaries and escalate appropriately
De-Escalation	Professional handling of frustrated, emotional or difficult callers
Confidentiality	Awareness of sensitive-data and privacy obligations
Reliability	Attendance history, schedule compatibility, dependability and workforce stability
Language Capability	Validated multilingual ability when required
Operational Readiness	Ability to learn DHHS procedures, CHARTS workflows and structured Call Center processes

Tryfacta will also evaluate **written accuracy and data-entry capability**, because Call Center personnel are required to document calls and follow-up activities within CHARTS. Candidates demonstrating strong verbal communication but insufficient attention to documentation, confidentiality, or procedural compliance will not automatically advance. Final selection will therefore be based on the candidate's **complete readiness profile—not simply years of experience**.

D.4.4 Background Screening and Compliance Clearance: Background screening will be incorporated directly into Tryfacta's workforce-readiness process and treated as a **mandatory production-access gate**. Tryfacta maintains a documented Background Check and Workforce Verification process governing candidate consent, screening coordination, compliance tracking, and clearance. Depending on the applicable position and DHHS requirements, screening may include **criminal-history searches, SSN trace and identity verification, employment and education verification, reference verification, I-9/E-Verify employment-eligibility validation, and other client- or role-specific checks**. Where additional investigation is required, Tryfacta will coordinate the applicable process in accordance with DHHS requirements and applicable law. The company's existing recruiting model provides for secure electronic authorization and third-party screening, with standard straightforward investigations commonly returned within approximately **24–72 hours**, subject to jurisdictional response times.

For this engagement, Tryfacta will specifically align screening with the RFP's heightened requirements. The RFP requires background checks for personnel with access to Call Center facilities or operations and requires individuals with access to participant addresses to have a **successfully adjudicated background check**. The RFP identifies restraining orders, violent crimes against persons, burglary, and theft among the disqualifying items applicable to this requirement.

The clearance lifecycle will be **Candidate Consent → Identity Verification → Required Screening → Review/Adjudication → Clearance Confirmation → Security Training → Access Request → Production Readiness**

The **HR/Compliance Team** will maintain screening status, while the Call Center Manager and Training Lead will receive only the information necessary to determine readiness. Personnel who have not satisfied applicable requirements will remain on a **readiness hold** and will not be placed into independent production activity or receive restricted access merely to meet a staffing deadline. Screening will also be coordinated early enough to account for State-system access dependencies. DHHS has indicated that obtaining **CHARTS/VRU access may require several days**, making early clearance and onboarding essential to preventing access delays from becoming operational staffing gaps.

D.4.5 Onboarding and Workforce Readiness: Following selection and applicable clearance, Tryfacta will move personnel through a structured onboarding process coordinated by **Employee Care (E-Care), HR, Compliance, Recruiting, Training, QA, and Call Center management**. The objective is to ensure each employee arrives in production with the administrative, procedural, security, system-access, and customer-service preparation required to perform effectively.

JobDiva and Tryfacta's workforce-management tools will support secure completion and tracking of employment documentation, employment eligibility, payroll setup, compliance items, background status, and onboarding milestones. Each employee will also have an identified onboarding contact responsible for helping resolve employment or administrative issues that could otherwise affect attendance or retention.

Tryfacta will use a five-stage workforce-readiness lifecycle: **Preparation** establishes employment eligibility, background clearance, scheduling, assignment expectations, and onboarding completion. **Orientation** introduces the Nebraska CSE program environment, Title IV-D customer-service purpose, role boundaries, reporting relationships,

confidentiality, attendance, escalation expectations, and workplace requirements. **Integration** connects the employee with the on-site management structure and coordinates DHHS-required training, CHARTS/VRU access, desk-guide familiarity, workflow understanding, and role-specific preparation. **Stabilization** begins as personnel move into production. Newly deployed employees receive increased Supervisor and QA attention so that knowledge gaps, documentation issues, customer-service concerns, attendance issues, or workflow misunderstandings are identified early. **Follow-Up** continues through early performance discussions, employee feedback, refresher coaching, and E-Care/workforce support to improve retention and sustained performance.

The onboarding process will connect directly with Tryfacta's **Call Center Workforce Readiness & Continuous Learning Framework** described in Section B.9: **Assess → Orient → Train → Practice → Validate → Deploy → Coach → Refresh**

A CSR will not be considered fully production-ready solely because employment paperwork is complete. Production readiness will require confirmation of the applicable **background clearance, required DHHS and Tryfacta training, security-awareness requirements, CHARTS/VRU access, procedural knowledge, customer-service capability, and supervisor validation.**

Readiness Gate	Validation Responsibility
Employment / Work Eligibility	HR / Recruiting
Required Background Clearance	HR / Compliance
DHHS / CSE Orientation	Training Lead / DHHS
Security Requirements	Compliance / DHHS
CHARTS / VRU Access	Call Center Manager / DHHS
Role-Specific Training	Training Lead
Customer-Service / Scenario Validation	Supervisor / QA
Final Production Readiness	On-Site Call Center Manager

Tryfacta will continue workforce support after deployment. The Call Center Manager, Recruiting Team, QA, Training, and Project Manager will monitor **attendance, staffing levels, turnover risk, employee performance, coaching requirements, vacancies, and backup candidate availability.** Where an employee separates or a vacancy emerges, recruitment will reactivate immediately using the same controlled screening and readiness process rather than lowering qualification standards to achieve coverage. Through this integrated model, Tryfacta will provide DHHS with more than a recruiting process. It will provide a **repeatable workforce-management system connecting sourcing, qualification, compliance, onboarding, training, deployment, performance monitoring, and retention,** helping maintain the stable and service-ready staffing required for Nebraska's centralized CSE Customer Service Call Center.

D.5 Operational Management and Intraday Control: Following go-live, the **On-Site Call Center Manager** will operate the Wausa facility as the center of daily accountability. The manager and Supervisor will monitor workload, staffing availability, queue and hold conditions, escalations, attendance, customer complaints, training requirements, and operational issues throughout each business day.

The management workflow will be: **Monitor Workload → Compare Capacity → Identify Risk → Adjust Coverage → Escalate Issues → Validate Recovery**

Scheduling and intraday management will account for DHHS-provided workload patterns, including approximately **11,759 calls per month**, an average handle time of **4:31**, higher volume on Mondays and post-holiday days, and current average answer and hold times of 1:27 and 1:05 respectively. Operational controls will be designed to protect the contractual requirements for **live-agent response, queue time not exceeding four minutes, hold time not exceeding four minutes, accurate information, complete CHARTS documentation, appropriate follow-up, multilingual/TDD access, and courteous customer service.**

D.6 Governance and Communication Cadence

Tryfacta will apply a **tiered governance and communication model** so operational matters are resolved at the lowest effective level, while DHHS maintains consistent visibility into staffing, service performance, risks, complaints, corrective actions, and improvement activities. The RFP requires the Vendor to designate management personnel as **single points of contact for communication with DHHS**, provide management staff duties and communication methods within 15 days after contract execution, and ensure the Call Center Manager collaborates with DHHS on Call Center operations. The communication model will emphasize **single-point accountability, documented escalation, timely status updates, and use of the appropriate communication channel based on urgency and subject matter**. Day-to-day operational communication will normally flow through the **On-Site Call Center Manager**, while **Project Manager Pradeep Singh** will manage contract-level coordination, material risks, recurring performance issues, and executive escalation.

Governance Cadence

Governance Level	Proposed Cadence	Primary Focus
Transition / Early-Life Review	Daily or as needed during mobilization and stabilization	Staffing, incumbent transition, access, training, background clearance, readiness risks and go-live blockers
Operational Management Review	Weekly or mutually agreed with DHHS	Call volumes, queue/hold performance, staffing, attendance, complaints, QA findings, escalations and open actions
Monthly Performance Review	Monthly	Contract performance, staffing, quality, training, risks, corrective actions and required monthly reporting
Quarterly Performance / Improvement Review	Quarterly	Statistics, workforce trends, recurring issues, service quality, process/technology opportunities and customer-service improvements
Executive Escalation Review	As required	Material contractual, security, continuity, staffing or unresolved operational risks

The RFP requires monthly Call Center reporting developed cooperatively between **CSE and the Call Center Manager**, while quarterly reporting must include relevant statistics and recommendations for process, technology and innovation improvements intended to enhance Call Center operations and customer satisfaction.

Communication Methods and Responsibility Matrix: Tryfacta will use a combination of email, telephone, Microsoft Teams/virtual meetings, scheduled governance meetings, formal reports, and documented action/escalation logs. The communication method will be selected based on the urgency, complexity, sensitivity, and documentation requirements of the issue.

Communication Type	Primary Method	Primary Contact	Tryfacta	DHHS Interface	Purpose / Use
Routine Operational Coordination	Email / Phone / Teams	On-Site Call Center Manager		DHHS Contract Manager / CSE Representative	Staffing updates, workflow questions, operational coordination and routine follow-up
Urgent Operational Issue	Phone first , followed by email/documentation	Call Center Manager		DHHS Contract Manager	Queue/hold risk, significant staffing issue, facility disruption or other time-sensitive concern
CHARTS / VRU / Technology Issue	Phone / DHHS Help Desk channel / email follow-up	Call Center Manager / Supervisor		DHHS Help Desk / CHARTS Production Support	Access, system availability, telephony or State-technology dependencies
Customer Complaint / Escalation	Phone or email depending on severity; documented follow-up	Supervisor / Call Center Manager		Appropriate DHHS CSE contact	Joint customer complaint resolution and policy-dependent matters
Quality / Training Issue	Email / Teams / scheduled review	QA Lead / Training Lead / Call Center Manager		DHHS CSE / Contract Manager	Recurring errors, policy clarification, training gaps and corrective actions
Staffing / Vacancy Risk	Email / Phone for material shortage	Call Center Manager / Project Manager		DHHS Contract Manager	Staffing deficit, recruitment status, remediation and restoration timeline
Security Confidentiality Incident	Immediate telephone escalation , followed by formal documentation	Call Center Manager / Security SME / Project Manager		DHHS Security / Contract Manager	Suspected unauthorized access, confidentiality issue or security event

Business Continuity Event	Phone / Teams / email, depending on event	Call Center Manager / Project Manager	DHHS Manager	Contract	Severe weather, Wausa facility disruption, remote-work activation or continuity response
Contract / Performance Matter	Email / Teams / scheduled meeting	Pradeep Singh, Project Manager	DHHS Manager	Contract	Contract interpretation, recurring performance concerns, material risks and corrective actions
Formal Performance Reporting	Secure electronic report + review meeting	Project Manager / Call Center Manager	DHHS Manager / CSE	Contract	Monthly and quarterly reporting
Executive Escalation	Phone / Teams / formal email	Project Manager / Executive Leadership	DHHS Leadership		Material unresolved contractual, continuity, security or performance concern

DHHS is responsible for designating a **CSE Customer Service Call Center Contract Manager** and providing DHHS Help Desk and CHARTS Production Support, creating clear State-side interfaces for contract and technical communications.

Communication Protocol by Urgency: To prevent routine communications from competing with critical matters, Tryfacta will use a simple escalation protocol:

Routine matters will normally be communicated through email, scheduled meetings, or Teams and documented through the applicable action tracker. **Time-sensitive operational matters** will be communicated directly by telephone or Teams to the appropriate DHHS contact, followed by written confirmation when documentation or follow-up is required. **Critical security, confidentiality, continuity, or material service-impacting events** will receive immediate management escalation through direct telephone communication, with Project Manager and Security/Compliance involvement as appropriate.

Identify → Contact Appropriate Owner → Confirm Receipt → Assign Action → Provide Status → Resolve → Document Closure

This approach ensures that DHHS is not forced to search through routine correspondence for critical issues and that each significant matter has an identifiable **owner, communication channel, status, and closure record**.

Key Communication Contacts: Within 15 days after contract execution, Tryfacta will provide DHHS the required list of management personnel, their duties, and communication methods. The contract-specific contact sheet will be maintained throughout the engagement and updated whenever key personnel or responsibilities change.

Role	Communication Responsibility	Primary Channel
Project Manager – Pradeep Singh	Contract governance, DHHS coordination, performance, risk and executive escalation	Email, direct phone, Teams, governance meetings
On-Site Call Center Manager	Primary operational POC for Wausa Call Center	Direct phone, email, Teams, on-site meetings
Supervisor / Operations Lead	Daily CSR operations, attendance, immediate operational escalations	Phone, Teams, email
QA Lead	QA trends, call/CHARTS review findings, corrective action	Email, Teams, scheduled quality reviews
Training Lead	Training completion, refresher needs and workforce readiness	Email, Teams, training meetings
Recruiting / HR	Vacancies, onboarding, screening and staffing pipeline	Email / Teams through Call Center Manager
Security / Compliance SME	Security, HIPAA/NITC, confidentiality and incident matters	Direct escalation, phone, secure email
Executive Leadership	Material unresolved contractual or business-continuity matters	Phone, Teams, formal executive correspondence

Communication Records and Action Tracking: Tryfacta will maintain an **Action and Decision Log** for material items arising from transition meetings, weekly reviews, performance discussions, complaints, risks, audits, security matters and continuous-improvement discussions. Each tracked item will identify the **issue or decision, responsible owner, required action, target date, status, dependency and closure evidence**. Routine emails will not substitute for formal action management when an issue requires cross-functional follow-through. Items affecting shared processes or

customer service will also be communicated to DHHS before implementation, including the expected impact, as required by the RFP.

Governance Communication Flow: CSR / Staff → Supervisor → On-Site Call Center Manager → Project Manager → DHHS Contract Manager → Executive Leadership, if required

Technical or specialized issues will branch to the appropriate resource—such as **DHHS Help Desk/CHARTS Support, Training, QA, HR/Recruiting, or Security/Compliance**—while the Call Center Manager or Project Manager retains management ownership through resolution.

D.7 Risk, Issue and Dependency Management

Tryfacta will maintain an active **Risk, Issue, Action and Dependency (RIAD) Register** throughout transition and steady-state operations to ensure that emerging concerns are identified early, assigned clear ownership, and tracked through verified closure.

Each item will follow a consistent control path: **Issue/Risk → Impact → Priority → Owner → Mitigation/Action → Due Date → Dependency → Status → Closure Evidence**

Priority risks may include **incumbent attrition, candidate availability, background-check delays, CHARTS/VRU access, training completion, staffing coverage, technology or facility dependencies, security/compliance readiness, reporting, and service continuity**. Where Tryfacta controls resolution, corrective action will be initiated directly. Where resolution depends on DHHS systems, policy, approval, or technical support, the Call Center Manager or Project Manager will coordinate with the designated DHHS contact while retaining responsibility for follow-through.

Risk and Issue Priority Matrix

Priority	Typical Impact	Management Response	Resolution Approach
Low	Limited operational impact; no immediate effect on customer service or contractual performance	Managed by Supervisor or functional owner through normal operations	Document, assign owner, resolve through routine corrective action, and verify closure
High	May affect staffing, performance, training, access, quality, or contractual requirements if not corrected promptly	Escalated to On-Site Call Center Manager and appropriate functional lead	Immediate mitigation plan, responsible owner and target completion date established; Project Manager informed and DHHS engaged where dependency exists
Critical	Actual or imminent service disruption, security/confidentiality concern, significant staffing deficiency, continuity event, or material contract risk	Immediate escalation to Project Manager, Call Center Manager, appropriate Tryfacta leadership and DHHS	Stabilize service first, activate contingency/corrective action, maintain frequent status communication, perform RCA/CAP where appropriate, and formally validate recovery before closure

Escalation Matrix

Level	Escalation Trigger	Primary Owner	Escalation / Action
Level 1 – Operational	Routine attendance issue, individual CSR concern, minor workflow or documentation issue	Supervisor / Operations Lead	Correct at operational level through coaching, scheduling, clarification, or routine action; elevate if unresolved or recurring
Level 2 – Management	Recurring quality issue, staffing gap, access/training delay, complaint trend, performance degradation, or unresolved Level 1 issue	On-Site Call Center Manager	Assess impact, establish corrective action, coordinate QA/Training/Recruiting/Compliance resources, and notify Project Manager or DHHS where required
Level 3 – Critical Contract	Material service disruption, significant staffing deficiency, security/confidentiality event, continuity issue, repeated performance failure, or DHHS-dependent critical issue	Project Manager – Pradeep Singh	Immediate management activation, DHHS coordination, executive/security support as applicable, service stabilization, RCA/CAP, and documented recovery/closure

Tryfacta's escalation principle is: **Resolve at the lowest effective level → Escalate before customer or contract impact increases → Maintain ownership until validated closure**

This approach ensures that risks and issues do not disappear into routine communications; each material item remains visible to management until the required mitigation, corrective action, and closure evidence have been completed.

D.8 Performance and Corrective Action Management

Tryfacta will integrate **performance monitoring, individual CSR monitoring, QA review, coaching, and corrective action** directly into day-to-day Call Center management rather than waiting for monthly reports to identify problems. The On-Site Call Center Manager, Supervisor/Operations Lead, QA Lead, and Training Lead will jointly monitor the RFP-defined requirements, including **live-agent response, queue time, hold time, information accuracy, CHARTS documentation, follow-up, customer-service quality, staffing, and compliance**. DHHS has confirmed that bidders should rely on the performance standards in Section V.F.4 and that no additional QA methodology or separate numeric QA target has been prescribed. Tryfacta will therefore apply its established internal **CSR Performance Monitoring and Development Plan** as a management control, with monitoring frequency adjusted according to employee tenure, demonstrated performance, complaints, QA findings, or identified risk.

CSR Monitoring Plan

CSR Stage / Condition	Proposed Frequency	Monitoring	Primary Review Focus	Follow-Up
New CSR – First 30 Days in Production	2 interactions per day		Call control, accuracy, CHARTS narration, confidentiality, escalation, customer service	Frequent coaching and readiness reinforcement
CSR – 1 to 6 Months	3 interactions per week		Accuracy, consistency, documentation, follow-up and procedure adherence	Weekly or as-needed coaching
Experienced CSR – Beyond 6 Months	8 interactions per month		Sustained quality, recurring trends, customer-service consistency and process compliance	Monthly feedback / targeted coaching
CSR on Performance Remediation	3+ interactions per week or more as needed		Specific performance deficiency or corrective-action area	Increased monitoring until sustained improvement is validated
Complaint / Critical Error Trigger	Immediate review	targeted	Customer impact, confidentiality, accuracy, escalation or procedural failure	Immediate management action and corrective follow-up

The frequency is a **Tryfacta management baseline** and may be adjusted based on employee experience, performance trends, call volumes, DHHS requirements, or specific risks. The State has not mandated these monitoring volumes. This gives Tryfacta flexibility to concentrate QA effort where it produces the greatest operational benefit.

Monitoring Method: Call and interaction samples will be selected across **different days, times, inquiry types, and operational conditions** to provide a balanced view of CSR performance. Where DHHS-provided recording functionality and agreed procedures permit, QA personnel and Supervisors may use **recorded-call review, live/remote monitoring, side-by-side observation, CHARTS narrative review, agent self-assessment, and calibration sessions**. Monitoring will evaluate the complete interaction—not just how the CSR sounds on the telephone. Reviewers will assess whether the employee:

Monitoring Dimension	Review Focus
Information Accuracy	Information is consistent with DHHS-approved procedures and desk-guide content
Customer Service	Courtesy, professionalism, active listening, clarity and appropriate call control
CHARTS Documentation	Accurate and complete narration, updates and follow-up documentation
Procedural Compliance	Correct workflow, verification, role boundaries and escalation
Confidentiality / Security	Appropriate handling of sensitive customer information
Follow-Up / Closure	Required actions, callbacks or escalation completed correctly
Escalation Judgment	Inquiry appropriately retained or transferred to the correct DHHS resource

Performance Review and Coaching Cycle: Tryfacta will use a closed-loop monitoring process:

Monitor → Evaluate → Identify Gap → Coach / Correct → Re-Monitor → Validate Improvement → Close or Escalate

Where the issue is minor and isolated, the Supervisor will provide immediate coaching and document the action as appropriate. Where monitoring shows a **repeat error, material accuracy issue, documentation problem, complaint trend, or failure to follow procedure**, the Call Center Manager and QA/Training functions will determine whether targeted retraining or formal corrective action is required.

Corrective Action Levels

Performance Condition	Corrective Response
Isolated / Low-Risk Gap	Immediate coaching, procedure clarification and normal monitoring
Recurring Performance Gap	Documented coaching plan, targeted refresher training and increased monitoring
Material / High-Risk Deficiency	Formal corrective action, root-cause review, management oversight and defined improvement period
Critical Error / Security or Confidentiality Concern	Immediate management escalation, removal from affected activity where appropriate, investigation and corrective-action plan
Failure to Improve	Progressive performance action, reassignment or replacement consistent with Tryfacta HR practices and DHHS requirements

Corrective Action Governance: Where a contractual standard is missed or at risk, Tryfacta will use its established recovery methodology:

Validate Risk/Breach → Stabilize Service → Determine Root Cause → Assign Corrective Action → Establish Owner/Due Date → Implement → Increase Monitoring → Measure Effectiveness → Report / Close

Corrective action may involve **staffing coverage, scheduling, coaching, refresher training, workflow clarification, CHARTS documentation practices, escalation procedures, supervisory oversight, or another identified root cause**. Material corrective actions will remain open until the **Call Center Manager and QA function validate sustained improvement**, rather than being closed simply because training or coaching occurred. Relevant trends and corrective-action status will feed into monthly and quarterly performance reporting. This approach provides DHHS with a practical **employee-level monitoring system connected directly to contract-level performance management**, ensuring that individual CSR issues are identified early, corrected consistently, and prevented from developing into broader service-performance problems.

D.9 Change and Process Management: Tryfacta will manage changes to CSE policies, DHHS procedures, CHARTS workflows, security requirements, outbound activities, customer-service processes, or State/federal requirements through a **controlled Change Management process** supported by Tryfacta's **Prosci-certified Change Management SMEs**. This ensures that operational changes are assessed, approved, communicated, trained, implemented, and validated without disrupting Call Center performance.

Change Identified → Impact Assessment → DHHS Review/Approval → Procedure/Desk Guide Update → Training & Communication → Implementation → QA Validation → Close

Tryfacta will not independently implement material changes affecting shared DHHS processes or customer service. The **Project Manager, On-Site Call Center Manager, Training Lead, QA Lead, and Change Management SMEs** will coordinate implementation and verify employee readiness before changes are considered complete. Change effectiveness and continuous improvement will be monitored through **SLAs, KPIs, Key Risk Indicators (KRIs), QA findings, complaints, staffing trends, training results, and DHHS feedback**. Where performance begins trending below target, Tryfacta will initiate corrective action before the issue develops into a sustained service deficiency.

Performance and Continuous Improvement Indicators

Performance Indicator	Tryfacta Management Target	Improvement Trigger
Live-Agent Coverage	100% of inbound calls routed for live-agent support	Any deviation
Initial Queue Standard	100% compliance with ≤4 minutes	Any recurring exceedance
Hold-Time Standard	100% compliance with ≤4 minutes	Any recurring exceedance
Required CSR Staffing	100% of minimum required staffing maintained	Any staffing deficit
Required Training Completion	100% before independent production	Any incomplete requirement
Background/Security Clearance	100% before applicable restricted access	Any exception

CHARTS Documentation	≥95% internal accuracy target	Downward trend or repeat errors
QA Performance	≥90% internal management target, subject to DHHS-approved QA methodology	Individual or team trend below target
Corrective Actions Closed On Time	≥95%	Aging or overdue actions
Required Monthly/Quarterly Reports	100% on-time submission	Any missed reporting milestone

The percentages above are Tryfacta's proposed **internal management targets** for proactive performance control and do not replace or modify DHHS contractual standards. Final QA methodology and related thresholds will be aligned with DHHS.

This creates a closed-loop improvement model: **Measure → Identify Trend → Analyze Root Cause → Improve → Train → Validate → Standardize**

Through this approach, Tryfacta will use change management not only to implement new requirements, but also to convert **SLA/KPI/KRI trends, QA findings, operational lessons, and DHHS feedback into measurable improvements throughout the contract term.**

D.10 Documentation and Knowledge Management

Tryfacta will implement a **controlled Documentation and Knowledge Management Plan** to preserve operational knowledge, support consistent CSR performance, maintain auditability, and prevent critical CSE knowledge from residing with individual employees. The **Project Manager** will remain accountable for the overall documentation framework, while the **On-Site Call Center Manager** will serve as the operational document owner. The Training Lead, QA Lead, Security/Compliance SME, HR/Recruiting, and functional owners will maintain the records applicable to their areas. This approach is particularly important during transition. The RFP requires Tryfacta to complete the Call Center transition within **45 days of contract execution**, establish the management and communication structure, maintain service continuity, ensure employees are trained, and operate in accordance with the DHHS desk guide and procedures. The RFP also requires initial and ongoing training covering CSE policies/procedures, customer-service practices, and CHARTS.

Knowledge Transfer and Documentation Lifecycle

Tryfacta will use the following controlled lifecycle:

Capture → Validate with DHHS → Document → Approve → Train → Publish → Use → QA Review → Update / Version → Retain

During transition, Tryfacta will obtain operational knowledge from **DHHS CSE personnel, available incumbent personnel, existing desk guides/procedures, training materials, State-system workflows, and operational observations**. DHHS program staff may assist in coordinating transition meetings requiring program participation or approval.

Tryfacta will consolidate this information into a **CSE Knowledge Transfer & Operations Baseline Pack**, giving the incoming management, training, QA, and CSR teams a controlled source of operational knowledge.

Knowledge Transfer Schedule

Period	Knowledge Management Activity	Primary Owner	Output
Contract Start / Mobilization	Establish documentation inventory, owners, DHHS contacts, existing materials and knowledge gaps	Project Manager / Call Center Manager	Documentation & KT Register
Sept. 21–30 Transition Period	Conduct DHHS/incumbent knowledge-transfer sessions; review desk guide, workflows, escalation paths, reporting, outbound activities and operational routines	Call Center Manager / Training Lead	Initial KT notes and Operations Baseline
Before Oct. 1 Go-Live	Validate all critical production knowledge required for CSR operations	Call Center Manager / DHHS / Training Lead	Go-Live Knowledge Pack
Early-Life / Stabilization	Capture questions, policy clarifications, recurring inquiries, QA findings and operational lessons	QA / Training / Supervisors	Updated FAQs, procedures and training content
Within 45-Day Transition Window	Complete baseline documentation, close identified knowledge gaps and transition open items into steady-state governance	Project Manager / Call Center Manager	Controlled Operational Documentation Set

Steady State	Periodic review following policy/process changes, QA findings, audits, complaints or DHHS direction	Functional Document Owner	Current versions	approved
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The objective is to have **critical operational knowledge available before October 1**, while continuing to refine the complete documentation baseline through the RFP's permitted transition and stabilization period.

CSE Knowledge Transfer & Operations Baseline Pack

The initial knowledge-transfer process will focus specifically on information necessary to operate the Nebraska CSE Customer Service Call Center, including:

- **Program and Customer-Service Boundaries.** CSRs will understand what customer-service activities may be performed and when matters must be escalated to DHHS CSE personnel rather than handled as case management.
- **Desk Guide and CSE Procedures.** Tryfacta will establish the current approved desk guide, applicable policies, common inquiry procedures, required customer responses, escalation paths, and identified program clarifications as the authoritative operational baseline. The RFP requires incoming calls to be answered accurately according to the desk guide and DHHS procedures.
- **CHARTS Procedures.** Documentation will reinforce appropriate CHARTS narration, permitted information updates, follow-up requirements, access boundaries, and escalation practices. The RFP specifically requires all calls and follow-up actions to be documented in CHARTS.
- **Call Center Operations.** The knowledge set will capture daily operating routines, queue/hold monitoring, staffing procedures, customer complaints, TDD and interpretation procedures, escalation contacts, outages, and continuity procedures.
- **Outbound/Outreach Operations.** Dedicated instructions will be maintained for the two outbound CSRs, including DHHS-provided program direction, approved contact activities, documentation, and escalation requirements.
- **Management and Reporting.** Governance contacts, reporting procedures, staffing reporting, risks, open actions, QA practices, monthly reporting, quarterly reporting, and continuous-improvement responsibilities will be maintained as controlled operating information.

Document Ownership and Control Matrix

Document / Record	Primary Owner	Review / Update Trigger
Management & Communication Plan	Project Manager	Management/contact change or DHHS direction
CSE Operations / Knowledge Transfer Baseline	Call Center Manager	Transition learning, policy/process change
DHHS Desk Guide / Procedure References	DHHS / Call Center Manager	DHHS-issued change or clarification
Training Materials & Completion Records	Training Lead	New hire, procedure change, QA trend, refresher
CSR Readiness Records	Training Lead / Call Center Manager	New assignment, revalidation or role change
Staffing / Vacancy Tracker	Call Center Manager / HR	Staffing change
QA Records / Calibration Results	QA Lead	Ongoing monitoring
Complaints / Escalation Log	Call Center Manager	Each material complaint/escalation
Risk / Issue / Corrective Action Register	Project Manager	Continuous
Security / Compliance Records	Security/Compliance SME	Security event, audit, training or policy change
Remote Work / Continuity Procedures	Call Center Manager	DHHS direction, testing or continuity event
Monthly / Quarterly Reports	Call Center Manager / Project Manager	Required reporting cycle

Version Control and Approval:

Operational documentation affecting **CSE policy, customer responses, CHARTS procedures, security requirements, or shared DHHS workflows** will not be changed informally. Material changes will follow Tryfacta's change-control process:

Change Identified → Draft Update → DHHS Validation/Approval, where applicable → Version Control → Staff Communication/Training → Effective Date → QA Validation

Each controlled document will identify, as appropriate, its **document owner, version, effective date, approval status, revision history, and next review trigger**. Superseded versions will be removed from active use to reduce the risk of CSRs following outdated procedures. Tryfacta's established knowledge-management practice similarly follows a controlled process of identifying a knowledge need, drafting content, technical review, validation, approval, publication, usage review, and periodic update or retirement.

Knowledge Capture Through Operations: Knowledge management will continue after transition. **Recurring customer questions, inaccurate responses, complaints, escalations, QA findings, DHHS clarifications, regulatory changes, audit observations, and lessons learned** will be reviewed to determine whether an existing procedure requires clarification or new knowledge should be incorporated. For example, a repeated CSR error will not only result in employee coaching. The QA and Training Leads will determine whether the issue indicates a broader **desk-guide interpretation, training, documentation, or process gap**. Where appropriate, the improvement will be incorporated into the controlled knowledge base and communicated across the workforce.

Operational Finding → Knowledge Gap → Validate → Update → Train → QA Recheck

This links knowledge management directly with the QA, training, corrective-action, and continuous-improvement processes described elsewhere in Tryfacta's approach.

Documentation Security and Auditability: All CSE operational records will be maintained in accordance with **DHHS confidentiality, HIPAA, NITC, access-control, and records requirements**. Tryfacta will not create a parallel knowledge repository containing customer case information, PHI, Social Security numbers, payment information, or other restricted CHARTS data. Case-specific information will remain in **DHHS-authorized systems**, particularly CHARTS. Tryfacta's management records will instead document the **process, status, training, governance, and evidence of performance** necessary to manage the contract. This provides DHHS with appropriate auditability while reducing unnecessary duplication of sensitive State information. DHHS retains the right to perform performance audits and reviews, and Tryfacta must cooperate and implement resulting improvements.

Knowledge Continuity for Personnel Changes: Knowledge transfer will also be mandatory when key management, supervisory, training, or other operational personnel change. The outgoing resource will document **current responsibilities, work in progress, open actions, known issues, recurring operational requirements, relevant contacts, and pending deadlines** before handoff wherever circumstances permit. The incoming resource will review the transfer package with the appropriate manager and confirm understanding before assuming full responsibility. This mirrors Tryfacta's established transition practice of documenting completed work, work in progress, outstanding actions, key contacts, and assignment-specific knowledge to reduce learning curves and preserve operational continuity. Through this plan, Tryfacta will create a **living CSE operational knowledge environment** in which critical information is captured during transition, validated with DHHS, incorporated into training and procedures, maintained under version control, and continuously improved through actual Call Center performance.

D.11 Implementation Responsibility Matrix

A high-level responsibility model will ensure activities do not become fragmented between Tryfacta and DHHS.

Activity	Project Manager	On-Site Call Center Manager	Supervisor / QA / Training	Recruiting Compliance	DHHS
Contract Governance	A/R	C	C	C	C
Transition / Work Plan	A	R	C	C	C
Incumbent Retention / Recruiting	C	A	C	R	C
Call Center Operations	C	A/R	R	—	C
Staffing / Scheduling	C	A	R	C	—
Training	C	A	R	C	C/R for DHHS content
CHARTS / VRU Access Coordination	C	R	C	C	A/R for State access
Quality Assurance	C	A	R	—	C / Audit
Security / Compliance	A	R	C	R	C
Complaint Resolution	C	R	R	—	C/R jointly
Reporting	A	R	C	C	C
Corrective Action / CQI	A	R	R	C	C
Business Continuity	A	R	C	C	C

A = Accountable; R = Responsible; C = Consulted

This model aligns with DHHS's stated responsibilities to provide the facility, technology, Help Desk/CHARTS support, designated Contract Manager, training, outbound-work instruction, and joint complaint-resolution participation.

D.12 Work Plan Milestones and Management Controls

Milestone / Activity	Target	Evidence of Completion
Contract effectiveness	September 21, 2026	Executed contract / mobilization authorization
Governance and transition activation	Immediately following execution	Kickoff, transition register, responsibility assignments
Incumbent communication / staffing mobilization	Sept. 21–30	Staffing tracker, offers/onboarding status
Management adjustment communication	Before October 1	Employee communication completed
Operational readiness review	Before October 1	Readiness checklist / Call Center Manager approval
Full Call Center operations	October 1, 2026 – 8:00 a.m. CT	Production activation
Management staff/duties/communication listing	Within 15 days after execution	Submission to DHHS
Transition stabilization / closeout	Within 45-day transition period	Open-transition items resolved/accepted into operations
Security Plan	Within 60 business days of award	Security Plan submitted
Monthly reporting	Monthly	DHHS Call Center report
Quarterly reporting	Quarterly	Statistics + detailed process-improvement recommendations
Training / QA / staffing management	Continuous	Training, QA, staffing and corrective-action records
Audit / regulatory changes	As required	Updated procedures / completed corrective actions

The State requires performance of **all Section V project requirements and services** as contract deliverables, together with quarterly reports containing relevant statistics and detailed process-improvement recommendations.

Management Outcome: Tryfacta's implementation approach establishes a clear management chain from **CSR → Supervisor → On-Site Call Center Manager → Project Manager → Executive Oversight / DHHS**, while integrating recruiting, QA, training, security, and compliance support around the core Wausa operation. The result is a work plan designed to provide DHHS with **one accountable operating model, clear milestone ownership, continuous visibility into risk and performance, rapid corrective action, stable staffing, and sustained service continuity from September 21 mobilization through October 1 go-live and steady-state operations**

e. Deliverables and due dates.

Tryfacta confirms its ability to meet the **deliverables, implementation milestones, reporting requirements, and due dates** established in Section V. Tryfacta will manage each deliverable through the Project Manager's master schedule and Deliverables Register, with an assigned owner, required date, DHHS dependency, approval/status, and completion evidence. Although Section V.H specifically identifies performance of all Section V requirements and quarterly reporting as contractual deliverables, Tryfacta will also manage the required transition, staffing, training, security, outreach, and continuity plans as controlled project deliverables. Addendum One clarifies that the **official contract effective date is September 21, 2026**. Tryfacta will use the period between contract effectiveness and operational cutover for workforce mobilization, incumbent engagement, onboarding, training, access coordination, and readiness validation. The Call Center will be fully operational on **October 1, 2026 at 8:00 a.m. Central Time**. Transition activities that do not interfere with normal operations may continue within the RFP's 45-day transition period.

Deliverables and Milestone Schedule

Deliverable / Milestone	Requirement / Content	Due Date / Frequency	Tryfacta Owner
Transition Mobilization	Transition goals, activities, responsibilities, staffing, communications, knowledge transfer, training/access readiness and stabilization	Within 45 days of contract execution; critical go-live activities completed before Oct. 1	Project Manager / Call Center Manager
Operational Readiness / Go-Live	Fully staffed and managed Call Center; required training, screening, CHARTS/VRU access and operational controls in place	October 1, 2026, 8:00 a.m. CT	Project Manager / On-Site Call Center Manager

Staff Communication Plan	Communicate management adjustments and transition expectations to Call Center personnel	Before October 1, 2026	Call Center Manager / HR
Management Staff & Communication List	Management personnel, duties, points of contact and communication methods	Within 15 days after contract execution	Project Manager
Recruitment & Retention Plan	Incumbent retention, recruiting, vacancy coverage, positions vacant >30 days, and continuity during vacancies	Established during mobilization; maintained throughout contract	Recruiting Manager / Call Center Manager
Initial Training & Workforce Readiness	CSE policy/procedure, customer service, CHARTS, security and role-specific readiness	Before independent production assignment; ongoing thereafter	Training Lead / Call Center Manager
Outbound / Outreach Plan	Processes for required custodial/noncustodial outreach and two dedicated outbound CSRs	Operational by October 1; maintained and refined with DHHS thereafter	Call Center Manager / Outreach Lead
Remote-Work / Continuity Plan	DHHS-authorized Nebraska remote-work procedures, connectivity, security, supervision and inclement-weather continuity	Developed during implementation and maintained throughout contract; activated with DHHS approval	Call Center Manager / Security & Compliance
Security Plan	Comprehensive plan addressing all RFP security requirements	Within 60 business days of contract award	Security/Compliance SME / Project Manager
Monthly Call Center Report	Relevant operational statistics, staffing, performance, QA, risks/issues and corrective actions as agreed with DHHS	Monthly throughout contract	Call Center Manager / QA Lead
Quarterly Performance & Improvement Report	Relevant statistics plus detailed process, technology and innovation recommendations	Within two weeks following each State fiscal quarter	Project Manager / Call Center Manager
Ongoing Training / Refresher Program	Policy changes, QA-driven coaching, error correction, CHARTS updates and continuing skill development	Continuous / as triggered	Training Lead / QA Lead
Continuous Improvement Actions	Improvements arising from QA, complaints, audits, performance trends and DHHS feedback	Ongoing; according to assigned corrective-action dates	Project Manager / Call Center Manager

Section V requires a detailed **recruitment and retention plan** addressing how qualified employees will be recruited and retained, how positions vacant for more than 30 days will be filled, and how contract requirements will continue to be met while vacancies exist. The same section requires a **remote-work plan** for inclement weather or other events preventing personnel from working at Wausa, with activation coordinated with DHHS.

- E.1 Operational Readiness:** Operational readiness is Tryfacta's primary implementation deliverable. Before the October 1 cutover, the Project Manager and On-Site Call Center Manager will complete a formal readiness review covering **People, Training, Background Clearance, CHARTS/VRU Access, Processes, Security, Facility, Staffing, QA, Reporting, Escalation, and Continuity**.
Staffed → Screened → Trained → Access-Ready → Process-Ready → Security-Ready → QA-Validated → Operational
 Tryfacta will not treat October 1 as merely a staffing date. It represents the point at which the Nebraska CSE Customer Service Call Center must be capable of delivering the complete required service beginning at **8:00 a.m. CT**.
- E.2 Recruitment, Retention and Staffing Readiness:** Tryfacta's **Recruitment and Retention Plan** will be activated immediately upon mobilization and managed throughout the contract. The initial focus will be incumbent engagement, parallel external recruiting, background clearance, onboarding, and maintenance of the required minimum **14 full-time CSRs, including two dedicated outbound/outreach CSRs**, together with sufficient supervisory, training, administrative, QA and management support. The plan will remain a living workforce-management deliverable. Vacancies, turnover risk, backup candidates and positions remaining open for more than 30 days will be reviewed through the governance process, with continuity measures established so staffing issues do not relieve Tryfacta of its service obligations.
- E.3 Training Deliverables:** Tryfacta will implement the **Call Center Workforce Readiness & Continuous Learning Framework** described in Section B.9. The RFP requires a comprehensive initial and ongoing training approach covering **CSE policies and procedures, customer-service standards and techniques, and use of CHARTS**, while DHHS will also provide initial and ongoing training. Initial training and applicable readiness

validation will be completed **before a newly assigned CSR independently enters production**. Thereafter, training will continue through QA-driven coaching, policy updates, refresher sessions, procedure changes, audit findings, identified errors, and role-specific development.

- **E.4 Outreach / Outbound Operations:** Tryfacta will establish the **Outbound/Outreach Plan** during mobilization so the required function is ready as part of October 1 operations. The plan will address the assignment of at least **two full-time outbound/outreach CSRs**, approved outreach activities, DHHS-provided instructions, customer communication, documentation, follow-up, escalation, and scheduling adjustments needed to reach custodial and noncustodial parties effectively.
- Following go-live, the plan will be refined as DHHS provides program direction and feedback. Material modifications will follow Tryfacta's controlled change-management process.
- **E.5 Security Plan:** Tryfacta will submit a comprehensive **Security Plan within 60 business days of the contract award date**, as expressly required by Section V.F.3. The plan will address the RFP's security requirements, including personnel security, confidentiality, background screening, DHHS/NITC requirements, HIPAA safeguards, CHARTS access, State-authorized equipment/systems, remote-work security, security-awareness training, incident response, audit support, and corrective action. Addendum One confirms that no separate IRS-specific accreditation is inherited and that the Vendor should follow the RFP's security requirements when developing the 60-business-day plan. Security controls necessary for **October 1 safe operations will not be deferred until the formal Security Plan due date**. Required screening, training, access controls and confidentiality protections will be active before applicable personnel receive production access.
- **E.6 Remote-Work and Continuity Plan:** Tryfacta will develop the required **Remote-Work / Inclement Weather Continuity Plan** during implementation and maintain it throughout the contract. Where DHHS authorizes remote work after applicable training and probationary requirements, personnel must remain within Nebraska and meet the same security, performance and supervisory expectations applicable to Wausa-based personnel. The plan will define **activation authority, employee eligibility, connectivity readiness, State-equipment requirements, security/privacy controls, supervisory procedures, communications, staffing coverage, performance monitoring and return-to-normal procedures**. Activation during inclement weather or another qualifying event will be coordinated with DHHS rather than initiated unilaterally by Tryfacta.
- **E.7 Monthly and Quarterly Reporting:** Tryfacta will submit **monthly Call Center reports** throughout the contract. The report content will be developed jointly with CSE and the Call Center Manager to ensure that operational statistics and management information remain relevant to DHHS. Because the RFP establishes a monthly frequency but does not prescribe a specific calendar-day deadline for the monthly report, Tryfacta will confirm the monthly reporting date and format with DHHS during implementation. Quarterly reports are a specifically identified Section V.H deliverable and will include **relevant information, statistics, and detailed recommendations for process improvement**. Each quarterly report is due **within two weeks following the end of the applicable quarter under the State of Nebraska fiscal calendar, July 1 through June 30**. Quarterly reporting will therefore move beyond operational statistics to evaluate trends in **staffing, QA, customer complaints, training, queue/hold performance, recurring inquiries, risks, corrective actions, and opportunities for process, technology or innovation improvements**.

Deliverable Control

Project Manager **Pradeep Singh** will maintain a centralized **Deliverables Register** throughout the engagement:

Deliverable → Requirement → Owner → Due Date → DHHS Dependency → Draft/Review → Submission → Acceptance/Action → Closure Evidence

Upcoming deliverables and potential schedule risks will be reviewed through Tryfacta's governance cadence. Any dependency that may threaten a required date will be identified early, assigned an owner and escalated to the appropriate DHHS contact while Tryfacta continues to manage the item through closure. **Tryfacta confirms its ability to meet the deliverables and due dates established in Section V, including full operational readiness on October 1, 2026 at 8:00 a.m. CT, required monthly and quarterly reporting, the 60-business-day Security Plan, and the continuing staffing, training, outreach, remote-work, quality, security and operational obligations of the contract.**

Contractual Agreement Form

DocuSign Envelope ID: 0F062A96-80F4-84EC-8349-1B9401315047

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.

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:	Tryfacta, Inc.
ADDRESS:	4637 Chabot Drive, Suite 100, Pleasanton, CA 94588
PHONE:	925-640-3641 and 408-893-5500
EMAIL:	rfp@tryfacta.com
BIDDER NAME & TITLE:	Arman Dhar, EVP & Chief Operating Officer
SIGNATURE:	DocuSigned by: Arman Dhar
DATE: 7/27/2026	July 27, 2026

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

NAME:	Same as above.
TITLE:	
PHONE:	

EMAIL:	
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Completed Sections II-IV

II. TERMS AND CONDITIONS

Bidder should read the Terms and Conditions within this section and must initial either "Accept All Terms and Conditions Within Section as Written" or "Exceptions Taken to Terms and Conditions Within Section as Written" in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the "Exceptions" field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. DHHS reserves the right to negotiate rejected or proposed alternative language. If DHHS and bidder fail to agree on the final Terms and Conditions, DHHS reserves the right to reject the solicitation response. DHHS reserves the right to reject solicitation responses that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Accept All Terms and Conditions Within Section as Written (Initial)	Exceptions Taken to Terms and Conditions Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
A.D.		

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

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

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

A. GENERAL

1. The contract resulting from this Solicitation shall incorporate the following documents:
 - a. Solicitation, including any attachments and addenda;
 - b. Questions and Answers;
 - c. Bidder's properly submitted solicitation response, including any terms and conditions or agreements submitted by the bidder;
 - d. Addendum to Contract Award (if applicable); and
 - e. Amendments to the Contract. (if applicable)

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) Executed Contract and any attached Addenda 3) Addendums to the solicitation and any Questions and Answers,

4) the original solicitation document and any Addenda or attachments, and 5) the Vendor's submitted solicitation response, including any terms and conditions or agreements that are accepted by DHHS.

Unless otherwise specifically agreed to in writing by DHHS, DHHS's standard terms and conditions, as executed by DHHS, shall always control over any terms and conditions or agreements submitted or included by the Vendor.

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

B. NOTIFICATION

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

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally; electronically, return receipt requested; or mailed, return receipt requested. All notices, requests, or communications shall be deemed effective upon receipt.

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

C. BUYER'S REPRESENTATIVE

DHHS reserves the right to appoint a Buyer's Representative to manage or assist the Buyer in managing the contract on behalf of DHHS. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the bidder will be provided a copy of the appointment document and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind DHHS to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Nonnegotiable)

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

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

E. BEGINNING OF WORK & SUSPENSION OF SERVICES

The bidder shall not commence any billable work until a valid contract has been fully executed by DHHS and the successful Vendor. The Vendor will be notified in writing when work may begin.

DHHS may, at any time and without advance notice, require the Vendor to suspend any or all performance or deliverables provided under this Contract. In the event of such suspension, the Contract Manager or POC, or their designee, will issue a written order to stop work. The written order will specify which activities are to be immediately suspended and the reason(s) for the suspension. Upon receipt of such order, the Vendor shall immediately comply with its terms and take all necessary steps to mitigate and eliminate the incurrence of costs allocable to the work affected by the order during the period of suspension. The suspended performance or deliverables may only resume when DHHS provides the Vendor with written notice that such performance or deliverables may resume, in whole or in part.

F. AMENDMENT

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

G. CHANGE ORDERS OR SUBSTITUTIONS

DHHS and the Vendor, upon the written agreement, may make changes to the contract within the general scope of the solicitation. Changes may involve specifications, the quantity of work, or such other items as DHHS may find

necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Vendor may not claim forfeiture of the contract by reasons of such changes.

The Vendor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Vendor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. DHHS shall not incur a price increase for changes that should have been included in the Vendor's solicitation response, were foreseeable, or result from difficulties with or failure of the Vendor's solicitation response or performance.

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

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

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

H. RECORD OF VENDOR PERFORMANCE

DHHS may document the vendor's performance, which may include, but is not limited to, the customer service provided by the vendor, the ability of the vendor, the skill of the vendor, and any instance(s) of products or services delivered or performed which fail to meet the terms of the purchase order, contract, and/or specifications. In addition to other remedies and options available to DHHS, DHHS may issue one or more notices to the vendor outlining any issues DHHS has regarding the vendor's performance for a specific contract ("Contract Compliance Request"). DHHS may also document the Vendor's performance in a report, which may or may not be provided to the vendor ("Contract Non-Compliance Notice"). The Vendor shall respond to any Contract Compliance Request or Contract Non-Compliance Notice in accordance with such notice or request. At the sole discretion of DHHS, such Contract Compliance Requests and Contract Non-Compliance Notices may be placed in the State's records regarding the vendor and may be considered by DHHS and held against the vendor in any future contract or award opportunity. The record of vendor performance will be considered in any suspension or debarment action.

I. NOTICE OF POTENTIAL VENDOR BREACH

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

J. BREACH

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by email, delivery receipt requested; certified mail, return receipt requested; or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time.

DHHS's failure to make payment shall not be a breach, and the Vendor shall retain all available statutory remedies.

K. NON-WAIVER OF BREACH

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

L. SEVERABILITY

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

M. INDEMNIFICATION

1. GENERAL

The Vendor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Vendor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Vendor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Vendor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Vendor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Vendor prompt notice in writing of the claim. The Vendor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Vendor has indemnified the State, the Vendor shall, at the Vendor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Vendor, and the State may receive the remedies provided under this Solicitation.

3. PERSONNEL

The Vendor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Vendor.

4. SELF-INSURANCE

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01. If there is a presumed loss under the provisions of this agreement, Vendor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,239.01 to 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Neb. Rev. Stat. § 81-8,294), Tort (Neb. Rev. Stat. § 81-8,209), and Contract Claim Acts (Neb. Rev. Stat. § 81-8,302), as outlined in state law and accepts liability under this agreement only to the extent provided by law.

5. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

N. ATTORNEY'S FEES

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

O. ASSIGNMENT, SALE, OR MERGER

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

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

- P. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUBDIVISIONS OF THE STATE OR ANOTHER STATE**
The Vendor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. § 81-145(2), to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.
- The Vendor may, but shall not be required to, allow other states, agencies or divisions of other states, or political subdivisions of other states to use this contract. The terms and conditions, including price, of this contract shall apply to any such contract, but may be amended upon mutual consent of the Parties. The State of Nebraska shall not be contractually or otherwise obligated or liable under any contract entered into pursuant to this clause. The State shall be notified if a contract is executed based upon this contract.
- Q. FORCE MAJEURE**
Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event") that was not foreseeable at the time the Contract was executed. The Party so affected shall immediately make a written request for relief to the other Party and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.
- R. COMPLIANCE WITH PRESIDENTIAL EXECUTIVE ORDERS 14151 AND 14173**
Executive Order 14151, issued by President Donald Trump on January 20, 2025, and Executive Order 14173, issued by President Donald Trump on January 21, 2025, prohibit discriminatory "diversity, equity, and inclusion" (DEI) programs and "diversity, equity, inclusion, and accessibility" (DEIA) mandates, policies, programs, preferences, and activities in the federal government. If the Contract involves federal funds, Contractor shall not use contract funds for any DEI program or for any DEIA mandate, policy, program, or preference. Contractor shall assure its compliance and the compliance of any subcontractors with all requirements of Executive orders 14151 and 14173.
- S. CONFIDENTIALITY**
All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.
- It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.
- T. EARLY TERMINATION**
The contract may be terminated as follows:
1. DHHS and the Vendor, by mutual written agreement, may terminate the contract, in whole or in part, at any time.
 2. DHHS, in its sole discretion, may terminate the contract, in whole or in part, for any reason upon thirty (30) calendar day's written notice shall be delivered by email, delivery receipt requested; certified mail, return receipt requested; or in person with proof of delivery to the Vendor. Such termination shall not relieve the Vendor of warranty or other service obligations incurred under the terms of the contract. In the event of termination, the Vendor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
 3. DHHS may terminate the contract, in whole or in part, immediately for the following reasons:
 - a. if directed to do so by statute,
 - b. Vendor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business,
 - c. a trustee or receiver of the Vendor or of any substantial part of the Vendor's assets has been appointed by a court,
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Vendor, its employees, officers, directors, or shareholders,

- e. an involuntary proceeding has been commenced by any Party against the Vendor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Vendor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Vendor has been decreed or adjudged a debtor,
- f. a voluntary petition has been filed by the Vendor under any of the chapters of Title 11 of the United States Code,
- g. Vendor intentionally discloses confidential information,
- h. Vendor has or announces it will discontinue support of the deliverable; and,
- i. In the event funding is no longer available.

U. CONTRACT CLOSEOUT

Upon termination of the contract for any reason the Vendor shall within thirty (30) days, unless stated otherwise herein:

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

Nothing in this section should be construed to require the Vendor to surrender intellectual property, real or personal property, or information or data owned by the Vendor for which DHHS has no legal claim.

V. AMERICANS WITH DISABILITIES ACT

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

W. LONG-TERM CARE OMBUDSMAN (Nonnegotiable)

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

X. OFFICE OF PUBLIC COUNSEL (Nonnegotiable)

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

Y. LOBBYING

1. No federal or state funds paid under this RFP shall be paid for any lobbying costs as set forth herein.
2. Lobbying Prohibited by 31 U.S.C. § 1352 and 45 CFR §§ 93 et seq, and Required Disclosures.
 - a. Contractor certifies that no federal or state appropriated funds shall be paid, by or on behalf of Contractor, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this award for: (a) the awarding of any federal agreement; (b) the making of any federal grant; (c) the entering into of any cooperative agreement; and (d) the extension, continuation, renewal, amendment, or modification of any federal agreement, grant, loan, or cooperative agreement.
 - b. If any funds, other than federal appropriated funds, have been paid or will be paid to any person for influencing or attempting to influence: an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with Contractor, Contractor shall complete and submit Federal Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

3. Lobbying Activities Prohibited under Federal Appropriations Bills.

- a. No funds paid under this RFP shall be used, other than for normal and recognized executive-legislative relationships, for publicity or propaganda purposes, for the preparation, distribution, or use of any kit, pamphlet, booklet, publication, electronic communication, radio, television, or video presentation designed to support or defeat the enactment of legislation before the Congress or any State or local legislature or legislative body, except in presentation of the Congress or any State or local legislature itself, or designed to support or defeat any proposed or pending regulation, administrative action, or order issued by the executive branch of any state or local government itself.
- b. No funds paid under this RFP shall be used to pay the salary or expenses of any grant or contract recipient, or agent acting for such recipient, related to any activity designed to influence the enactment of legislation, appropriations, regulation, administrative action, or Executive order proposed or pending before the Congress or any State government, State legislature or local legislature or legislative body, other than normal and recognized executive legislative relationships or participation by an agency or officer of an State, local or tribal government in policymaking and administrative processes within the executive branch of that government.
- c. The prohibitions in the two sections immediately above shall include any activity to advocate or promote any proposed, pending, or future federal, state or local tax increase, or any proposed, pending, or future requirement or restriction on any legal consumer product, including its sale or marketing, including but not limited to the advocacy or promotion of gun control.

4. Lobbying Costs Unallowable Under the Cost Principles. In addition to the above, no funds shall be paid for executive lobbying costs as set forth in 45 CFR § 75.450(b). If Contractor is a nonprofit organization or an Institute of Higher Education, other costs of lobbying are also unallowable as set forth in 45 CFR § 75.450(c).

Z. LIQUIDATED DAMAGES

Both the Contractor and the DHHS agree that an inadequately staffed call center will damage the DHHS through the impairing of the ability of the DHHS to do the work of the State of Nebraska. This work includes locating child support court orders, noncustodial parents and their employers or other income sources, establishing paternity, and working with other states to establish, enforce, or modify intergovernmental child support orders. It is difficult to precisely ascertain the nature of such damages. Accordingly, if the requirements set forth in Section V. Project Description and Scope of Work, F. Project Requirements, 1. Start Up and 2. Operational Standards are not completed by October 1, 2026, the Contractor will be subject to the following liquidated damages:

Failure to meet the dates for the deliverables as agreed upon by the parties may result in an assessment of liquidated damages due to DHHS in the amount of \$100.00 dollars per day, until the deliverables are approved. Vendor will be notified in writing when liquidated damages will commence.

III. VENDOR DUTIES

Bidder should read the Vendor Duties within this section and must initial either "Accept All Terms and Conditions Within Section as Written" or "Exceptions Taken to Vendor Duties Within Section as Written" in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the "Exceptions" field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If DHHS and bidder fail to agree on the final Terms and Conditions, DHHS reserves the right to reject the solicitation response. DHHS reserves the right to reject solicitation responses that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Accept All Vendor Duties Within Section as Written (Initial)	Exceptions Taken to Vendor Duties Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
A.D.		

A. INDEPENDENT VENDOR / OBLIGATIONS

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

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

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

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

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

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

1. Any and all payroll, benefits, employment taxes and/or other payroll withholding,
2. Any and all vehicles used by the Vendor's employees, including all insurance required by state law,
3. Damages incurred by Vendor's employees within the scope of their duties under the contract,
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law,
5. Determining the hours to be worked and the duties to be performed by the Vendor's employees; and,

6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Vendor, its officers, agents, or subcontractors or subcontractor's employees).

If the Vendor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the solicitation response. The Vendor shall agree that it will not utilize any subcontractors not specifically included in its solicitation response in the performance of the contract without the prior written authorization of DHHS. If the Vendor subcontracts any of the work, the Vendor agrees to pay any and all subcontractors in accordance with the Vendor's agreement with the respective subcontractor(s).

DHHS reserves the right to require the Vendor to reassign or remove from the project any Vendor or subcontractor employee.

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

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

B. EMPLOYEE WORK ELIGIBILITY STATUS

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

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

1. The Vendor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <https://das.nebraska.gov/materiel/docs/pdf/Individual%20or%20Sole%20Proprietor%20United%20States%20Attestation%20Form%20English%20and%20Spanish.pdf>
2. The completed United States Attestation Form should be submitted with the Solicitation response.
3. If the Vendor indicates on such attestation form that he or she is a qualified alien, the Vendor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Vendor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
4. The Vendor understands and agrees that lawful presence in the United States is required, and the Vendor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. § 4-108.

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

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

D. COOPERATION WITH OTHER VENDORS

Vendor may be required to work with or in close proximity to other Vendors or individuals that may be working on same or different projects. The Vendor shall agree to cooperate with such other Vendors or individuals and shall not commit or permit any act which may interfere with the performance of work by any other Vendor or individual. Vendor is not required to compromise Vendor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. DISCOUNTS

Prices quoted shall be inclusive of ALL trade discounts. Cash discount terms of less than thirty (30) days will not be considered as part of the solicitation response. Cash discount periods will be computed from the date of receipt of a

properly executed claim voucher or the date of completion of delivery of all items in a satisfactory condition, whichever is later.

F. PRICES

Prices quoted shall be net, including transportation and delivery charges fully prepaid by the bidder, F.O.B. destination named in the Solicitation. No additional charges will be allowed for packing, packages, or partial delivery costs. When an arithmetic error has been made in the extended total, the unit price will govern.

All prices, costs, and terms and conditions submitted in the solicitation response shall remain fixed and valid commencing on the opening date of the solicitation until an award is made or the Solicitation is cancelled.

Prices submitted on the cost sheet, once accepted by DHHS, shall remain fixed for the initial term and applicable renewals available under the contract. Any request for a price increase must be submitted in writing to the Department of Health and Human Services a minimum of 90 days prior to the end of the current contract period. Documentation may be required by DHHS to support the price increase.

The State reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.

The State will be given full proportionate benefit of any decreases for the term of the contract.

DHHS reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.

DHHS will be given full proportionate benefit of any decreases for the term of the contract.

G. PERMITS, REGULATIONS, LAWS

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

H. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

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

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

I. INSURANCE REQUIREMENTS

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

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

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

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within four (4) years of termination or expiration of the contract, the Vendor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and four (4) years following termination or expiration of the contract.

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

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

1. WORKERS' COMPENSATION INSURANCE

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

2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

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

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

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

3. EVIDENCE OF COVERAGE

The Vendor shall furnish the Contract Manager, via email, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

RFP Number: 126010 O3
Name: Bradley Murphy Procurement Contract Officer
Agency: Nebraska Department of Health and Human Services
Address: 301 Centennial Mall South, Suite 500
Lincoln, NE 68509
Telephone: 402-471-5584
E-Mail: dhhs.rfpquestions@nebraska.gov

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

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

4. DEVIATIONS

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

J. ANTITRUST

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

K. CONFLICT OF INTEREST

By submitting a solicitation response, vendor certifies that no relationship exists between the vendor and any person or entity which either is, or gives the appearance of, a conflict of interest related to this solicitation or project.

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

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

L. STATE PROPERTY

The Vendor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Vendor's use during the performance of the contract. The Vendor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

M. SITE RULES AND REGULATIONS

The Vendor shall use its best efforts to ensure that its employees, agents, and Subcontractors comply with site rules and regulations while on State premises. If the Vendor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Vendor.

N. ADVERTISING

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

O. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Nonnegotiable)

1. The State of Nebraska is committed to ensuring that all information and communication technology (ICT), developed, leased, or owned by the State of Nebraska, affords equivalent access to employees, program participants and members of the public with disabilities, as it affords to employees, program participants and members of the public who are not persons with disabilities.
2. By entering into this Contract, Vendor understands and agrees that if the Vendor is providing a product or service that contains ICT, as defined in subsection 3 below and such ICT is intended to be directly interacted with by the user or is public facing, such ICT must provide equivalent access, or be modified during implementation to afford equivalent access, to employees, program participants, and members of the public who have and who do not have disabilities. The Vendor may comply with this section by complying with Section 508 of the Rehabilitation Act of 1973, as amended, and its implementing standards adopted and promulgated by the U.S. Access Board.
3. ICT means information technology and other equipment, systems, technologies, or processes, for which the principal function is the creation, manipulation, storage, display, receipt, or transmission of electronic data and information, as well as any associated content. Vendor hereby agrees ICT includes computers and peripheral equipment, information kiosks and transaction machines, telecommunications equipment, customer premises equipment, multifunction office machines, software, applications, web sites, videos, and electronic documents. For the purposes of these assurances, ICT does not include ICT that is used exclusively by a Vendor.

P. DISASTER RECOVERY/BACK UP PLAN

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

Q. DRUG POLICY

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

R. WARRANTY

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

S. TIME IS OF THE ESSENCE

Time is of the essence with respect to Vendor's performance and deliverables pursuant to this Contract.

T. DHHS HIPAA BUSINESS ASSOCIATE PROVISIONS

1. **BUSINESS ASSOCIATE.** "Business Associate" shall generally have the same meaning as the term "business associate" at 45 CFR § 160.103, and in reference to the party to the Contract, shall mean Contractor.
2. **COVERED ENTITY.** "Covered Entity" shall generally have the same meaning as the term "covered entity" at 45 CFR § 160.103, and in reference to the party to the Contract, shall mean DHHS.
3. **HIPAA RULES.** "HIPAA Rules" shall mean the Privacy, Security, Breach Notification, and Enforcement Rules at 45 CFR Part 160 and Part 164.
4. **SECURITY INCIDENT.** "Security Incident" shall mean the attempted or successful unauthorized access, use, disclosure, modification, or destruction of information, or interference with system operations in an information system.
5. **OTHER TERMS.** The following terms shall have the same meaning as those terms in the HIPAA Rules: Breach, Data Aggregation, Designated Record Set, Disclosure, Health Care Operations, Individual, Minimum Necessary, Notice of Privacy Practices, Protected Health Information, Required by Law, Secretary, Subcontractor, Unsecured Protected Health Information, and Use.
6. **THE CONTRACTOR** shall do the following:
 - 6.1. Not use or disclose Protected Health Information other than as permitted or required by the Contract or as required by law. Contractor may use Protected Health Information for the purposes of managing its internal business processes relating to its functions and performance under the Contract. Use or disclosure must be consistent with DHHS' minimum necessary policies and procedures.
 - 6.2. Implement and maintain appropriate administrative, physical, and technical safeguards to prevent access to, and the unauthorized use and disclosure of Protected Health Information. Comply with Subpart C of 45 CFR Part 164 with respect to electronic Protected Health Information, to prevent use or disclosure of Protected Health Information other than as provided for in the Contract, and assess potential risks and vulnerabilities to the individual health data in its care and custody and develop, implement, and maintain reasonable security measures.
 - 6.3. To the extent Contractor is to carry out one or more of the DHHS' obligations under Subpart E of 45 CFR Part 164, comply with the requirements of Subpart E that apply to DHHS in the performance of such obligations. Contractor may not use or disclosure Protected Health Information in a manner that would violate Subpart E of 45 CFR Part 164 if done by DHHS.
 - 6.4. In accordance with 45 CFR §§ 164.502(e)(1)(ii) and 164.308(b)(2), if applicable, ensure that any agents and subcontractors that create, receive, maintain, or transmit Protected Health Information received from DHHS, or created by or received from Contractor on behalf of DHHS, agree in writing to the same restrictions, conditions, and requirements relating to the confidentiality, care, custody,

- and minimum use of Protected Health Information that apply to the Contractor with respect to such information.
- 6.5 Obtain reasonable assurances from the person to whom the information is disclosed that the information will remain confidential and be used or further disclosed only as required by law or for the purposes for which it was disclosed to the person, and that the person shall notify Contractor of any instances of which the person is aware that the confidentiality of the information has been breached.
 - 6.6 Contractor shall maintain and make available within fifteen (15) days in a commonly used electronic format:
 - 6.6.1 Protected Health Information to DHHS, as necessary to satisfy DHHS' obligations under 45 CFR § 164.524;
 - 6.6.2 Any amendment(s) to Protected Health Information, as directed or agreed to by DHHS, pursuant to 45 CFR § 164.526, or take other measures as necessary to satisfy DHHS' obligations under 45 CFR § 164.526;
 - 6.6.3 The information required to provide an accounting of disclosures to DHHS, as necessary to satisfy DHHS' obligations under 45 CFR § 164.528.
 - 6.7 Make its internal practices, books, and records relating to the use and disclosure of Protected Health Information received from, or created or received by Contractor on behalf of DHHS available to the Secretary or DHHS for purposes of determining compliance with the HIPAA Rules. Contractor shall provide DHHS with copies of the information it has made available to the Secretary at the same time as it was made available to the Secretary.
 - 6.8 Report to DHHS within fifteen (15) days of when Contractor becomes aware, any unauthorized use or disclosure of Protected Health Information made in violation of the Contract or the HIPAA Rules, including any security incident that may put electronic Protected Health Information at risk. Contractor shall, as instructed by DHHS, take immediate steps to mitigate any harmful effect of such unauthorized disclosure of Protected Health Information pursuant to the conditions of the Contract through the preparation and completion of a written Corrective Action Plan that is subject to review and approval by DHHS. Contractor shall be responsible for all breach notifications in accordance with HIPAA rules and regulations, and all costs associated with security incident investigations and breach notification procedures.
 - 6.9 Business Associate shall indemnify, defend, and hold harmless DHHS for any financial loss as a result of claims brought by third parties and which are caused by the failure of Contractor, its officers, directors, agents, or subcontractors to comply with the terms of the Contract, or for penalties imposed by the HHS Office of Civil Rights for any violations of the HIPAA Rules caused by Contractor, its officers, directors, agents, or subcontractors. Additionally, Contractor shall indemnify DHHS for any time and expenses it may incur from breach notifications that are necessary under the HIPAA Breach Notification Rule, which are caused by a failure of Contractor, its officers, directors, agents, or subcontractors to comply with the terms of the Contract.
7. TERMINATION.
- 7.1 DHHS may immediately terminate the Contract, and any and all associated contracts, if DHHS determines that Contractor has violated a material term of the Contract.
 - 7.2 Within thirty (30) days of expiration or termination of the Contract, or as agreed, unless Contractor requests and DHHS authorizes a longer period of time, Contractor shall return, or at the written direction of DHHS, destroy all Protected Health Information received from DHHS (or created or received by Contractor on behalf of DHHS) that Contractor still maintains in any form, and shall retain no copies of such Protected Health Information. Contractor shall provide a written certification to DHHS that all such Protected Health Information has been returned or destroyed (if so instructed), whichever is deemed appropriate. If such return or destruction is determined by DHHS to be infeasible, Contractor shall use such Protected Health Information only for purposes that makes such return or destruction infeasible, and the provisions of the Contract shall survive with respect to such Protected Health Information.
 - 7.3 The obligations of the Contractor under this Termination section shall survive the termination of the Contract.

IV. PAYMENT

Bidder should read the Payment clauses within this section and must initial either "Accept All Terms and Conditions Within Section as Written" or "Exceptions Taken to Payment clauses Within Section as Written" in the table below. If exception is not taken to a provision, it is deemed accepted as stated. If the bidder takes any exceptions, they must provide the following within the "Exceptions" field of the table below (Bidder may provide responses in separate attachment if multiple exceptions are taken):

1. The specific clause, including section reference, to which an exception has been taken;
2. An explanation of why the bidder took exception to the clause; and
3. Provide alternative language to the specific clause within the solicitation response.

By signing the solicitation, bidder agrees to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the solicitation response. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the solicitation response. The State reserves the right to reject solicitation responses that attempt to substitute the bidder's commercial contracts and/or documents for this solicitation.

Accept All Payment Clauses Within Section as Written (Initial)	Exceptions Taken to Payment Clauses Within Section as Written (Initial)	Exceptions: (Bidder must note the specific clause, including section reference, to which an exception has been taken, an explanation of why the bidder took exception to the clause, and provide alternative language to the specific clause within the solicitation response.)
A.D.		

- PROHIBITION AGAINST ADVANCE PAYMENT (Nonnegotiable)**
Pursuant to Neb. Rev. Stat. § 81-2403, "[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency."
- TAXES (Nonnegotiable)**
The State is not required to pay taxes and assumes no such liability as a result of this Solicitation. The Vendor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Vendor's equipment which may be installed in a state-owned facility is the responsibility of the Vendor.
- INVOICES**
Invoices for payments must be submitted by the Vendor to the agency requesting the services with sufficient detail to support payment. All invoices must be submitted monthly by the 10th of each month. Point of contact will be the following: DHHS.CSEINVOICES@NEBRASKA.GOV The terms and conditions included in the Vendor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon DHHS, and no action by DHHS, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping DHHS with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract. **The State shall have forty-five (45) calendar days to pay after a valid and accurate invoice is received by DHHS.**
- INSPECTION AND APPROVAL**
Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

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

- E. **PAYMENT (Nonnegotiable)**
Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. § 81-2403). The State may require the Vendor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Vendor prior to the Effective Date of the contract, and the Vendor hereby waives any claim or cause of action for any such goods or services.
- F. **LATE PAYMENT (Nonnegotiable)**
The Vendor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §§ 81-2401 through 81-2408).
- G. **SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Nonnegotiable)**
DHHS's obligation to pay amounts due on the Contract for fiscal years following the current fiscal year is contingent upon legislative or federal appropriation of funds. Should said funds not be appropriated, DHHS may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Vendor reasonable written notice prior to the effective date of termination. All obligations of DHHS to make payments after the termination date will cease. The Vendor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Vendor be paid for a loss of anticipated profit.
- H. **RIGHT TO AUDIT (First Paragraph is Nonnegotiable)**
DHHS shall have the right to audit the Vendor's performance of this contract upon a thirty (30) days' written notice. Vendor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable DHHS to audit the contract. (Neb. Rev. Stat. § 84-304 et seq.) DHHS may audit, and the Vendor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Vendor shall make the Information available to DHHS at Vendor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Vendor so elects, the Vendor may provide electronic or paper copies of the Information. DHHS reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Vendor be required to create or maintain documents not kept in the ordinary course of Vendor's business operations, nor will Vendor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to Vendor.



Nebraska Child Support Enforcement (CSE) Customer Call Center services

"RFP Number: 126010 O3"

Due: July 28, 2026 @2:00 PM Central Time

Submitted by:

Arman Dhar, Account Director

Head Office: 4637 Chabot Drive, Suite 100,
Pleasanton, CA 94588

Local Office:

Phone: 408-893-5500 & 925-640-3641

E-Mail ID: rfp@tryfacta.com

FAX 408-503-0934

Website: www.tryfacta.com

Submitted to:

State of Nebraska (Department of Health and Human Services)

Name: Bradley Murphy, Procurement Contract Officer

Agency: Nebraska Department of Health and Human Services

Address: 301 Centennial Mall South, Suite 500

Lincoln, NE 68509

Telephone: 402-471-5584

E-Mail: dhhs.rfpquestions@nebraska.gov

Cost Proposal

RFP 126010 O3

Nebraska Child Support Enforcement Customer Service Call Center Services

State of Nebraska, Department of Health and Human Services

Bidder Name: Tryfacta, Inc.

Bidders must complete this form and submit with their Request for Proposal response. Bidder shall bid the cost for each year of the initial term, and all renewal options.

Do not alter existing format or content within the Cost Sheet. Important: In case of a mathematical error in extension of price, unit price shall govern.

Pricing evaluation and points will be based on the Total cost of the initial term of four (4) years and the optional renewal for an additional four years.

Part I – Initial Term Four (4) Years

Project section requirements as outlined in Section V. Project Description and Scope of Work of the RFP document and any related attachments. Bidder must provide pricing per month and calculate extended cost.

Description	Initial Term - Year 1		
	Quantity (Months)	Monthly Cost	Extended Total (12 x monthly cost)
Performance of all project requirements services outlined in Section V.	12	\$ 75,360.00	\$ 904,320.00
	Initial Term - Year 2		
	Quantity (Months)	Monthly Cost	Extended Total (12 x monthly cost)
	12	\$ 76,867.20	\$ 922,406.40
	Initial Term - Year 3		
	Quantity (Months)	Monthly Cost	Extended Total (12 x monthly cost)
	12	\$ 78,398.40	\$ 940,780.80
	Initial Term - Year 4		
	Quantity (Months)	Monthly Cost	Extended Total (12 x monthly cost)
	12	\$ 79,977.60	\$ 959,731.20
	TOTAL COST YEAR 1 THROUGH 4		\$ 3,727,238.40

(The Reminder of this page is intentionally blank)

Part II - Optional Renewal for an additional four additional years.

Description	Initial Term - Year 5		
	Quantity (Months)	Monthly Cost	Extended Total (12 x monthly cost)
Performance of all project requirements services outlined in Section V.	12	\$ <u>81,582.40</u>	\$ <u>978,988.80</u>
	Initial Term - Year 6		
	Quantity (Months)	Monthly Cost	Extended Total (12 x monthly cost)
	12	\$ <u>83,211.20</u>	\$ <u>998,534.40</u>
	Initial Term - Year 7		
	Quantity (Months)	Monthly Cost	Extended Total (12 x monthly cost)
	12	\$ <u>84,865.60</u>	\$ <u>1,018,387.20</u>
	Initial Term - Year 8		
	Quantity (Months)	Monthly Cost	Extended Total (12 x monthly cost)
	12	\$ <u>86,566.40</u>	\$ <u>1,038,796.80</u>
TOTAL COST YEAR 5 THROUGH 8			\$ <u>4,034,707.20</u>