



**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

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**REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM**

**BIDDER MUST COMPLETE THE FOLLOWING**

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

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

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

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

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

**FORM MUST BE SIGNED USING AN INDELIBLE METHOD OR DOCUSIGN**

FIRM:	UST Global Inc
COMPLETE ADDRESS:	5 Polaris Way Aliso Viejo, CA 92656
TELEPHONE NUMBER:	+1 949-403-9469
FAX NUMBER:	N/A
DATE:	4/22/2021
SIGNATURE:	DocuSigned by: <i>Jaffry Mohammed</i> A2D68C6FAD5D45B...
TYPED NAME & TITLE OF SIGNER:	Jaffry Mohammed <span style="float: right;">SVP, Head of Healthcare</span>

**Form A  
Bidder Point of Contact  
Request for Proposal Number 6499 Z1**

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

<b>Preparation of Response Contact Information</b>	
Bidder Name:	UST Global Inc
Bidder Address:	5408 Global Dr Kearney, NE 68847
Contact Person & Title:	Steven Eckhardt, Delivery Manager
E-mail Address:	Steven.Eckhardt@ust.com
Telephone Number (Office):	
Telephone Number (Cellular):	+1 308-249-2560
Fax Number:	

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

<b>Communication with the State Contact Information</b>	
Bidder Name:	UST Global Inc
Bidder Address:	5 Polaris Way Aliso Viejo, CA 92656
Contact Person & Title:	Krishnadas Balakrishnan, Director
E-mail Address:	Krishnadas.Balakrishnan@ust.com
Telephone Number (Office):	
Telephone Number (Cellular):	+1 949-416-1712
Fax Number:	

**Completed Sections II through IV  
RFP 6499 Z1  
Contact Tracing and Vaccine Helpline Services**

**II. TERMS AND CONDITIONS**

**A. General**

<b>Accept (Initial)</b>	<b>Reject (Initial)</b>	<b>Reject &amp; Provide Alternative within Solicitation Response (Initial)</b>	<b>NOTES/COMMENTS:</b>
KD			Accepted

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

1. Request for Proposal and Addenda
2. Amendments to the solicitation
3. Questions and Answers
4. Contractor’s proposal (Contractor’s response to the solicitation and properly submitted documents); and
- 5.
6. Amendments/Addendums to the Contract.

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) Amendments and addendums to the executed Contract with the most recent dated amendment or addendum, respectively, having the highest priority, 2) Amendments to the solicitation, 3) Questions and Answers, 4) the original solicitation document and any Addenda, and 5) the contractor’s submitted Proposal.

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**

<b>Accept (Initial)</b>	<b>Reject (Initial)</b>	<b>Reject &amp; Provide Alternative within Solicitation Response (Initial)</b>	<b>NOTES/COMMENTS:</b>
KD			Accepted

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

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally, electronically, or mailed. All notices, requests, or communications shall be deemed effective upon receipt, unless mailed and in such case, notices, requests, and communications will be deemed effective within five (5) calendar days following deposit in the mail.

**C. BUYER’S REPRESENTATIVE**

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

The State reserves the right to appoint a Buyer's Representative to manage [or assist the Buyer in managing] the contract on behalf of the State. 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 Contractor will be provided a copy of the appointment document and is required to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

**D. GOVERNING LAW (Statutory)**

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

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

**E. BEGINNING OF WORK**

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

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

**F. AMENDMENT**

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

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

**G. CHANGE ORDERS OR SUBSTITUTIONS**

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

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

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

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

**H. VENDOR PERFORMANCE REPORT(S)**

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

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

**I. NOTICE OF POTENTIAL CONTRACTOR BREACH**

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

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

**J. BREACH**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		KD	<p>(a) To the extent permitted by, and subject to, Nebraska law, including article xiii, section 3 of the Nebraska constitution, neither party will be liable (whether in contract, warranty, tort, product liability or other theory) to the other party or any other person or entity for cost of cover or for any indirect, incidental, lost profits, special, consequential, punitive or exemplary damages arising out of this agreement, even if such party has been made aware of the possibility of such damages.</p> <p>(b) To the extent permitted by, and subject to, Nebraska law, including article xiii, section 3 of the Nebraska constitution, contractor’s liability for damages hereunder, regardless of the form of action, will not exceed per claim, and in the aggregate, the total amount paid for services in the preceding twelve (12) months under the service contract in effect between the parties giving rise to the liability.</p>

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party’s discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby. The State may recover from the Contractor as damages the difference between the costs of covering the breach. Notwithstanding any clause to the contrary, the State may also recover the contract price together with any incidental or consequential damages, but less expenses saved in consequence of Contractor’s breach.

The State’s failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

**K. NON-WAIVER OF BREACH**

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

Allowing time to cure or the acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party, including, but not limited to the right to immediately terminate the Contract for the same or a different breach, or constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

**L. SEVERABILITY**

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

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

**M. INDEMNIFICATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
		KD	Contractor shall defend, indemnify, hold, and save harmless DHHS 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 reasonable attorney fees and expenses (“the claims”), sustained against DHHS, arising out of, resulting from, or attributable to the wilful misconduct, or gross negligence, of Contractor, its employees, or subcontractors, except to the extent such Contractor liability is attenuated by any action of the DHHS that directly and proximately contributed to the claims.

**1. GENERAL**

The Contractor 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 wilful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

**2. INTELLECTUAL PROPERTY**

The Contractor 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 Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor 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.

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If a judgment or settlement is obtained or reasonably anticipated against the State’s use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor’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 Contractor, and the State may receive the remedies provided under this solicitation.

**3. PERSONNEL**

The Contractor 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 provided by the Contractor.

**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 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Section 81-8,294), Tort (Section 81-8,209), and Contract Claim Acts (Section 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

**5. ALL REMEDIES AT LAW**

Nothing in this agreement shall be construed as an indemnification by one Party of the other for liabilities of a Party or third parties for property loss or damage or death or personal injury arising out of and during the performance of this contract. Any liabilities or claims for property loss or damages or for death or personal injury by a Party or its agents, employees, contractors or assigns or by third persons, shall be determined according to applicable law.

6. 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**

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

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. LIQUIDATED DAMAGES**

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

Failure to initiate contact with an individual upon receiving notification from DHHS within three (3) business days may result in an assessment of liquidated damages due the State of \$1,000 (one thousand dollars) per



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day, per individual that is to be contacted until contact is initiated. Contractor will be notified in writing when liquidated damages are assessed. Damages will be assessed against Contractor's subsequent submitted invoice(s).

**P. ASSIGNMENT, SALE, OR MERGER**

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

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

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

**Q. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS OF THE STATE OR ANOTHER STATE**

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

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, 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 Contractor 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.

**R. FORCE MAJEURE**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
KD			UST Global agrees for the scope of this specific RFP

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

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Consistent with the purpose of this Agreement – to obtain from the Contractor contact tracing services to combat the COVID-19 pandemic – the Parties agree that default or delay in the performance of obligations caused by the COVID-19 pandemic shall not constitute a Force Majeure Event.

**S. CONFIDENTIALITY**

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

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.

All information entered into the State’s Systems or otherwise collected while performing services under this agreement shall not be sold by Contractor. This provision shall survive the termination or expiration of this contract.

All information entered into the State’s Systems or otherwise collected while performing services under this Agreement shall not be shared or disclosed by Contractor with any other entity or individual, unless (a) required by applicable law, or (b) authorized by the State in writing, prior to such disclosure or sharing. This provision shall survive the termination or expiration of this contract.

**T. OFFICE OF PUBLIC COUNSEL (Statutory)**

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

**U. LONG-TERM CARE OMBUDSMAN (Statutory)**

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

**V. EARLY TERMINATION**

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

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.

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

**W. CONTRACT CLOSEOUT**

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

No later than 30 days after termination or expiration of the contract, the Contractor shall, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State
2. Transfer ownership and title to all completed or partially completed deliverables to the State
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures
4. Cooperate with any successor Contractor, person or entity in the assumption of any or all of the obligations of this contract
5. Cooperate with any successor Contractor, 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.
8. Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

**III. CONTRACTOR DUTIES**

**A. INDEPENDENT CONTRACTOR / OBLIGATIONS**

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

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

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

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

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

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

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

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

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

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

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

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

**B. EMPLOYEE WORK ELIGIBILITY STATUS**

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

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized

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by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

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

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

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

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

**D. COOPERATION WITH OTHER CONTRACTORS**

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

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

**E. PERMITS, REGULATIONS, LAWS**

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

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

**F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES**

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

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

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

**G. INSURANCE REQUIREMENTS**

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

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage.

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

In the event that any policy written on a claims-made basis terminates or is cancelled during the term of the contract or within two (2) years of termination or expiration of the contract, the contractor shall obtain an extended discovery or reporting period or a new insurance policy, providing coverage required by this contract for the term of the contract and two (2) years following termination or expiration of the contract.

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

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

**1. WORKERS' COMPENSATION INSURANCE**

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

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

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(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.

<b>REQUIRED INSURANCE COVERAGE</b>	
<b>COMMERCIAL GENERAL LIABILITY</b>	
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	\$5,000 any one person
Damage to Rented Premises (Fire)	\$300,000 each occurrence
Contractual	Included
Independent Contractors	Included
<b>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</b>	
<b>WORKER'S COMPENSATION</b>	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
Voluntary Compensation	Statutory
<b>UMBRELLA/EXCESS LIABILITY</b>	
Over Primary Insurance	\$1,000,000 per occurrence
<b>CYBER LIABILITY</b>	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties	\$3,000,000
<b>MANDATORY COI SUBROGATION WAIVER LANGUAGE</b>	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
<b>MANDATORY COI LIABILITY WAIVER LANGUAGE</b>	
"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 Contractor shall furnish the Buyer, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

State of Nebraska  
 State Purchasing Bureau  
 Attn: Connie Heinrichs

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RFP: 6499 Z1

Email: [connie.heinrichs@nebraska.gov](mailto:connie.heinrichs@nebraska.gov)

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

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

**H. ANTITRUST**

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

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

**I. CONFLICT OF INTEREST**

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

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project. Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

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

**J. SITE RULES AND REGULATIONS**

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



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The Contractor 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 Contractor 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 Contractor.

**K. ADVERTISING**

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

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

**L. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)**

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

**M. DISASTER RECOVERY/BACK UP PLAN**

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

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

**N. DRUG POLICY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within Solicitation Response (Initial)	NOTES/COMMENTS:
KD			Contractor certifies that it maintains a drug-free workplace environment for worker safety and workplace integrity. Contractor shall provide a copy of its drug-free workplace policy at any time upon request by DHHS.

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

**O. WARRANTY**

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

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

**IV. Payment**

**A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)**

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

**B. TAXES (Statutory)**

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

**C. LATE PAYMENT (Statutory)**

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

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

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

**E. RIGHT TO AUDIT (First Paragraph is Statutory)**

The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. §84-304 et seq.) The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

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

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one-half of one percent (0.5%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

**F. INVOICES**

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

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. Invoices shall be sent bi-weekly to:

Department of Health and Human Services  
 ATTN: Director of Contact and Care  
 301 Centennial Mall S.  
 Lincoln, NE 68509  
 An email address will be provided upon contract execution.

Invoices shall include itemization of training hours, active hours, back-up capacity headcount with tier, and total amount due. Invoice shall also include documentation log of hours per rep each week.

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

**G. INSPECTION AND APPROVAL**

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

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



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

**H. PAYMENT (Statutory)**

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

**Technical Proposal Requirements  
RFP 6499 Z1  
Contact Tracing Services**

**V.I PROPOSAL REQUIREMENTS**

1. Describe your understanding of the project requirements, including but not limited to the Performance Requirements. Describe your approach of how you will accomplish the project requirements.

**UST Global Response:**

**Scope:**

UST Global shall provide contact tracing services by placing outgoing telephone calls to individuals who have been diagnosed with Covid-19 or who have been potentially exposed to Covid-19.

**Expectations from UST Global:**

- UST Global shall engage its English and Spanish speaking staff by utilizing the systems provided by the State along with UST Global provided systems to perform contact tracing services
  - Place an initial call to an individual within eight (8) Business Hours of the State assigning the contact to UST Global. If the call is not a Completed Call, UST Global will make at least five (5) subsequent attempts to call the individual. Any subsequent attempt to call an individual whom UST Global was unable to reach must be no less than 30 minutes after the most recent attempt unless otherwise stipulated by the State training guide
  - UST Global shall follow the most recently updated scripts and State guidance set forth in the System at all times

**Requirements:**

- All staff members will complete State-approved HIPAA and privacy training, (add additional UST Trainings like Diversity & Inclusion)
- Work hours will be from 8:00 AM through 8:00 PM Central Time, Sunday through Saturday
- Information and data received or created will have to be entered on the system
- UST Global shall provide minimum of the equivalent of 25 (twenty-five) contact tracers up to a maximum of forty (40) hours per week. The State will establish an initial number of contact tracers prior to contract start date

**UST Global’s Execution Strategy**

**Getting staff ready for Contact Tracing**

UST Global will build a custom training plan for Contact Tracing project. Emphasis will be on:

- HIPAA Privacy Rules and the HITECH Act
- Medicare Parts A, B, C Compliance
- Medicare Fraud Waste and Abuse
- Diversity and Inclusion
- Soft skills and Empathy
- UST’s Information Systems Management Services training including phishing, cyber security etc.
- Workplace safety
- All State mandated compliance trainings

**Consistent Performance Delivery**

UST Global has a very strong Delivery Excellence framework that focuses on all operational pillars such as Quality, Risk & Compliance, and Metrics with “End Customer” in mind.

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**



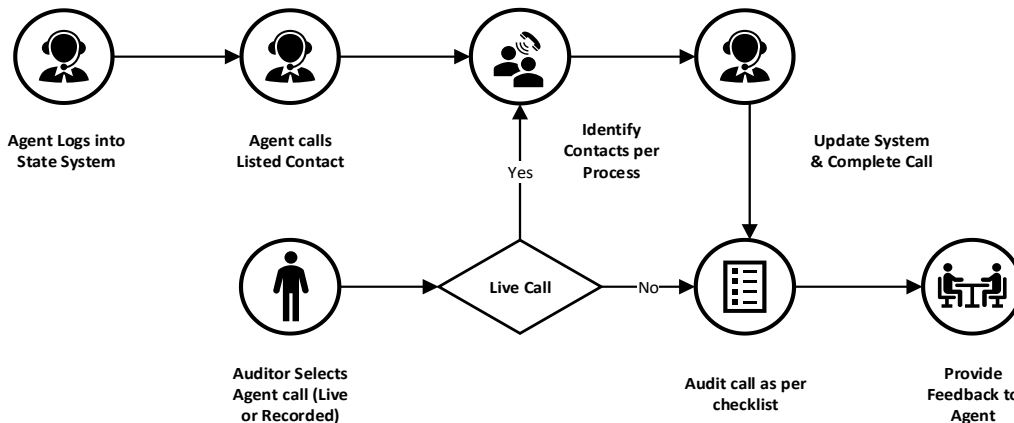
Figure 2.01

**Quality Assurance**

UST Global has always considered QA to play a pivotal role in the execution of a successful and compliant call center operation. Our QA Plan is outcome driven and includes four main components:

- Daily Report analysis of individual and team performance
- Silent Live phone call monitoring by Supervisors
- Evaluate calls against an approved monitoring form and provide feedback to agents as required
- Perform Training Need analysis and hold refresher trainings as required
- Call monitoring and feedback- A percentage of calls are evaluated using a call monitoring form developed in partnership with the State. Call monitoring evaluates individual performance across 4 main dimensions of service-
  - Soft Skills
  - Process
  - Compliance
  - Outcomes

**Illustration of Call Quality Audit Process**



**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

**Operational Governance**

UST Global understands governance is a critical area necessary to manage people and process. Our robust operational governance ensures established business policies and processes are followed on an ongoing basis.

Recommended daily cadence enables knowledge sharing, support, metric reviews, and discussion with key stakeholders.

Governance Model		
Review Type	Mode	Participants
Quarterly Business Review	<ul style="list-style-type: none"> <li>Power Point</li> <li>Zoom / MS Teams</li> </ul>	Executive Leadership – State of Nebraska, UST
Monthly Operations Review	<ul style="list-style-type: none"> <li>Power Point</li> <li>Zoom / MS Teams</li> </ul>	Business Owners, Client Partners, Ops Managers
Weekly Project Status	<ul style="list-style-type: none"> <li>Excel Reports</li> <li>Email</li> </ul>	Project Managers, Ops Managers

Figure 2.02 – Illustrative example of Governance model

2. Describe your language capabilities, including the percentage of contact tracers who are bilingual in English and Spanish, and any other languages available.

**UST Global Response:**

UST Global is a global company with presence in 25 countries. Our staff members converse in various languages across the globe such as: Spanish, Japanese, Chinese, Portuguese, Hindi, German, Tagalog, Malay aside from English to name a few.

- For the scope of services outlined in this project UST Global will be able to staff English and Spanish language Contact Tracing Staff. Additional language staff can also be deployed on need basis in mainland US / nearshore / offshore locations
- % of Bilingual staff in the organization is around 30% and for the purpose of this contract, UST will staff approximately 10% English & Spanish speaking contact tracing staff

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

**UST Response:**

UST Global's Sidney office in Nebraska is a HIPAA-compliant facility. All our Global healthcare staff are administered mandatory HIPAA trainings every year. UST has a documented Privacy Policy and corresponding procedures, the privacy policy indicates the purpose for which you hold, use, and disclose personal information. UST Global does not store client data in its systems. Our dedicated Information Security and Management team that supports all global locations have strict guidelines with zero tolerance for violations and reinforces compliance requirements on a periodic basis.

The following courses are available inhouse to be administered to our associates:

- HIPAA Privacy Rules and the HITECH Act
- Medicare Parts A, B, C Compliance
- Medicare Fraud Waste and Abuse
- Diversity and Inclusion
- Soft skills and Empathy
- UST's Information Systems Management Services training including phishing, cyber security etc.
- Workplace safety
- All State mandated compliance trainings

UST Global does not have any breach notifications reported to Office of Civil Rights in the last 3 years

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

4. Describe your staffing availability, including whether you can meet the required hours specified in Section V.C.3. Provide the maximum number of contact tracers that can be provided, and the timeframe additional contact tracers can be on-boarded.

**UST Global Response:**

UST Global can confirm it will be able to provide staffing for Contact Tracing services from 8:00 AM through 8:00 PM Central Time, Sunday through Saturday.

Calls may be made outside 8:00 AM through 8:00 PM Central Time if the contacted individual has requested a scheduled time outside the hours.

**Recruiting Approach**

UST Global currently has a pipeline of call center resources, including bilingual, available in the State of Nebraska and across USA. Our full-time sourcing team maintains a central library of qualified resumes for individuals who have expressed interest in employment at UST Global and who have been phone screened and are qualified in the customer service skills cluster. Our goal would be to guarantee a pipeline of a minimum 200 resources. As more resources are requested, we would work our way down the list and add more resources as needed within a weeks' time. We would also constantly be working on adding to the pipeline list as well by increasing our footprint to include the entire USA with preference for Nebraska resources.

To date, we have hired associates with former call center experience in healthcare and retail, as well as former dispatchers and hospital Patient Registration specialists. For each new class, we seed our teams with individuals with relevant prior work experience and round out call center competencies with our training programs

- **Hiring the Right Talent and maintaining a healthy pipeline**

It is our practice to rapidly hire large groups of associates for single class to fulfill the business needs of our customers. Our expectation is to be able to handle class sizes of 200+ agents to fulfill DHHS call center hiring requirements.

Our Robust hiring process ensures we onboard the right talent:

- Pre-screening and Sourcing
- Screening and Assessment
- Evaluations and Interviews
- Onboard

The elements of our streamlined recruiting approach include:

- Standard, approved job descriptions for each level of call center resource
- Bulk sourcing orders that enable our HR systems to streamline the mandatory steps in the recruiting process
- A ready candidate pool of over 2000 qualified applicants
- Dedicated team of recruiters who understand the Nebraska job market
- HR Operations team support to process level 3 background checks on all candidates

**Hiring Strategies:**

- Post open opportunities in the Nebraska Dept. of Labor portal
- Virtual job fair (open house with interactive discussions)
- Local newspaper and web-based job board advertising
- UST Global sourcing partners across USA
- Internal employee referrals
- Leverage LinkedIn, Facebook, and similar platforms



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

**UST Global Response:**

Headquartered in Aliso Viejo, California, UST has over 25,000+ associates, operating in 25 countries across five continents. We are skilled in providing Business Process Services at a rapid pace for our customers.

After award notification –

- UST Global is poised to begin immediate recruitment of agents to provide contact tracing services from its large pool of candidates.
- To date, we have hired associates with former call center experience in healthcare and retail, as well as former dispatchers and hospital Patient Registration specialists.
- For each new class, we seed our teams with individuals with relevant prior work experience and round out call center competencies with our training programs.

UST Global currently has a pipeline of call center resources, including bilingual, available in the State of Nebraska and across USA. Our full-time sourcing team maintains a central library of qualified resumes for individuals who have expressed interest in employment at UST Global and who have been phone screened and are qualified in the customer service skills cluster. Our goal would be to guarantee a pipeline of a minimum 200 resources. As more resources are requested, we would work our way down the list and add more resources as needed. We would also constantly be working on adding to the pipeline list as well by increasing our footprint to include the entire USA with preference for Nebraska resources.

It is our practice to rapidly hire large groups of associates for a single class to fulfil the business needs of our customers. Our average new hire class sizes of 200+ associates which is similar to the DHHS call center hiring requirement. This proposal will include a dedicated Workforce Manager whose responsibility is to monitor attrition, attendance, plan for additional classes, and ensure we meet our capacity requirements of the State of Nebraska.

The elements of our streamlined recruiting approach include:

- Standard, approved job descriptions for each level of call center resource
- Bulk sourcing orders that enable our HR systems to streamline the mandatory steps in the recruiting process
- Dedicated team of recruiters who understand the Nebraska job market
- Experienced group of interview panellists
- HR Operations team support to process background checks on all candidates
- A ready candidate pool of over 200 qualified applicants

Sourcing Strategies:

- Post open opportunities in the Nebraska Dept. of Labor portal
- Virtual job fair (open house with interactive discussions)
- Local newspaper and web-based job board advertising
- UST sourcing partners across USA
- Internal employee referrals
- Leverage LinkedIn, Jobsites, and other similar platforms

UST Global has heavily invested in its training and education programs and has proven their success in rapidly preparing professionals for careers in healthcare customer service and business operations. With a rich library of call center training content, UST's training solution to support Nebraska's contact tracing services will blend our call center curriculum with the content the State of Nebraska has already developed for contact tracing.

The proposed two-day training program follows an intensive series of onboarding trainings required of every UST Global associate:

- HIPAA Privacy Rules and the HITECH Act
- Medicare Parts A, B, C Compliance
- Medicare Fraud Waste and Abuse
- Diversity and Inclusion
- Telephone Etiquette and Empathy Training

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- UST Global’s Information Systems Management Services training including phishing, cyber security etc.
- Workplace safety
- All State mandated compliance trainings
- A fun, interactive team building event around getting to know Nebraska
  - Nebraska Fun Facts
  - Nebraska Culture

The custom training program for the DHHS is comprised of a two-day agenda to build the critical skills, competency and customer sensitivity required to succeed on the phones with Nebraska’s contact tracing program. UST Global understands the heightened awareness that our customer service agents require to greet and treat callers with the privacy, empathy, and dignity that all Nebraskans need during uncertain and difficult economic conditions.

Each associate will receive the following hardware as part of the Contract Tracing project and is shipped overnight to expedite the start of training:

- Laptop
- Headset
- Office accessories

### 6. Describe your ability to meet the timelines established in this RFP.

#### UST Global Response:

UST Global Leadership team and our local Nebraska leadership team are committed in expanding the existing partnership with State of Nebraska through the Contact Tracing services.

UST Global commits in meeting the indicated timelines in the RFP based on the outlined execution strategy through a collaborative approach with State of Nebraska. Key points are below.

- Commitment to pipeline resources for quick turnaround
- Mature in-house training program exists today
- Similar programs already in place for contact tracing
- Proven reporting structure with existing State of Nebraska call center contracts.

Assuming “Notification of Intent to award” on May 13th, our proposed call center staffing plan is geared to place 25 onboarded call center agents for training by June 1st and Contact Tracing Services by July 28th and create a pool of readily available agents for immediate deployment.

Phase	Owner	Key Activity	8-Mar	23-Mar	16-Apr	26-Apr	27-Apr	10-May	13-May	14-May	31-May	1-Jun	2-Jun	28-Jul	29-Jul
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RFP	State of Nebraska	Release Solicitation													
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	State of Nebraska	Proposal Opening													
	State of Nebraska	Proposal Review													
	State of Nebraska	Evaluation Period													
Award / Contract	State of Nebraska	Intent to Award							★						
	State of Nebraska	Contract Finalization													
UST Onboarding	State of Nebraska	Contract Award										★			
	UST	Recruiting / Hiring													
Training	UST	Team Onboarding													
	UST	System Access													
Live	UST	Training													
	UST	Live on Phones												★	
Live	UST	Live Operations													★

### 7. Describe your capacity of in-house trainers and approach to project on-boarding.

#### UST Global Response:

UST Global currently performs outbound contact tracing for 5 Universities / Colleges in the US for the last 1 year. Our diversified skilled leadership team has brought in industry best practices to ensure best in class services are provided.

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

For this engagement, UST Global will seed a portion of the initial team with individuals who have relevant prior work experience and competencies with our training programs. UST Global will identify top performers from other similar engagements who are capable to perform the duties of a trainer.

Within UST Global’s Healthcare Business Process Services we employ 30+ in house trainers. These trainers are responsible for the full lifecycle including developing curriculum, facilitating lesson’s learned meetings after training sessions, and rolling lesson’s learned into existing training. During training our trainers focus on creating a challenging, fun, and engaging environment that sets the new associate up for success in production.

Prior to training the dedicated WFM staff will onboard all new associates with the following process

- Create tickets for account creation in HR and IT systems
- Create tickets in our Service Now system for hardware delivery
- Communicate with all new associates with next steps including training class schedules and tracking information of hardware that has been deployed.
- Begin fitting the new associates into the work schedule

While associate onboarding is happening, our project management staff is working with the client to build additional schedules, understand any deliverables that might need to be expanded, and providing updates and reporting on weekly cadence

Across our entire healthcare practice including Contact Tracing we have 5000+ associates, 200 team leads, 65+ trainers, 100+ managers, 30 workforce analysts

8. Describe your ability to meet the reporting requirements set forth in Section V.F, including ad hoc reporting capabilities.

**UST Global Response:**

UST Global will hire skilled and experienced leads with prior experience managing teams and performing project reporting tasks.

A UST Global Project Lead, deployed on this project, will gain a thorough understanding of all systems and tools, and will perform ongoing reporting on all keys metrics by utilizing a Genesys telephony system:

- Genesys PureCloud is a cloud-based call center software with intelligent call routing, IVR, multi-channel, CTI with skills based intelligent routing capabilities that routes calls to the right agent every time according to business rules
- PureCloud provides real-time and historical reporting, call recording, workforce management (WFM), quality monitoring, CRM integrations, and more options

**Metrics**

- a. Total number of Completed Calls
- b. Date and time of uncompleted calls
- c. A percentage of contacts (that is, individuals) made that were Completed Calls
- d. Total number of calls, either Completed or uncompleted, made by Contractor per hour billed
- e. Invoices on a bi-weekly basis

UST will utilize in-house reporting analyst/automation expert on need basis to simplify and automate reporting dashboards at no additional cost to the State

9. Describe how you would ensure that contact tracers will reflect the geographic and cultural diversity of the state. Describe how you would ensure proper geographic coverage in both more populated communities versus more rural locations.

**UST Global Response:**

As an equal opportunity employer, UST Global understands the importance of diversity and inclusion in the workplace. Using our successful work from home model, we can select candidates from every corner of Nebraska helping us to represent the geographic and cultural diversity of the entire State. You will find these individuals actively involved in their local communities in various ways including culture fairs, volunteer work, or community events. Finally, as part of our training process we have a fun and interactive team building event

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

around getting to know Nebraska that helps those who might have been selected from outside of the State to become familiar with its unique culture.

With our Kearney facility UST Global continues its strong commitment to Nebraska. With this investment, UST Global's commitment to rural communities and the delivery of US-based rural talent for its clients continues to grow as an integral and essential component of UST Global's global delivery ecosystem. It currently has a talent capacity of 150+ with the ability to double capacity to 300+ in less than a year. This location has been chosen as the hub that will support the Nebraska DAS and DHHS Contact Tracing Services and Vaccine Helpline offering easy access to both Eastern and Western Nebraska via I-80

In the fall of 2018, UST Global selected Sidney as an operations center and entered into a multi-year lease arrangement with Bass Pro to occupy what is now a City-owned state-of-the-art facility in downtown Sidney. Deeply concerned over the local economic conditions in Sidney, UST Global committed to the NDOL to fill 100 jobs in Sidney by year end 2019. We are now 127 strong in Sidney, projected to grow to 300 associates. Sidney has been selected as the backup site for Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services and helps us serve the rural communities in western Nebraska.

**UST Global's commitment to remote workers**

Even before COVID, UST Global has been the industry leader in managing a remote workforce. This allows us the flexibility to capture talent in both rural and populated communities across the entire country. Although our focus will be employing the great people of the State of Nebraska, our national network allows us the flexibility to ramp up our workforce to meet the needs of the State. Below is an overview of how we manage a remote workforce to be able to provide geographic coverage for the entire State of Nebraska.

- Best in class systems to monitor associate performance and enhance communications
  - Prohance
  - Genesys Purecloud
  - Microsoft Teams
  - Zoom
  - Skype for Business
- Daily team huddles administered by Team Leads for important announcements
- UST Global's "Buddy Check!" program connects team members with each other for emotional and moral support
- Realtime reporting to understand performance as it happens
- Weekly one on one's with each associate to provide helpful feedback and continuous improvement
- Contests and virtual celebrations to improve employee engagement while working remote

**10.** Describe how you would overcome cultural barriers in communities that don't typically give personal information over the phone or via the internet. Describe how you would overcome cultural barriers in communities that are fearful of giving personal information to anyone because of fear of legal retaliation.

**UST Global Response:**

Based on our experience in contact tracing with various US Universities and other industries, UST Global partners with its client to jointly develop a communications kit which outlines the approach and the process for contact tracing, therein reducing the pushback. In instances where we are dealing with different races and cultural backgrounds that might be fearful of giving personal information, we have processes in place to help overcome these barriers, and these are covered in our training.

- Clear introduction and expectations for the call
- Establish trust & rapport by ensuring that all personal information obtained during call will be kept confidential
- Provide a trusting and reassuring atmosphere using therapeutic soft skills
- Be courteous, professional, and polite
- Provide short and concise answers to their inquiries
- If requested, offer different language and communication options that match the cultural diversity of the caller

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

11. It is DHHS policy that contact tracing Contractors do not conduct contact tracing directly with minors and that contact tracers speak to one parent or guardian in a household. However, this has occurred in the past and may occur in the future during times of peak infection rates. Describe your experience with these situations.

**UST Global Response:**

We respect the decision of the state and stakeholders involved not to interact with minors directly to obtain information, there are situations wherein the contact tracing teams have had to speak with the individuals.

- Scenario 1: Contact Tracer places an outbound call and a minor answers' the call
  - In such a scenario the contact tracer will utilize the script to inform the minor of the state's requirement to speak with a parent / guardian
  - In case the parent / guardian is unavailable to answer the call, contact tracer will inform the minor that a call will be made post the time the parent / guardian is expected to be available or the helpline number for the parent to call in
- Scenario 2: Contact Tracer places an outbound call and the contact needing information from is a minor
  - In such scenarios we have looked to first establish a trusting relationship with parent/guardian by giving a sound reasoning and justification for the purpose of such an interaction
  - Having built the relationship and ensuring that parents / guardians are satisfied that all personal information obtained during call will be kept confidential the contact tracers have proceeded to speak to the individuals in the presence of the parents / guardians
  - A side by side call wherein the parent / guardian will ask contact tracing information from the minor and the parent/guardian will relay the information to the contact tracer thus ensuring an effective way of obtaining correct information and trusting relationship is maintained

12. Describe how you would address individuals with disabilities as part of your contact tracing services.

**UST Global Response:**

Working with those with disabilities begins with our hiring practices. We are a global, multinational organization who embraces workplace diversity. Our hiring practices prohibits discrimination against people with disabilities and guarantees equal opportunities for all individuals. We're proud to embrace the same values that have shaped UST Global since the beginning. Since day one, we've been building enduring relationships and a culture of integrity. And today, it's those same values that are inspiring us to encourage innovation from everyone, to champion diversity and inclusion and to place people at the center of everything we do.

**Our Values -**

- **Humility** - We will listen, learn, be empathetic and help selflessly in our interactions with everyone
- **Humanity** - Through business, we will better the lives of those less fortunate than ourselves
- **Integrity** - We honor our commitments and act with responsibility in all our relationships

When dealing with those with disabilities, use of proper communication is an important tool for us to have a successful engagement for individuals with disabilities. Depending on the disability, we can talk to a translator or guardian who can help us get the needed information. Some key points are listed below.

- Talk to people with speech disabilities as you would talk to anyone else; use your regular tone of voice
- Be patient because it may take the person extra time to communicate. Do not speak for the person or complete the person's sentences
- Give the person your undivided attention and eliminate background noise and distractions
- Ask the individual if they would prefer an alternative means of communication such as TTY or RTT or if there is a trusted individual, we could communicate through
- Be open and honest. Tell the person you do not understand what he or she has said and ask the person to repeat the message, spell it, or tell it in a different way
- Repeat what you understand and note the person's reactions, which can indicate if you have understood correctly

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

- To obtain information quickly, ask short questions that require brief answers. Avoid insulting the person's intelligence with oversimplification

..... End of Document.....

**Technical Proposal Requirements  
RFP 6499 Z1  
Vaccine Helpline Services**

**V.N PROPOSAL REQUIREMENTS**

<p>1. Describe your understanding of the project requirements, including but not limited to the Performance Requirements. Describe your approach of how you will accomplish the project requirements.</p> <p><b>UST Global Response:</b></p> <p><b>Scope:</b></p> <p>UST Global shall provide vaccine helpline services by answering inbound calls from individuals who have questions or need information regarding Covid-19 vaccines.</p> <p><b>Expectations from UST Global:</b></p> <ul style="list-style-type: none"> <li>• UST Global shall engage its English and Spanish speaking staff by utilizing the systems provided by the State along with UST Global provided systems to perform vaccine helpline services             <ul style="list-style-type: none"> <li>○ Answer inbound calls from individuals who have questions or need information regarding Covid-19 vaccines, these responses will be based on answers given by the state</li> <li>○ UST Global shall follow the most recently updated scripts and State guidance set forth in the System at all times</li> <li>○ Examples of information to be provided to callers include but are not limited to:                 <ul style="list-style-type: none"> <li>a. Vaccination process and current vaccine timeline</li> <li>b. Vaccine development timeline</li> <li>c. Vaccine distribution and allocation</li> <li>d. Safety and efficacy of vaccine</li> <li>e. How to prevent infection</li> <li>f. Exposure clarification</li> <li>g. Case numbers</li> <li>h. Phase information</li> <li>i. Local Public Health Department (LPHD) clinic updates, planning, and timelines</li> <li>j. Guidance on the following topics related to COVID-19:                     <ul style="list-style-type: none"> <li>○ Travel</li> <li>○ Directed Health Measures (DHMs)</li> <li>○ Quarantine</li> <li>○ Isolation</li> <li>○ Disease process</li> </ul> </li> </ul> </li> </ul> </li> </ul> <p><b>Requirements:</b></p> <ul style="list-style-type: none"> <li>• All staff members will complete State-approved HIPAA and privacy training, (add additional UST Global Trainings like Diversity &amp; Inclusion)</li> <li>• Work hours will be from 8:00 AM through 8:00 PM Central Time, Sunday through Saturday</li> <li>• Information and data received or created will have to be entered on the system</li> <li>• UST Global shall provide a vaccine helpline to answer inbound calls from individuals who have questions or need information regarding Covid-19 vaccines</li> </ul> <p>UST Global estimates 28 vaccine helpline staff members to handle 15000 calls on a monthly basis between 8am to 8pm Central Time. UST Global will utilize its inhouse workforce analyst to ensure right staffing on a daily basis to deliver on key metrics / KPI's on an ongoing basis. An example of metrics / KPI's that UST Global would typically delivers for a similar engagement is as follows:</p> <ul style="list-style-type: none"> <li>a. Number of Inbound Calls</li> <li>b. Average Handle Time (AHT)</li> <li>c. Service Level</li> </ul>
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**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

d. Average Wait Time

An example of daily staffing is shown below

Day	Percentage of Weekly Calls	Estimated Calls	Estimated Agents on Phone / Hr
Monday	15%	517	19
Tuesday	15%	517	19
Wednesday	15%	517	19
Thursday	15%	517	19
Friday	15%	517	19
Saturday	14%	483	19
Sunday	14%	483	19

**UST Global’s Execution Strategy**

**Getting staff ready for Vaccine Helpline**

UST Global will build a custom training plan for Vaccine Helpline project. Emphasis will be on:

- HIPAA Privacy Rules and the HITECH Act
- Medicare Parts A, B, C Compliance
- Medicare Fraud Waste and Abuse
- Diversity and Inclusion
- Soft skills and Empathy
- UST Global’s Information Systems Management Services training including phishing, cyber security etc.
- Workplace safety
- All State mandated compliance trainings

**Consistent Performance Delivery**

UST Global has a very strong Delivery Excellence framework that focuses on all operational pillars such as Quality, Risk & Compliance, and Metrics with “End Customer” in mind.

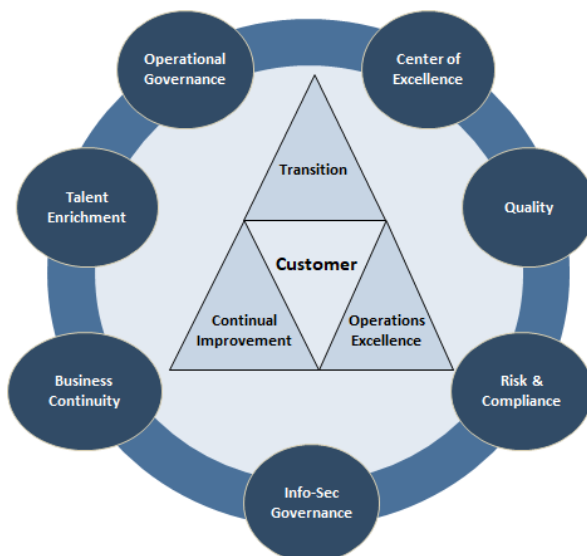


Figure 2.01



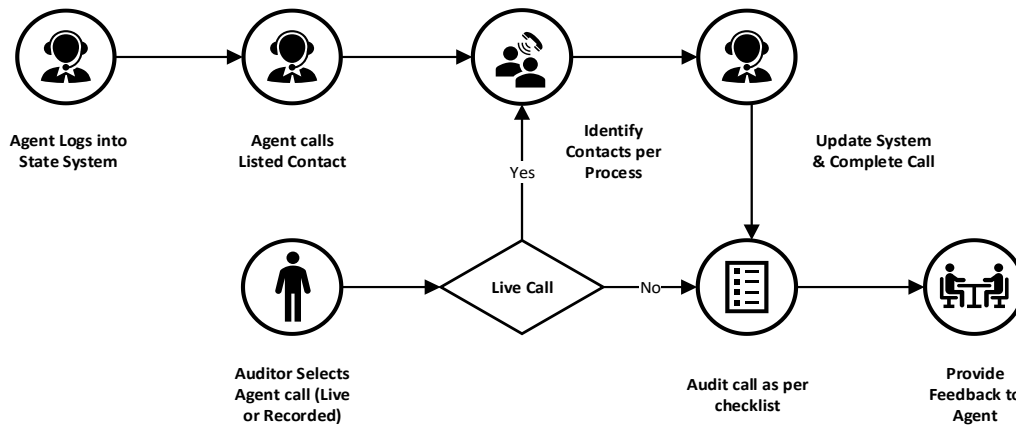
**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

**Quality Assurance**

UST Global has always considered QA to play a pivotal role in the execution of a successful and compliant call center operation. Our QA Plan is outcome driven and includes four main components:

- Daily Report analysis of individual and team performance
- Silent Live phone call monitoring by Supervisors
- Evaluate calls against an approved monitoring form and provide feedback to agents as required
- Perform Training Need analysis and hold refresher trainings as required
- Call monitoring and feedback- A percentage of calls are evaluated using a call monitoring form developed in partnership with the State. Call monitoring evaluates individual performance across 4 main dimensions of service-
  - Soft Skills
  - Process
  - Compliance
  - Outcomes

**Illustration of Call Quality Audit Process**



**Operational Governance**

UST Global understands governance is a critical area necessary to manage people and process. Our robust operational governance ensures established business policies and processes are followed on an ongoing basis.

Recommended daily cadence enables knowledge sharing, support, metric reviews, and discussion with key stakeholders.

Governance Model		
Review Type	Mode	Participants
Quarterly Business Review	<ul style="list-style-type: none"> <li>• Power Point</li> <li>• Zoom / MS Teams</li> </ul>	Executive Leadership – State of Nebraska, UST
Monthly Operations Review	<ul style="list-style-type: none"> <li>• Power Point</li> <li>• Zoom / MS Teams</li> </ul>	Business Owners, Client Partners, Ops Managers
Weekly Project Status	<ul style="list-style-type: none"> <li>• Excel Reports</li> <li>• Email</li> </ul>	Project Managers, Ops Managers

Figure 2.02 – Illustrative example of Governance model

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

2. Describe your language capabilities, including the percentage of vaccine helpline staff who are bilingual in English and Spanish, and any other languages available.

**UST Global Response:**

UST Global is a global company with presence in 25 countries. Our staff members converse in various languages across the globe such as: Spanish, Japanese, Chinese, Portuguese, Hindi, German, Tagalog, Malay aside from English to name a few.

- For the scope of services outlined in this project UST Global will be able to staff English and Spanish language vaccine helpline staff. Additional language staff can also be deployed on need basis in mainland US / nearshore / offshore locations
- % of Bilingual staff in the organization is around 30% and for the purpose of this contract, UST Global will staff approximately 10% English & Spanish speaking vaccine helpline staff

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

**UST Global Response:**

UST Global' s Sidney office in Nebraska is a HIPAA-compliant facility. All our Global healthcare staff are administered mandatory HIPAA trainings every year. UST Global has a documented Privacy Policy and corresponding procedures, the privacy policy indicates the purpose for which you hold, use, and disclose personal information. UST Global does not store client data in its systems. Our dedicated Information Security and Management team that's supports all global locations have strict guidelines with zero tolerance for violations and reinforces compliance requirements on a periodic basis.

The following courses are available inhouse to be administered to our associates:

- HIPAA Privacy Rules and the HITECH Act
- Medicare Parts A, B, C Compliance
- Medicare Fraud Waste and Abuse
- Diversity and Inclusion
- Soft skills and Empathy
- UST Global' s Information Systems Management Services training including phishing, cyber security etc.
- Workplace safety
- All State mandated compliance trainings

UST Global does not have any breach notifications reported to Office of Civil Rights in the last 3 years

4. Describe your staffing availability, including whether you can meet the required hours specified in Section V.J.1.

**UST Global Response:**

UST Global can confirm it will be able to provide staffing for vaccine helpline services from 8:00 AM through 8:00 PM Central Time, Sunday through Saturday.

**Recruiting Approach**

UST Global currently has a pipeline of call center resources, including bilingual, available in the State of Nebraska and across USA. Our full-time sourcing team maintains a central library of qualified resumes for individuals who have expressed interest in employment at UST Global and who have been phone screened and are qualified in the customer service skills cluster. Our goal would be to guarantee a pipeline of a minimum 200 resources. As more resources are requested, we would work our way down the list and add more resources as needed within a weeks' time. We would also constantly be working on adding to the pipeline list as well by increasing our footprint to include the entire USA with preference for Nebraska resources.

To date, we have hired associates with former call center experience in healthcare and retail, as well as former dispatchers and hospital Patient Registration specialists. For each new class, we seed our teams with individuals with relevant prior work experience and round out call center competencies with our training programs

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

- **Hiring the Right Talent and maintaining a healthy pipeline**

It is our practice to rapidly hire large groups of associates for single class to fulfill the business needs of our customers. Our expectation is to be able to handle class sizes of 200+ agents to fulfill DHHS call center hiring requirements.

Our Robust hiring process ensures we onboard the right talent:

- Pre-screening and Sourcing
- Screening and Assessment
- Evaluations and Interviews
- Onboard

The elements of our streamlined recruiting approach include:

- Standard, approved job descriptions for each level of call center resource
- Bulk sourcing orders that enable our HR systems to streamline the mandatory steps in the recruiting process
- A ready candidate pool of over 2000 qualified applicants
- Dedicated team of recruiters who understand the Nebraska job market
- HR Operations team support to process level 3 background checks on all candidates

**Hiring Strategies:**

- Post open opportunities in the Nebraska Dept. of Labor portal
- Virtual job fair (open house with interactive discussions)
- Local newspaper and web-based job board advertising
- UST Global sourcing partners across USA
- Internal employee referrals
- Leverage LinkedIn, Facebook, and similar platforms

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

**UST Global Response:**

Headquartered in Aliso Viejo, California, UST Global has over 25,000+ associates, operating in 25 countries across five continents. We are skilled in providing Business Process Services at a rapid pace for our customers.

After award notification –

- UST Global is poised to begin immediate recruitment of agents to provide vaccine helpline services from its large pool of candidates.
- To date, we have hired associates with former call center experience in healthcare and retail, as well as former dispatchers and hospital Patient Registration specialists.
- For each new class, we seed our teams with individuals with relevant prior work experience and round out call center competencies with our training programs.

UST Global currently has a pipeline of call center resources, including bilingual, available in the State of Nebraska and across USA. Our full-time sourcing team maintains a central library of qualified resumes for individuals who have expressed interest in employment at UST Global and who have been phone screened and are qualified in the customer service skills cluster. Our goal would be to guarantee a pipeline of a minimum 200 resources. As more resources are requested, we would work our way down the list and add more resources as needed. We would also constantly be working on adding to the pipeline list as well by increasing our footprint to include the entire USA with preference for Nebraska resources.

It is our practice to rapidly hire large groups of associates for a single class to fulfil the business needs of our customers. Our average new hire class sizes of 200+ associates which is similar to the DHHS call center hiring requirement. This proposal will include a dedicated Workforce Manager whose responsibility is to monitor

### Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal

attrition, attendance, plan for additional classes, and ensure we meet our capacity requirements of the State of Nebraska.

The elements of our streamlined recruiting approach include:

- Standard, approved job descriptions for each level of call center resource
- Bulk sourcing orders that enable our HR systems to streamline the mandatory steps in the recruiting process
- Dedicated team of recruiters who understand the Nebraska job market
- Experienced group of interview panellists
- HR Operations team support to process background checks on all candidates
- A ready candidate pool of over 200 qualified applicants

Sourcing Strategies:

- Post open opportunities in the Nebraska Dept. of Labor portal
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Each associate will receive the following hardware as part of the Vaccine Helpline project and is shipped overnight to expedite the start of training:

- Laptop
- Headset
- Office accessories

6. Describe your ability to meet the timelines established for the vaccine helpline.

#### **UST Global Response:**

UST Global Leadership team and our local Nebraska leadership team are committed in expanding the existing partnership with State of Nebraska through the Vaccine Helpline services.

## Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal

UST Global commits in meeting the indicated timelines in the RFP based on the outlined execution strategy through a collaborative approach with State of Nebraska. Key points are below.

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	UST	Recruiting / Hiring													
Training	UST	Team Onboarding													
	UST	System Access													
Live	UST	Training												★	
	UST	Live on Phones													★
Live	UST	Live Operations													★

7. After State provided train-the-trainer session is complete, describe bidder’s capacity of in-house trainers and approach to project on-boarding.

### UST Global Response:

UST Global provides diversified services for its healthcare clients which includes Tele-medicine, contact tracing, nurse-line support, medical claims management, medical chart retrievals etc. UST Global uses state of the art infrastructure and people to provide world class services.

For the purpose of this engagement, UST Global will seed a portion of the initial team with individuals who have relevant prior work experience and competencies with our training programs. UST Global will identify top performers from other similar engagements who are capable to perform the duties of a trainer.

Within UST Global’s Healthcare Business Process Services we employ 30+ in house trainers. These trainers are responsible for the full lifecycle including developing curriculum, facilitating lesson’s learned meetings after training sessions, and rolling lesson’s learned into existing training. During training our trainers focus on creating a challenging, fun, and engaging environment that sets the new associate up for success in production.

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- Begin fitting the new associates into the work schedule

While associate onboarding is happening, our project management staff is working with the client to build additional schedules, understand any deliverables that might need to be expanded, and providing updates and reporting on weekly cadence

Across our entire healthcare practice including Contact Tracing we have 5000+ associates, 200 team leads, 65+ trainers, 100+ managers, 30 workforce analysts

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

8. Describe your ability to meet the reporting requirements set forth in Section V.L., including ad hoc reporting capabilities.

**UST Global Response:**

UST Global will hire skilled and experienced leads with prior experience managing teams and performing project reporting tasks.

A UST Global Project Lead, deployed on this project, will gain a thorough understanding of all systems and tools, and will perform ongoing reporting on all keys metrics by utilizing a Genesys telephony system:

- Genesys PureCloud is a cloud-based call center software with intelligent call routing, IVR, multi-channel, CTI with skills based intelligent routing capabilities that routes calls to the right agent every time according to business rules
- PureCloud provides real-time and historical reporting, call recording, workforce management (WFM), quality monitoring, CRM integrations, and more options

**Metrics**

- a. Number of calls per hour
- b. Average talk time per call
- c. Most frequently asked questions/topics of concern
- d. Most frequently used resources
- e. Number of vaccine registrations submitted per hour/day/week
- f. Number of voicemails left
- g. Number repeat callers
- h. Average wait time
- i. Longest wait time
- j. Number of call abandonments; and
- k. Longest and average wait time of abandonments

UST Global will utilize in-house reporting analyst / automation expert on need basis to simplify and automate reporting dashboards at no additional cost to the State

9. Describe how you would ensure that Vaccine Helpline staff will reflect the geographic and cultural diversity of the state. Describe how you would ensure proper geographic coverage in both more populated communities versus more rural locations.

**UST Global Response:**

As an equal opportunity employer, UST Global understands the importance of diversity and inclusion in the workplace. Using our successful work from home model, we can select candidates from every corner of Nebraska helping us to represent the geographic and cultural diversity of the entire State. You will find these individuals actively involved in their local communities in various ways including culture fairs, volunteer work, or community events. Finally, as part of our training process we have a fun and interactive team building event around getting to know Nebraska that helps those who might have been selected from outside of the State to become familiar with its unique culture.

With our Kearney facility UST Global continues its strong commitment to Nebraska. With this investment, UST Global 's commitment to rural communities and the delivery of US-based rural talent for its clients continues to grow as an integral and essential component of UST Global' s global delivery ecosystem. It currently has a talent capacity of 150+ with the ability to double capacity to 300+ in less than a year. This location has been chosen as the hub that will support the Nebraska DAS and DHHS Contact Tracing Services and Vaccine Helpline offering easy access to both Eastern and Western Nebraska via I-80

In the fall of 2018, UST Global selected Sidney as an operations center and entered into a multi-year lease arrangement with Bass Pro to occupy what is now a City-owned state-of-the-art facility in downtown Sidney. Deeply concerned over the local economic conditions in Sidney, UST Global committed to the NDOL to fill 100 jobs in Sidney by year end 2019. We are now 127 strong in Sidney, projected to grow to 300 associates. Sidney has been selected as the backup site for Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services and helps us serve the rural communities in western Nebraska.

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

**UST Global 's commitment to remote workers**

Even before COVID, UST Global has been the industry leader in managing a remote workforce. This allows us the flexibility to capture talent in both rural and populated communities across the entire country. Although our focus will be employing the great people of the State of Nebraska, our national network allows us the flexibility to ramp up our workforce to meet the needs of the State. Below is an overview of how we manage a remote workforce to be able to provide geographic coverage for the entire State of Nebraska.

- Best in class systems to monitor associate performance and enhance communications
  - Prohance
  - Genesys Purecloud
  - Microsoft Teams
  - Zoom
  - Skype for Business
- Daily team huddles administered by Team Leads for important announcements
- UST Global's "Buddy Check!" program connects team members with each other for emotional and moral support
- Realtime reporting to understand performance as it happens
- Weekly one on one's with each associate to provide helpful feedback and continuous improvement
- Contests and virtual celebrations to improve employee engagement while working remote

10. Describe how you would overcome cultural barriers in communities that don't typically give personal information over the phone or via the internet. Describe how you would overcome cultural barriers in communities that are fearful of giving personal information to anyone because of fear of legal retaliation.

**UST Global Response:**

Based on our experience, UST Global partners with its client to jointly develop a communications kit which outlines the approach and the process, therein reducing the pushback. In instances where we are dealing with different races and cultural backgrounds that might be fearful of giving personal information, we have processes in place to help overcome these barriers, and these are covered in our training.

- Clear introduction and expectations for the call
- Establish trust & rapport by ensuring that all personal information obtained during call will be kept confidential
- Provide a trusting and reassuring atmosphere using therapeutic soft skills
- Be courteous, professional, and polite
- Provide short and concise answers to their inquiries
- If requested, offer different language and communication options that match the cultural diversity of the caller

11. Describe how you would address individuals with disabilities as part of your vaccine helpline services.

**UST Global Response:**

Working with those with disabilities begins with our hiring practices. We are a global, multinational organization who embraces workplace diversity. Our hiring practices prohibits discrimination against people with disabilities and guarantees equal opportunities for all individuals. We're proud to embrace the same values that have shaped UST Global since the beginning. Since day one, we've been building enduring relationships and a culture of integrity. And today, it's those same values that are inspiring us to encourage innovation from everyone, to champion diversity and inclusion and to place people at the center of everything we do.

**Our Values -**

- **Humility** - We will listen, learn, be empathetic and help selflessly in our interactions with everyone
- **Humanity** - Through business, we will better the lives of those less fortunate than ourselves
- **Integrity** - We honor our commitments and act with responsibility in all our relationships

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

When dealing with those with disabilities, use of proper communication is an important tool for us to have a successful engagement for individuals with disabilities. Depending on the disability, we can talk to a translator or guardian who can help us get the needed information. Some key points are listed below.

- Talk to people with speech disabilities as you would talk to anyone else; use your regular tone of voice
- Be patient because it may take the person extra time to communicate. Do not speak for the person or complete the person's sentences
- Give the person your undivided attention and eliminate background noise and distractions
- Ask the individual if they would prefer an alternative means of communication such as TTY or RTT or if there is a trusted individual, we could communicate through
- Be open and honest. Tell the person you do not understand what he or she has said and ask the person to repeat the message, spell it, or tell it in a different way
- Repeat what you understand and note the person's reactions, which can indicate if you have understood correctly
- To obtain information quickly, ask short questions that require brief answers. Avoid insulting the person's intelligence with oversimplification

..... End of Document.....





**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

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April 26, 2021

Ms. Connie Heinrichs / Ms. Annette Walton  
Buyers, State Purchasing Bureau  
1526 K Street, Suite 130  
Lincoln, NE 68508

Dear Connie / Annette,

On behalf of UST Global, I would like to thank you, the Nebraska Department of Administrative Services (DAS), and the Nebraska Department of Health and Human Services (DHHS) for the opportunity to respond to your request to provide a Contact Tracing and Vaccine Helpline services in response to the COVID-19 pandemic.

Our proposal is comprehensive; it gives the DAS and DHHS citizen outreach capabilities for contact tracing for the COVID-19 virus and a state of art call center capabilities to handle inbound calls regarding COVID-19 vaccines.

With our diverse geographical presence, both domestic and international, we are very confident in sourcing the right talent to deliver the results. Our center in Kearney, an ISO 27001 certified, will be a primary location to provide the services. We have handpicked a few experienced resources from our pool of resources who will lead this effort and the new hires to provide seamless services to the citizen of Nebraska.

UST Global understands that speed and agility are critical factors for this operation to be a successful, seamless extension of the DAS and DHHS call center capability by July 29. I commit to delivering the results to you and your citizens to contain the spread of COVID-19 and provide the information to the citizens during these pandemic times.

We look forward to discussing our response in more detail and further communicating our commitment to the success of this relationship with Nebraska DAS and DHHS. In anticipation of the noble opportunity to serve the people of the State of Nebraska.

Respectfully,

Jaffry Mohammed  
Head of Healthcare, UST Global Inc  
[Jaffry.Mohammed@ust.com](mailto:Jaffry.Mohammed@ust.com)  
Tel: 949 371 3681

**Corporate Overview**  
**RFP 6499 Z1**  
**Contact Tracing and Vaccine Helpline Services**

**A. BIDDER IDENTIFICATION AND INFORMATION**

**Full or Corporate Name:** UST Global Inc

**Company Headquarters:**

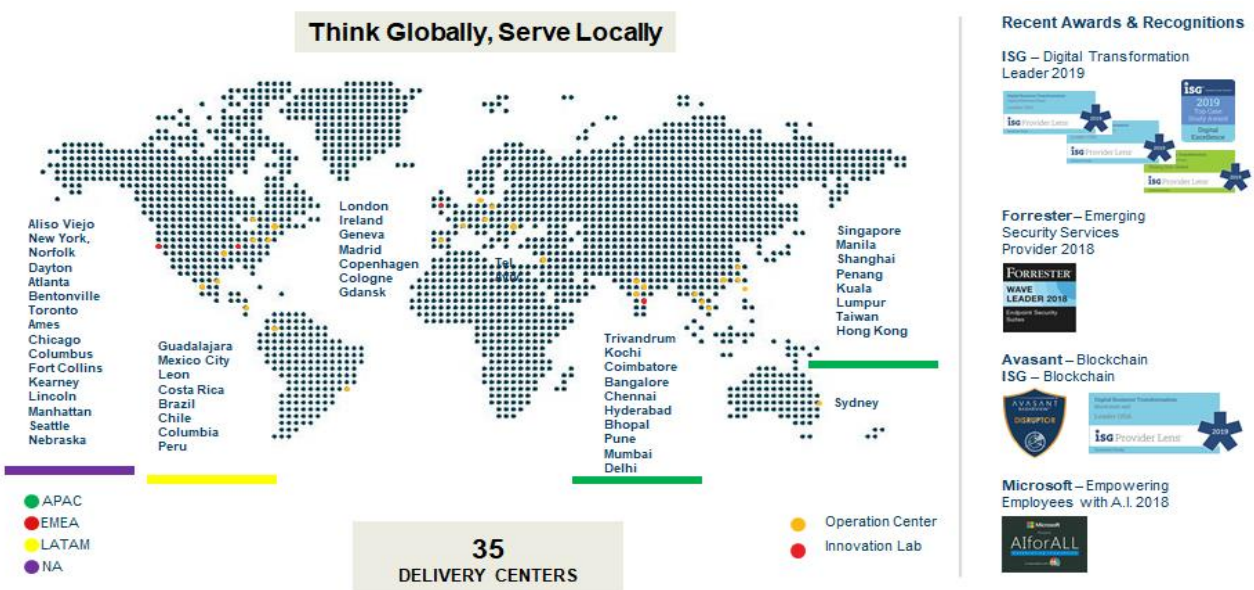
5 Polaris Way  
 Aliso Viejo, CA 92656

Entity organization: Corporation  
 State of Incorporation: Delaware  
 Year of First Business: 1998

Whether name & form of Organization has changed since first organized:  
 US Technology Resources, LLC formed in 1998  
 Name changed to UST Global Inc

UST Global is part of the Comcraft Group, a \$6 billion organization with operations in 50+ countries. It is a leading digital technology services company that provides advanced computing and digital innovation solutions for Global 1000 companies. UST Global’s mission is to lead companies through critical digital transformations to drive higher business value. Our real-world solutions are designed, developed, and deployed to exceed the expectations of our clients, enabling transformation of their businesses and the lives of their customers. Our digital innovation services have been hailed as world-class by our customers. UST Global specializes in next-generation digital services – BPaaS, Design for Happiness, cybersecurity, mobile, social, analytics, and cloud. Powered by the client-centric focus, UST Global strives for excellence in providing its clients with high-quality services and a commitment to long-term success. We consistently deliver value through agile and client-centric engagement models - that combine resource diversity with cost, scale, and quality advantages of onsite/onshore, nearshore, and offshore operations.

Headquartered in Aliso Viejo, California, UST Global has over 25,000+ associates, operating in 25 countries across five continents, UST Global services product clusters across the below lines of business.



## UST Global’s Commitment to Nebraska

UST Global has been a trusted partner to premier healthcare organizations for over 20+ years of continuous service in helping our customers solve their most pressing business problems. While UST Global operates within a global footprint, in mid-2018 we recognized the need for developing a HIPAA secure facility in the United States to offer healthcare payers a domestic hub for outsourcing their business operations.

With our Kearney facility UST Global continues its strong commitment to Nebraska. With this investment, UST Global’s commitment to rural communities and the delivery of US-based rural talent for its clients continues to grow as an integral and essential component of UST Global’s global delivery ecosystem. This \$4.5 million delivery center was completed in early 2018. It currently has a talent capacity of 150+ with the ability to double capacity to 300+ in less than a year. This location has been chosen to be responsible for performance of the contract for the Nebraska DAS and DHHS Contact Tracing Services and Vaccine Helpline though we will be using our successful work-at-home model under the current Covid situation.

### Kearney, NE, USA

- Total Area: 22,000 sq. ft.
- Total Capacity 150+ seats
- The location is a 2-story building
- Highly educated workforce skilled in technology, customer service and business operations
- ISO 27001 certified - Dedicated facility for BPO operations, State-of-the-art Training infrastructure

In the fall of 2018, UST Global selected Sidney as its Primary operations center and entered into a multi-year lease arrangement with Bass Pro to occupy what is now a City-owned state-of-the-art facility in downtown Sidney. Deeply concerned over the local economic conditions in Sidney, UST Global committed to the NDOL to fill 100 jobs in Sidney by year end 2019. We are now 127 strong in Sidney, projected to grow to 300 associates. Sidney has been selected as the backup site for Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services.

### Sidney, NE, USA

- Total Area: 65,000 sq. ft.
- Total Capacity 400+ seats
- Capacity for ramp-ups: The proposed location is a 3-story building with capacity to house new expansion
- Highly educated workforce skilled in technology, customer service and business operations
- 1: 85 job posting to candidate ratio
- HIPAA compliant - Dedicated facility for Business Operations, State-of-the-art Training infrastructure.

Together with our clients, we believe we can have boundless impact in the world around us

Mission

**Transforming Lives**

Goal

**3 Billion**

**Impact India**

Nationwide program providing 10,000 technology jobs for the country’s differently abled.

**UST Step IT Up**

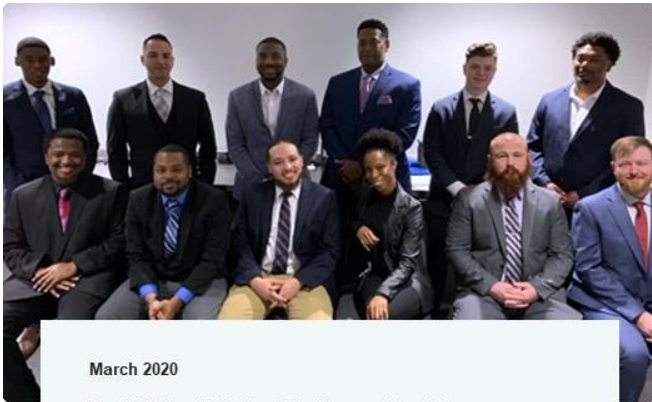
Program to bring minority women and military veterans into the world of IT



## Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal

### UST Global Step IT Up Program

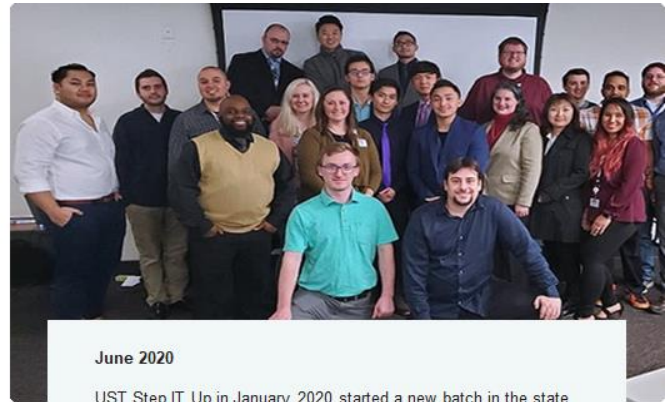
UST Global's unique accelerated talent development program to train women, minorities, and military veterans in local communities to be technology professionals.



**March 2020**

The UST Step IT Up batch for Fiserv graduated in a ceremony held in Marietta, Georgia. The batch was a class of twelve graduates.

The all-veteran-class completed an immersive 95-day training program in Manframe System Admin Programmer in Marietta.



**June 2020**

UST Step IT Up in January 2020 started a new batch in the state of Washington near the Seattle area for Costco Wholesale.

Encouraging each other, the entire batch passed their final assessment and are excited to begin their engagement at Costco in June 2020.

<https://vimeo.com/312232301>

### Impact

A UST Global national program to provide technology jobs for the differently abled individuals. The program has the qualified participants (who are differently abled) go through an intense 60-90-day boot camp training program against pre-identified job opportunities. The training program is aligned to the customer roles.



### Awards and Recognitions



**Apr 2020:** UST Global wins ISG 2020 Top Case Study Award for Digital Excellence



**Feb 2020:** UST has won the 'Best Innovation in Employee Engagement' award at the Employee Engagement Summit 2020 by UBS Forums



**Feb 2020:** UST Global wins the Best Supplier Award 2019 in the first-ever Supplier Summit conducted by NetApp



**Feb 2020:** UST Global's IS team receives CII Award in the category "Digital Transformation for best Practices"



**Mar 2020:** MyDoc Pte. Ltd, part of UST Global, wins Frost & Sullivan 2020 Singapore Telehealth Company of the Year award



**Mar 2020:** UST Global won the Microsoft AI award for the 'Best AI solution for Societal Impact'

### Xpanxion Awards



**Mar 2020:** Xpanxion recognized for its diversity and inclusion with the award for 'Equal Opportunity Enabler' at the national conference, Shagun - The Auspicious



**Mar 2020:** Xpanxion's Product Development team wins 'Team of the year' at Yash 2020

### CyberProof Awards



**Mar 2020:** Silver Winner on 16th Annual Info Security PG's 2020 Global Excellence Awards under the category Startup of the Year for Security Services



**Mar 2020:** Recognized at the 2020 Cyber Security Excellence Award in the Managed Detection and Response category



**Mar 2020:** Received an award in the category of Next-Gen Managed Detection and Response (MDR) at this year's Cyber Defense Magazine's 8th Infosec awards



**April 2020:** ISG Research™ recommends CyberProof's innovative managed detection and response services

## Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal

### B. FINANCIAL STATEMENTS

UST Global Inc. is a privately held company and we have no judgments, pending or expected litigation or other real or potential financial reversals, which might materially affect the viability or stability of the organization.

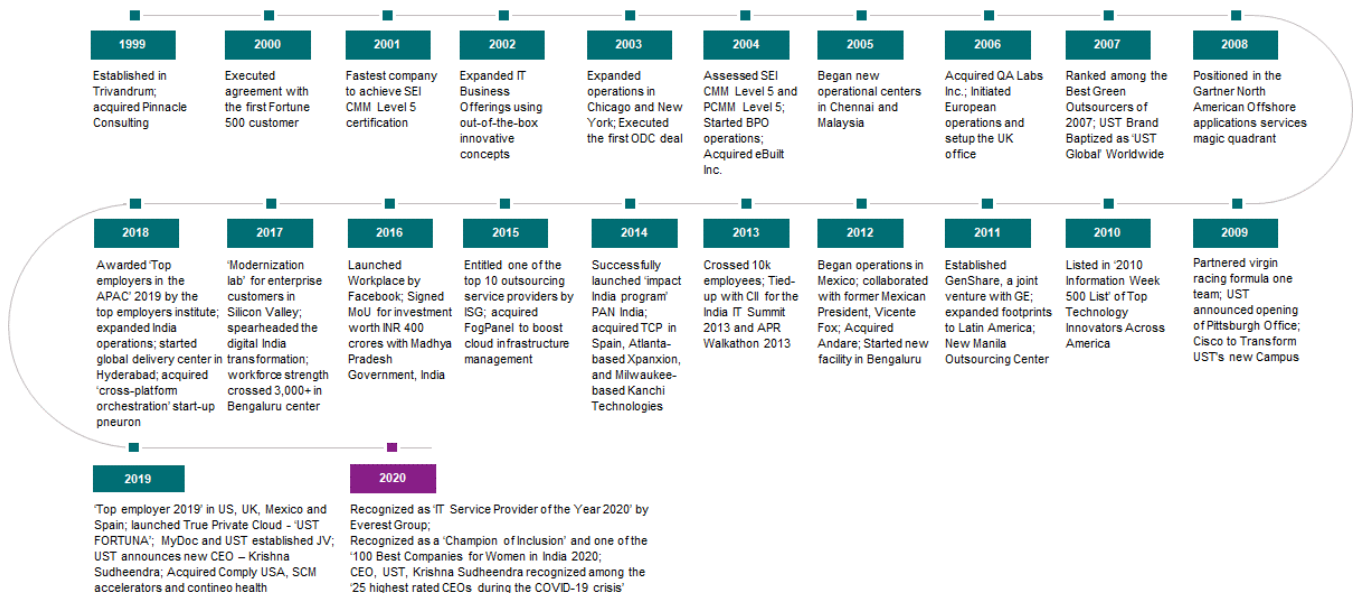
#### Banker reference is:

Name of Bank: CITIBANK N.A  
 Point of Contact: Eleanor Chan  
 Address: 300 S. Grand Ave., Ste. 3140 Los Angeles, CA 90071  
 Senior Relationship Manager,  
 Commercial Banking- Southwest  
 300 S. Grand Ave., Ste. 3140  
 Los Angeles, CA 90071  
 T 213 239 1977  
[eleanor.m.chan@citi.com](mailto:eleanor.m.chan@citi.com)

\*UST Global can make financial statements available to the State of Nebraska upon request.

### C. YEARS IN BUSINESS

#### Years in Business: 21



**21** **Years in business**  
 We have been bringing technology to life for our clients for over 20 years

**TEMASEK**

We are privately held with an investment from one of the largest PE funds in the world

**26** **Countries**  
 We operate in 26 countries with over 34 delivery centers and 42 operating centers

**140**

**Clients**  
 We serve over 140 Global 1000 clients

**26K** **Employees**  
 We have over 26,000 associates committed to your success

**7+**

**Industries**

- Healthcare
- Retail & CPG
- Semiconductor
- Manufacturing
- Financial Services
- Technology, Media & Telecom
- Travel & Hospitality

**D. CHANGE OF OWNERSHIP**

UST Global anticipates no change in ownership or control of the company during the 12 months following the proposal due date

**E. OFFICE LOCATION**

For the purposes of this contract we will be using our successful work-at-home model, which under current COVID-19 conditions supports more than 98% of our workforce. Remote associates use secure hardware / software packages to ensure data security, effective monitoring, quality assurance, and compliance. Our physical location that will be responsible for performance of this contract will be in Kearney, Nebraska at the following address.

**Primary Office Location**

UST Global, Kearney, NE  
5408 Global Dr  
Kearney, NE 68847

**Secondary Office Location**

UST Global, Sidney, NE  
812 13<sup>th</sup> Avenue  
Sidney, NE 69162

**F. RELATIONSHIPS WITH THE STATE**

**Contract with State:**

Services Contract between the Nebraska Department of Health and Human Services, Division of Children and Family Services, Economic Assistance and UST Global

**PURPOSE:** The purpose of this Contract is to provide additional staffing capacity for ACCESSNebraska in response to the COVID-19 pandemic and Medicaid expansion.

As of April 2021, UST Global provides 50 full-time associates to answer inbound calls to support

1. Applications to the Economic Assistance Programs and Medicaid
2. Changes in income and other status

**Contract ID:** 90285-O4, Signed Date: 4/22/2020

**DHHS Contract Manager:**

**Sharon Kruse**  
301 Centennial Mall S.  
Lincoln, NE 68509  
(402) 326-3941  
Sharon.kruse@nebraska.gov

**G. BIDDER'S EMPLOYEE RELATIONS TO STATE**

No party named in this proposal is or was an employee of the State of Nebraska within the past two years.

**H. CONTRACT PERFORMANCE**

In the past two years, UST Global has not had a contract terminated for default, convenience, non-performance, non-allocation of funds, or any of the descriptions provided in section VI.H. of the RFP.

**I. SUMMARY OF BIDDER’S CORPORATE EXPERIENCE**

For reference, here are three current projects highlighting our call center experience in healthcare related fields with two options in contact tracing

	State of Nebraska - ACCESSNebraska	University of Hartford for Contact Tracing Services	Sacred Heart University for Contact Tracing Services
Project time period	April 22, 2020 to April 21, 2022	Aug. 17 to May. 14, 2021	January 21, 2021 to July 20, 2021
Scheduled and actual completion date	Scheduled completion: April 21, 2022	Scheduled completion: May. 14, 2021	Scheduled completion: July 20, 2021
Bidder’s Responsibilities	<ol style="list-style-type: none"> <li>1. Provide agents to answer inbound calls for new applicants in two main benefit categories- Medicaid and Economic assistance.</li> <li>2. Agents fill out and submit the necessary forms for the benefits an applicant wishes to apply for over the phone.</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide licensed nurses to perform the Contact Tracing Services</li> <li>2. Responsible for monitoring, assessing, and reporting entries of individuals through an In-House Daily Monitoring App for the university community called “LiveSafe App”. If the individual is experiencing any symptoms, to make recommendations to seek medical assistance such as contacting Health Services, Public Safety, or the local healthcare provider in Urgent Care Centres</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide licensed nurses to perform the Contact Tracing Services.</li> <li>2. Responsible for monitoring, assessing, and reporting entries of individuals on a daily basis</li> </ol>
Customer Information	Contact person: Sharon Kruse Contact telephone number: 402-326-3941 Fax number: Email address: Sharon.kruse@nebraska.gov	Contact person: Jessica M. Nicklin Contact telephone number: 860-768-5365 Fax number: Email address: nicklin@hartford.edu	Contact person: Edward M. Shea Contact telephone number: 203-365-4796 Fax number: 203-371-7997 Email address: sheae@sacredheart.edu
Project description	All work performed as a PRIME CONTRACTOR Original Budget = \$ 2,820,569.56  <ol style="list-style-type: none"> <li>1. Responsible to assist new applicants in applying for a wide array of benefits such as Aid to Dependent Children, Assistance to Aged, Blind, or Disabled, Supplement Nutrition Assistance Program (SNAP), Low Income Home Energy Assistance Program (LIHEAP), Child Care Assistance, and</li> </ol>	All work performed as a PRIME CONTRACTOR Original Budget = \$316,480  <ol style="list-style-type: none"> <li>1. Responsible for monitoring the health and well-being of UHart community members in isolation and quarantine by conducting daily follow up calls.</li> <li>2. Responsible in performing Contact Tracing/ Identifying exposed individuals to positive case members</li> </ol>	All work performed as a PRIME CONTRACTOR Original Budget = \$168,000  <ol style="list-style-type: none"> <li>1. Responsible for calling or interviewing a person who was exposed or tested positive for COVID-19 infection to identify, notify, assess and monitor anyone who came in close contact with them while they were infectious and to identify contacts who may have been infected through close</li> </ol>

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

	<p>Social Services for Disabled Adults and Children. These benefits fall under the umbrella of Economic Assistance, and all use the same application link on AccessNebraska.</p> <ol style="list-style-type: none"> <li>2. Support applicants on Medicaid which provides assistance with family planning, consultation, and treatment.</li> <li>3. Provide assistance on Limited programs like P-EBT.</li> <li>4. UST Global handles 740+ calls on an average per day and has assisted over 31000 applicants</li> <li>5. Responsible for Printing and Postage of the applications, print fulfilment is supported from our Sidney, NE facility.</li> <li>6. UST Global strives to provide a friendly, efficient, and helpful experience in submitting a new application for benefits with the Nebraska Department of Health and Human Services.</li> </ol>	<p>of UHart community (students / faculty / staff / visitor), notifying said individuals of their exposure, and assigning a preliminary Risk Category to each identified contact based on the affected persons description of the nature of the contact and CDC guidelines.</p> <ol style="list-style-type: none"> <li>3. Responsible for contacting all forwarded names of individuals (from the University) as potential COVID positive cases or contacts, make necessary recommendation based on assessments conducted via the call.</li> <li>4. Communicates with Local Health Department for updates on the new and pertinent information about COVID-19, trends of cases within the state of CT, updates on the use of the Local State Contact Tracing website/ tool and to endorse all identified non-UHart cases or contacts for state monitoring.</li> <li>5. Responsible in reporting and updating all pertinent information to University COVID Response Team</li> <li>6. Conduct daily check-ins or follow ups to assess signs/ symptoms via locally designated method. Facilitate referrals for testing and medical evaluation and management for contacts who become symptomatic to the health services or Department of Public Health. Always remind them regarding their last day of isolation or quarantine period.</li> </ol>	<p>contact to prevent onward transmission. Initiate prompts communication with cases or contacts through text, phone calls, email, and other communication platform as necessary.</p> <ol style="list-style-type: none"> <li>2. Responsible for monitoring the health and well-being of SHU community members in isolation by conducting daily follow up calls and every other day in quarantine.</li> <li>3. Responsible in performing Contact Tracing/ Identifying exposed individuals to positive case members of SHU community (students/faculty/staff/visitor), notifying said individuals of their exposure and discussing health protocols per CDC guidelines.</li> <li>4. Responsible for contacting all forwarded names of individuals (from the University) as potential COVID positive cases or contacts, make necessary recommendation based on assessments conducted via the call.</li> <li>5. Communicates with Local Health Department on the updates on new cases and contacts and pertinent information about COVID-19, trends of cases and contacts within the state of CT through the Local State Contact Tracing website/ tool.</li> <li>6. Responsible in reporting and updating all pertinent information to University COVID Response Team/ SHU Admin via emails and through Microsoft Teams Group Chat.</li> <li>7. Co-responsible in maintaining a "Phone Call/ Email Log" and "Master list of All Cases</li> </ol>
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**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

			<p>and Contacts” through Microsoft Teams File Sharing. (SHU is currently building a main system/application to be used from communication, execution, monitoring and reporting of end to end process.</p>
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In addition to the above contact tracing services, we have existing contracts with the University of Connecticut, Quinnipiac University and Trinity College. We also provide contact center services across multiple industry types from US, Mexico, Philippines, Spain, India.

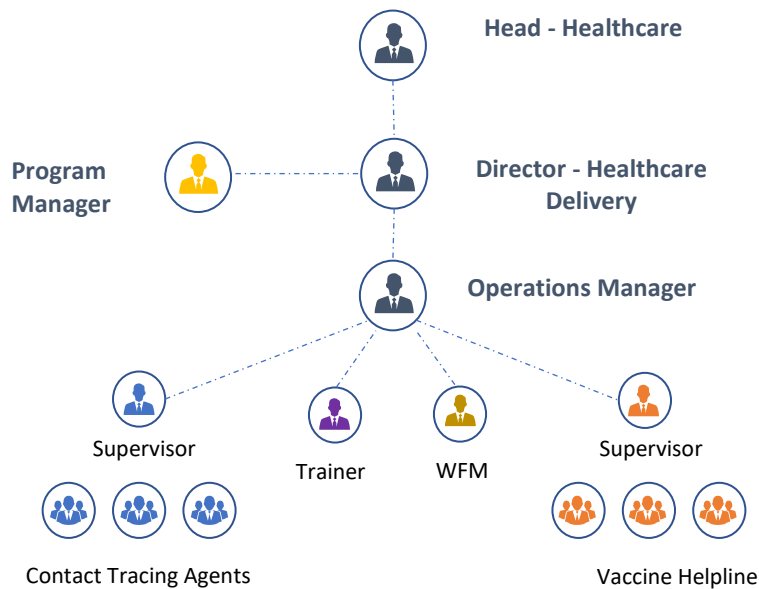
**J. SUMMARY OF BIDDER’S PROPOSED PERSONNEL / MANAGEMENT APPROACH**

**1. Proposed Approach**

UST Global’s approach to team structure will follow the flow outlined below. Individual agents will be clustered together in teams of approximately 15 agents to 1 team lead. Regardless of the requested amount of resources from the state all team leads will report to a single Delivery Manager who will serve as the primary contact to the State of Nebraska. Management Oversight will be provided by the Director of Healthcare, Delivery and Head of Healthcare.

Our resources will be provided temporary work from home (WFH) option and will secure sufficient space in our Kearney and Sidney Nebraska offices. These offices will act as a fall-back option to ensure seamless services are provided to State of Nebraska Contact tracing work.

**2. Proposed Organization Structure**



**Director – Healthcare Delivery**

Director, Healthcare delivery is responsible to coordinate and liaise with stakeholders on driving implementation of operational strategies and ensuring correct and timely deliverables in a given vertical. The director will be focused to continuously improve Operational processes to make them more efficient, reliable and cost effective. Director Operations will be one of the most important enablers to achieve the vision of making the program a success.

Day to Day Responsibility:

- Responsible for managing gross margin, program, and project profitability, CSAT, & ESAT
- Accountable for the output of an operations center, ensuring that all customer requirements are met in a cost effective, timely and compliant manner.
- Responsible for bottom-line for various accounts or multiple accounts as assigned
- Manages service level agreement performance as per the SOW
- Identifying and dealing with short-term and long-term risks for various accounts
- Active contribution in strategizing of the accounts - including new service offering and ways to grow the account.
- Active contribution in building short term operational plans and long-term strategic plans for the vertical.
- Contributing at company level - company annual plans, strategic plans, and business and process development

Process Management

- Ensure policies & procedures applicable to the client are followed and in its relationships with clients
- Playing significant role in building capabilities and processes and developing people to execute on these plans.
- Ensures that Operational Excellence is embedded in the creative center operations to deliver continuous improvement
- Drive execution while adhering to systems and processes as per various set standards laid down by the company and division.
- Active contribution in managing top line through presales by working closely with the sales team, on assigned accounts.
- Ensuring non-disclosure agreements are signed off by contractors, vendors as applicable
- Manage a large team including Ops. Managers and Leads across multiple work stream



Krishnadas  
Balakrishnan\_Resume

**Program Manager**

Program Manager is responsible for delivering, managing, and integrating projects with cross-functional requirements into a cohesive program through the entire lifecycle. In some cases, these projects may have a degree of uncertainty.

Day to Day Responsibility:

- Actively leads all phases of the projects and program. Identifies, assesses, and manages risks to the success of the program and ensures stakeholders have information to make effective decisions
- Defines, communicates, and champions a method of working to deliver the organization’s objectives
- Defines and champions program governance to ensure there is sufficient executive support and guidance
- Builds key relationships with all areas of the business to ensure the success of the program
- Maintains effective control, leadership, and responsibility for the delivery of the program - including scope, schedule, budget, quality, and business value
- Develops and leads the process for dealing with rapid and/or major change

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

- Ensures the communication channels and processes are in place to notify key stakeholders so that plans can be amended, and the necessary action taken
- Leads the definition, delivery and deployment phases of the program utilizing best project management practices
- Optimizes assignment of resources across projects and makes recommendations as needed
- Establishes self as program management expert within the program
- Understands and incorporates best practices into programs managed in order to ensure successful delivery including establishing appropriate tools and processes to meet program goals; influencing program sponsors to make the appropriate decisions and modifications in response to external influences on the program
- Facilitates transformation by challenging the status quo
- Effectively communicates complex ideas at multiple organizational levels and modifies personal approach and style to reflect changing circumstance
- Develops and maintains broad knowledge of related functional areas across the business
- Interacts with senior leadership, both one-to-one and through various committees
- Ensures appropriate visibility of progress, risks, and issues to all levels of management, up to and including executive management
- Able to clearly communicate and influence by adapting style to reflect changing needs at all stakeholder levels

**Delivery Manager**

Delivery Manager is responsible for day to day operations of the group assigned including but not limited to performance and metrics management, people management, client, and customer management.

Day to Day Responsibility:

- Process Metrics review with the stakeholders
- Ensuring the process meets the defined Service Level
- ISO and HIPAA compliance
- People Management
- Effective Resource Utilization
- Timely reporting of deliverables
- Manage escalations and provide effective solutions
- Attend Client calls, Status Meetings and Client Feedback
- Coaches and mentors AMs & DMs



Resume\_Steven  
Eckhardt\_Delivery Ma

**Supervisor**

A supervisor is a dynamic self-motivated individual who possess excellent communication and leadership skills. The successful candidate will have the ability to create strong relationships with key clients, while possessing the self-motivation, drive. The supervisor is expected to lead by example and have both a personal and team target

Day to Day Responsibility:

- Provides front-line supervision to an operational team, typically responsible for transactions or processes.
- Leads a team ensuring the highest quality of service is provided to clients.
- Monitors performance of the team and reports results and issues to higher-level leadership.
- Ensures individual and team service levels are met or exceeded
- Assists team with escalated client or account issues.
- Has input into hiring, staffing, and maintaining a diverse and effective workforce.

**Nebraska DAS and DHHS Contact Tracing and Vaccine Helpline Services Proposal**

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- Interact with clients and internal departments to resolve issues.
- Works with the team to complete assignments using established guidelines, policies, and procedures



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**Workforce Analyst**

A workforce analyst needs to ensure consistent methodologies are followed to maintain quality and support the preparation of ad hoc analysis that enables strong understanding of the business. The analyst also creates all production-based reporting and ensures achievement of all metrics by driving the stakeholders.

Day to Day Responsibility:

- Queue management ensuring calls/transactions are being managed
- Further optimization of scheduled activities and adjusting based on OOO shrinkages
- Send of interval and productivity reports to spread awareness about the program status in production
- Flag of the queue and out of adherence and ensuring agent productivity and efficiency
- Attendance tracking and reporting
- Recommend mitigation plans such as AHOD and overtimes if needed
- RCA and deep dive analysis for failure of meeting SLA
- Weekly scheduling calls
- Keep intact communication with Operations/Onshore WFM partner
- Efficient skilling of associates based on their profiles
- Send day-end reports

**Trainer**

A trainer plays a key role in the agents' training experience, responsible for effective training, providing inputs to the design and measurement of programs, and providing coaching and feedback to drive key performance indicators.

- Conduct quality assurance evaluations (internal audits) for employees to improve the customer experience
- Provides immediate feedback to employees who incur critical error
- Conducts regular feedback to employees regarding their quality audits
- Spearheads in internal and external calibration sessions and provide calibration result.
- Generate weekly, monthly, and quarterly quality audit-related reports which shall be sent out to internal clients such as Operations Manager and team captain.

Help improve the technical competence of our frontline consultants through quality evaluations which identify both strengths and development opportunities

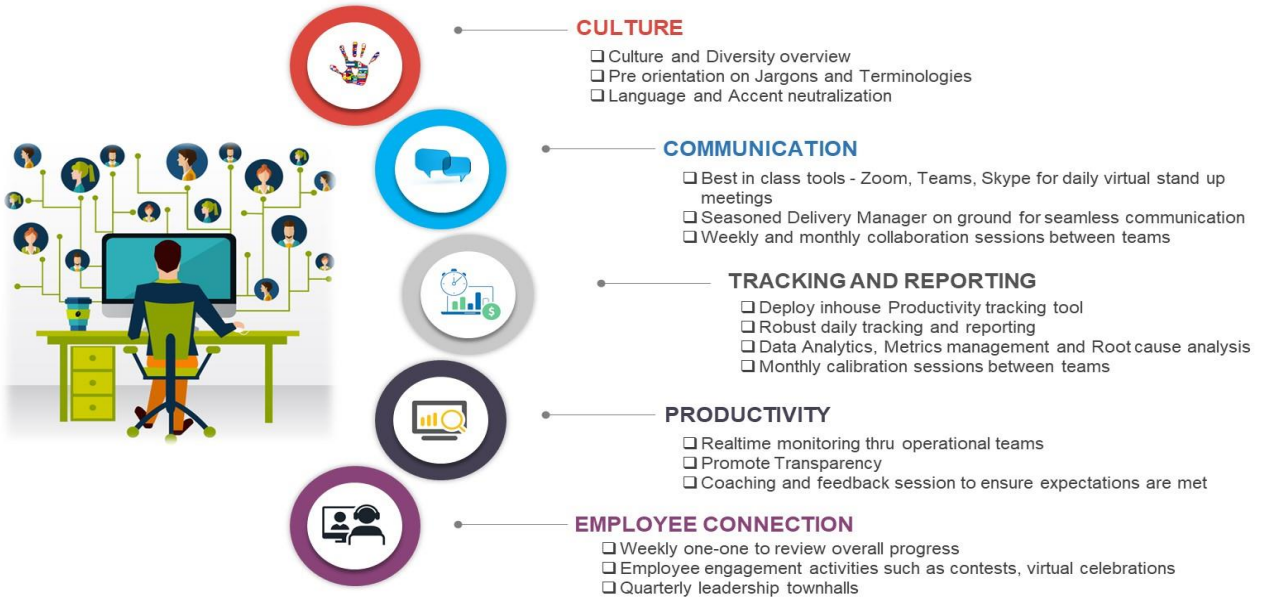


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**3. Governance**

Governance Model		
Review Type	Mode	Participants
Quarterly Business Review	<ul style="list-style-type: none"> <li>• Power Point</li> <li>• Zoom / MS Teams</li> </ul>	Executive Leadership – State of Nebraska, UST
Monthly Operations Review	<ul style="list-style-type: none"> <li>• Power Point</li> <li>• Zoom / MS Teams</li> </ul>	Business Owners, Client Partners, Ops Managers
Weekly Project Status	<ul style="list-style-type: none"> <li>• Excel Reports</li> <li>• Email</li> </ul>	Project Managers, Ops Managers

**4. Remote Working**



**K. SUBCONTRACTORS**

No Subcontractors will be used.

..... End of Document.....

**Cost Proposal  
RFP 6499 Z1  
Option 3 - Contact Tracing and Vaccine Helpline**

Bidder Name: UST Global Inc

**Table 1:** Staff Hourly Rate – Bidder must provide a rate per hour for contact tracers. For purposes of evaluation, the State will calculate the hourly rate for 25 individuals at 40 hours per week.

	<b>Initial Term</b>	<b>Renewal 1</b>	<b>Renewal 2</b>	<b>Renewal 3</b>
<b>Hourly Rate</b>	\$ 36.00	\$ 35.50	\$ 35.00	\$ 35.00

**Table 2:** Training– Bidder must provide a rate per hour for per training hour per individual required by the State to perform contact tracing role. For purposes of evaluation, the State will estimate 4 hours of training for 425 individuals.

	<b>Initial Term</b>	<b>Renewal 1</b>	<b>Renewal 2</b>	<b>Renewal 3</b>
<b>Hourly Rate</b>	\$ 0	\$ 0	\$ 0	\$ 0

**Table 3:** Vaccine Helpline – Bidder must provide an all-inclusive monthly rate.

	<b>Initial Term</b>	<b>Renewal 1</b>	<b>Renewal 2</b>	<b>Renewal 3</b>
<b>Monthly Rate</b>	\$ 374,955	\$ 369,747	\$ 364,539	\$ 364,539

# Krishnadas Balakrishnan (Director – HC Delivery)

2810 Southwick Drive, Cumming, GA 30041

Email: [Krishnadas.balakrishnan@ust.com](mailto:Krishnadas.balakrishnan@ust.com)

Phone: +1 949-416-1712

[www.linkedin.com/in/krishnadas81](http://www.linkedin.com/in/krishnadas81)

A strategic Client Partner whose results are rooted in providing exceptional client experience, proven strategic transformation acumen and building relationships thru leadership lens

## CORE SKILLS

- Program Management
- Global Operational Delivery
- Business Process Improvement
- Relationships and Business Development

## WORK EXPERIENCE

**UST GLOBAL, Alpharetta -GA- July 2019-till date**

**Role: Director, Operational Delivery**

Global Delivery Leader and Client Partner for a portfolio of Healthcare Accounts. Responsible for a team of 300+ executives serving healthcare clients across multiple delivery across US and Philippines providing Clinical Services and Contact Tracing Services

**Operational Delivery-**

- Build, foster and direct a team of exceptional leaders to deliver outstanding client experience and surpassing contractual obligations
- Work closely with delivery managers to ensure operational deliverables, SLA's, metrics are consistently delivered
- Provide guidance to team on hiring, staffing, workforce management, operational governance etc.
- Periodic review with team on project progress, performance updates. Clear obstacles and roadblocks to ensure seamless delivery
- Conduct ongoing skip level meetings with all leaders to understand overall team morale, opportunities for improvements and provide organizational updates
- Review process improvement opportunities and support creative thinking thru ongoing projects
- Review overall project financials

**ADP, Alpharetta -GA - January 2017 – June 2019**

**Role: Senior Director- Transformation**

Business Transformation, Digital Initiatives & PMO lead across multiple locations. Accountable for building short- and long-term transformational roadmap for orchestrated strategy, methodology for enterprise wide initiatives, oversee large & complex programs, PMO, governance and provide guidance for successful & on time program delivery

- Align business transformation and intelligent automation/digital programs to organization goals to support Win as One mindset
- Integrated digital program savings from BPI, ERP, OCR, RPA and AI into budget and fiscal year financial planning
- Strategize and guide Transformation leads on solution design, planning and execution of high impact and complex improvement projects across multiple locations
- Empower operational leaders with strong policy and procedures aligning them to compliance and statutory requirements.
- Execute Business Process Improvement (BPI) and Continuous Improvement initiatives thru Lean Six Sigma and Project management tools
- Harness the power of Voice of Customer data to revamp client experience
- Collaborate with Intelligent Automation CoE to build program specific solutions, test, deploy & monitor periodically

- Lead global operating cadence, periodic report on profitability and growth metrics

#### **Key Program benefits delivered**

- ERP implementation with 6 integrations and data migration- ROI-\$2M per year
- 32% reduction in data conversion thru Lean and RPA solutions- ROI-\$1.2M per year
- 36% reduction in balances conversion thru Lean and RPA solutions-ROI \$1.8M per year
- 4W reduction in project commencement post LOI thru Lean-ROI \$3M per year

#### **Cognizant Technologies Corporation, Hartford CT and Duluth GA- August 2010 – January 2017**

**Deputy General Manager- Business Transformation & Consulting Lead-** Insurance (P&C- Consumer & Commercial, Wealth Management, Workers Comp)

Accountable for OpEx and Consulting initiatives across US and Canada for strategic insurance clients. Accountable for P&L of strategic accounts and delivery growth. Led and directed a team of Consultants who drove business transformation, operations optimization & digital projects.

- Developed and Enhanced strategic business partnerships by fully engaging and building trust with key client decision makers.
- Negotiated and influenced stakeholders across multiple business units and geographies, influencing positive change through hands on engagement.
- This included scoping, solutions, proposing Offshore Operations structure, planning, setting up technology and infrastructure, process migration and delivery handover.
- Set up delivery center at offshore locations, ensuring availability of appropriate infrastructure for the project, control infrastructure costs to provide maximum benefits.
- Monitored the overall functioning of processes, identifying improvement areas and implementing adequate measures to maximize customer satisfaction level.
- Executed effective Change Management Practice, Continuous Customer Engagement and understand Customer Financial Objectives while proposing transition solutions.
- Built plans to continuous improvement projects, including resources, timeline and critical paths.

#### **ADDITIONAL WORK EXPERIENCE**

**Deutsche Bank Group, Bangalore, India | Manager – HR Business Transformation**

**GE Money, Hyderabad, India | Asst Manager- Healthcare Operations**

**Infosys BPO Ltd. Pune, India | Transition Lead**

**GE Capital, Hyderabad, India | Process Developer**

#### **EDUCATION**

**Bachelor's in Business Administration, Annamalai University, India**

**Post Graduate Diploma in Human Resource Management, ICFAI, India**

#### **PROFESSIONAL DEVELOPMENT**

Certified Lean Six Sigma Black Belt

Certified Problem & Change Manager

#### **References:**

1. Jennifer Miller – Vice President, ADP – Alpharetta GA, Mobile: 678-463-8245
2. Colin Frazier – Vice President, ADP – Alpharetta GA, Mobile: 678-587-8765
3. Abhi Hazra – Director- Kronos - Alpharetta GA, Mobile: 678-361-5204

#### **Understanding about Process:**

The State of Nebraska is soliciting proposals for Contact Tracing Services. The scope of work essentially is for Outbound Contact Center for English and Spanish Language in the US where calls are made using state systems on each positive case and tracing is performed to minimize further impact. Time sensitive service requires empathy and diligent follow up's. SLA's are required to be adhered. Contractor is expected to be able to scale up or reduce staffing as described in the proposal.



# Steve Eckhardt (Delivery Manager)

Phone: 308-249-2560

Email: steven.eckhardt@ust.com

## Overview

Information Technology leader who engages, empowers, and energizes collaborative teams. Experienced Delivery Manager who discerns and delivers pragmatic but value-added solutions in complex environments. High potential leadership in Agile culture with a quality focus, making evidence-based decisions on testing and system validation. Demonstrated history of improving cross-functional communications, streamlining processes toward lean infrastructure, and continuing education in Enterprise Network Systems, Conflict Resolution, Project Management, Business Analytics, Business Process Improvement, Leadership Skills, Team Building, and more.

## Related Skills

Team Building  
Process Improvement  
Business Analytics  
Lifecycle Management

Resource Management  
Quality Assurance  
Program Management  
Conflict Resolution

Budgeting and Reporting  
Project Management  
Research and Development  
Waterfall & Agile Methodologies

## Leadership Accountability

- Currently leads the delivery of the onshore records retrieval project for UST Global. Oversight of 70 employees in my channel. Responsible for all aspects of delivery including providing daily reporting on financials, team metrics, training development, process improvement, and team building.
- Lead the delivery of the single largest 2019 IT project for the Bass Pro Direct Channel. The effort consolidated two legacy order entry systems for Bass Pro and Cabela's into a new Order Management System on the IBM Sterling and WebSphere Commerce systems using both Waterfall and Agile Methodologies. My primary responsibility was the delivery of the IBM Sterling Call Center and all foundational integrations for the base Sterling OMS product. Integrations included Accertify fraud, Vertex tax, Sales Audit, Cheetah Digital, WCS order delivery, IBM DB2 Datalake, and Address Validation. This project required exhaustive detailed designs, requirements gathering, and management of multiple teams both internal and external.
- Lead the delivery of Cabela's E4473 and Electronic Bound Book. This system integrated tightly with our legacy order management system (CRMS) and our distribution systems on IBM WMS/Yantra. Software AG's webMethods was the integration platform. This system required extensive collaboration with compliance, distribution, retail, ATF, and finance functions. The primary methodology used was Waterfall with HP-ALM used for lifecycle management.
- Lead the delivery of 12 stores for Cabela's in 2014 and 14 stores in 2015. Improved processes and vendor selection to reduce annual costs by \$600k.
- Lead HIPAA software conversions and network compliance monitoring for private practice from North San Antonio to North Austin.
- Worked closely with key business stakeholders to understand the needs for project development and improve their customer experience
- Facilitated meetings among Senior Leaders on project status, roadblocks, and budget
- Balanced the wants and needs of competing business units in a holistic approach to ensure all solutions were a good fit for the entire organization.

## **Tested Capabilities**

- Program Management
  - Prepared estimates and proposals regarding the design and implementation of hardware, software, and development solutions.
  - Managed resource allocation to ensure project outcomes on corporate-wide IT needs.
  - Created and monitored budgets over the lifetime of a project.
  - Negotiated contracts and evaluated vendor performance evaluation.
  - Handled multiple high priority projects even with conflicting priorities.
  - Oversaw integrations between cloud and internal systems including database and EDW.
- Department and Facility Management
  - Hiring, oversight, training, evaluation, and termination of employees - team sizes up to 70
  - Strong Human Resource skills
  - Management of loss prevention and theft recovery efforts
  - Collaboration with Finance Department through provision of budgeting and forecasting for company-wide IT needs
  - Relies heavily on Business Acumen skills to balance the wants and needs of competing business units to provide a holistic approach to ensure all solutions are a good fit for the entire organization

## **Work Experience**

- Delivery Manager Records Retrieval Contact Center UST Global (Sidney, NE)
- Solutions Delivery Manager Order Management and CRD Bass Pro Shops (Sidney, NE)
- Solutions Delivery Manager Retail Applications Cabela's (Sidney, NE)
- IT Depot Manager Cabela's (Sidney, NE)
- Service Desk Duty Manager Cabela's (Sidney, NE)
- IT Department Manager Fountain People, Inc. (San Marcos, TX)
- Consultant Stillwater Consulting, Inc. (San Marcos, TX)

## **Leadership Recognition**

- Cabela's Emerging Leaders Graduate
- Cabela's IT Team of the year
- Ranked #32 of Top 100 Fastest-Growing Minority-Owned Businesses by *Hispanic Magazine*
- *Small Business of the Year* (1998) San Marcos Hispanic Chamber of Commerce
- Freshman Leadership Organization – Southwest Texas State University
- Eagle Scout – Boy Scouts of America

## References

Sarah Sinnet – Vice President Marketing and Technology – G.L. Huyett 402-671-2731

Denis Bashtovoi – IT Director of Direct Channel – Bass Pro Shops 308-249-7165

Heather Kratzer – IT Director of Planning – Bass Pro Shops 308-440-5489

# ASHLEIGH MEINKE

Ashleigh.ruiz@ust.com

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## UST Team Lead

### POSITION DESCRIPTION

- Responsible for a team of 30 agents
- Utilize Monitoring Software to Track Activity and Ensure Agent Performance
- Perform Call Monitoring for Tenured Agents
- Score Agent Calls for Quality Assurance
- Utilize Agent Reporting Software to Prepare Metric Dashboard
- Evaluate Team and Agent Performance and Statistics
- Provide One-on-One Agent Performance Coaching
- Implement Strategies for Agent Development and Success
- Set Goals for Team Members
- Implemented Incentive Programs to Improve Metrics While Maintaining Quality
- Lead Team Meetings
- Ensure Procedures Are Followed
- Assist Agents with Software Issues
- Submitting Service Tickets When Needed; Ensure Issues Are Dealt with In Timely Manner
- Evaluate Progress on Difficult Accounts and Devise New Methods to Work It Appropriately
- Handle Complex Calls for Facilities Requiring Communication with A Supervisor
- Take Part in Daily and Weekly Company Meetings
- Complete Impromptu Assignments in Response to Interagency and Operational Needs
- Take Daily Attendance of Remote Team
- Interview and Evaluate Potential New Hires
- Enforce Company Standards and Expectations
- Initiate Discipline Through Performance Improvement Plans
- Handle Agent Terminations
- Assist in Creating New Training Program
- Assist in Refresher Training for Tenured Agents

# BRANDON MAXON

[brandon.maxon@ust.com](mailto:brandon.maxon@ust.com)

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## UST Team Lead

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- Enforce Company Standards and Expectations
- Initiate Discipline Through Performance Improvement Plans
- Handle Agent Terminations
- Assist in Creating New Training Program
- Assist in Refresher Training for Tenured Agents

## **EXPERIENCE**

### **STATE FARM INSURANCE**

#### **CLAIMS ADJUSTER, MARCH 2017-JUNE 2020**

- • Apply understanding of auto policy and endorsements, state laws and regulations, and automotive repair procedures for claim processing
- • Obtain, utilize, and maintain Claims Adjuster License for claim handling in all 50 states
- • Answer inbound calls (approx. 70 per day/10-12 minute H.T. - H.T. not including post call claim processing)
- • Mentor and conduct huddles for trainees while continuing to meet daily metrics
- • Eligible for Task Team activation to assist neighboring sectors when needed

### **AMERICAN HOMEPATIENT**

#### **INSURANCE SPECIALIST, JUNE 2014**

#### **ACCOUNT MANAGEMENT TEAM LEAD, MARCH 2015 - JUNE 2016**

- • Train and mentor team on document collection and insurance specifications for home healthcare services
- • Manage 20+ person team while monitoring and reporting daily assignments and metric reports to direct manager
- • Perform outbound calls (approx. 50 per day) to providers and patients
- • Handle and resolve customer escalations
- • Collect patient records and insurance authorizations from medical/insurance providers
- • Educate patients on durable medical equipment functions
- • Ensure prompt completion of medical equipment orders to patient's satisfaction

# COURTNEY PAYNE

Courtney.payne@ust.com

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## UST QA/Trainer

### POSITION DESCRIPTION

- Creating PowerPoints for trainings and any new processes
- Train new agents
- Performing Mock calls with new agents to ensure their knowledge of basic processes before moving forward
- Coordinating with the client to set up training Modules for new agents
- Keeping track of attendance for new agents during training.
- Monitoring the new agents calls while they are still in the Nesting phase of Production.
- Refresher trainings for tenured agents
- Researching processes to assist tenured agents
- Assisting in answering questions of tenured agents
- Quality Assessment for agents calls
- Assisting the management team with any minor day to day tasks
- Conduct quality assurance evaluations (internal audits) for employees to improve the customer experience
- Provides immediate feedback to employees who incur critical error
- Conducts regular feedback to employees regarding their quality audits
- Spearheads in internal and external calibration sessions and provide calibration result.
- Generate weekly, monthly and quarterly quality audit-related reports which shall be sent out to internal clients such as Operations Manager and team captain.