GEORGIA
TECHNOLOGY
AUTHORITY

GTA Direct

Master Services Agreement

For

GTA Direct Services - Hosted Contact Center

Between

Georgia Technology Authority

And

DELOITTE CONSULTING LLP

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MASTER SERVICES AGREEMENT
for
GTA Direct Services

This **Master Services Agreement for GTA Direct Services** (including all exhibits and attachments hereto, this "**Master Services Agreement**" or "**MSA**"), dated as _____, 2022 (the "**Effective Date**"), is made by and between the **Georgia Technology Authority** ("**GTA**"), whose principal place of business is located at 47 Trinity Avenue, Atlanta, Georgia, 30334, and **Deloitte Consulting LLP**, a _____limited liability partnership, whose place of business is located at 191 Peachtree St. NE, Suite 2000, Atlanta, GA 30303("**Supplier**") (each, a "**Party**" and collectively, the "**Parties**").

1. Background and Introduction.

GTA is entering into this MSA as part of its "**GTA Direct Program**". This program facilitatesthe accelerated procurement of services by allowing eligible entities to contract directly with the qualified Suppliers rather than with GTA. In addition to establishing the GTA DirectProgram and confirming each Supplier's continuing qualification thereunder, GTA will provide governance over the contracts to monitor conformance to the MSA's scope and terms.

1.1 Framework.

Customers under GTA Direct Program. A "**Customer**" may be any state or local government body or entity within the State of Georgia, or not for profit Georgia college anduniversities. GTA may publish from time to time eligibility requirements for organizations to be Customers participating in the GTA Direct Program. As part of GTA's governance role described above, GTA may discuss with Customers the status of this MSA and the Supplier's general performance under the GTA Direct Program.

(a) **Master Services Agreement**. This MSA sets forth terms and conditions between GTA and Supplier with respect to services that may be provided by the Supplier to Customers under the GTA Direct Program.

(b) **Customer Purchase Agreements**. A Customer may purchase from Supplier the services described in **Exhibit 1A (Order Package (Customer Purchase Agreement, Catalog of Services, Service Levels, Pricing))** through an agreement between such Customer and Supplier under this MSA (each, a "**Customer Purchase Agreement**"). **Exhibit 1A (Order Package (Customer Purchase Agreement, Catalog of Services,Service Levels, Pricing))** may be updated or replaced by mutual written agreement of the Parties. For clarity, such changes will not impact any Customer Purchase Agreements then in effect (except to the extent the Customer and Supplier mutually agree to amend their agreement to implement any such changes).

(c) A form of a Customer Purchase Agreement is set forth in **Exhibit 1 C (Form of Customer Purchase Agreement)**. This is a standard agreement to be proposed by Supplier and approved by GTA. Each Customer Purchase Agreement will describe the particular services being purchased by the applicable Customer from Supplier, including corresponding service levels and pricing. Supplier is required to use only the current version of this Customer Purchase Agreement for new sales and may not supersede this agreement with other termsand

conditions. Supplier and Customers may negotiate changes to this agreementfor specific sales transactions, but Supplier must obtain GTA approval for the changes.

(d)   **Change Orders**. After execution of a Customer Purchase Agreement, Supplier and the applicable Customer may add, remove or change services from those available under **Exhibit 1A (Order Package (Customer Purchase Agreement, Catalog of Services,Service Levels, Pricing))** to such agreement by executing a change order, the formof which will be provided by Supplier.

(e)   **Customer Participation Acknowledgement; Customer Responsibility.** As a precondition to the effectiveness of any Customer Purchase Agreement, Suppliershall obtain from the Customer and deliver to GTA an executed Customer Participation Acknowledgement in the form of **Exhibit 1B (Customer Participation Acknowledgement Form)** hereto (the "**Customer Participation Acknowledgement**"). Supplier agrees that the Customer executing a Customer Purchase Agreement shall be acting solely onits own behalf and that neither GTA nor any other entity, including any other Customer, shall be liable under or with respect to such Customer Purchase Agreement or any of the executing Customer's (or Supplier's) obligations inconnection therewith.

(f)   Supplier is required to comply with the provisions and requirements of O.C.G.A. § 50-5-64 *et* seq., as it may be amended from time to time.

1.2   MSA Exhibits.

This MSA includes each of the following which are incorporated by this reference subject to Section 14.12.

(a)   Exhibits.

Exhibit 1 – Customer Documents

Exhibit 1A – Order Package (Customer Purchase Agreement, Catalog of Services, Service Levels, Pricing)
Exhibit 1B – Customer Participation Acknowledgment Form
Exhibit 1C – Form of Customer Purchase Agreement

Exhibit 2 – E-Verify Affidavits
Exhibit 2A – E-Verify Affidavit – Supplier
Exhibit 2B – E-Verify Affidavit - Subcontractor

Exhibit 3 - Additional Documents
Exhibit 3A – Definitions
Exhibit 3B – Statement of Work
Exhibit 3C – Pricing
Exhibit 3D – Statement of Work Explained Scope
Exhibit 3E – Customer Purchase Agreement
Exhibit 3F – Service Level Matrix
Exhibit 3G – Service Level Definitions

(b)   Request for Proposal and response materials.

2.   MSA Term and Termination.

2.1   Term.

The term of this MSA shall begin on the Effective Date and shall expire June 30, 2024, unless earlier terminated by GTA in accordance with this MSA.

2.2   Renewal.

No later than sixty (60) days prior to the end of the then current term, GTA may renew thisMSA by providing written notice to Supplier. GTA shall have four (4) such consecutive renewal options, each for up to twelve (12) months at GTA's sole discretion.

2.3   Termination by GTA for Cause.

GTA has the right to terminate this MSA for cause, in whole or in part, if:

(a)   Supplier breaches or is in default of any material obligation of this MSA, which default is incapable of cure, or which, being capable of cure, has not been cured within thirty (30) days after Supplier's receipt of notice of such default (or such additional cure period as GTA may authorize);

(b)   Supplier suspends or terminates its operation of business, becomes subject to any bankruptcy or insolvency proceeding under federal or state law, or becomes unable to pay its obligations as they accrue; or

(c)   (i) Supplier is debarred or suspended from performing services on any public contracts; (ii) any certifications or licenses as may be required hereunder are revoked or no longer in effect for any reason; (iii) Supplier fails to comply with confidentiality laws or provisions; or (iv) Supplier furnished any statement, representation or certification in connection with this MSA or any applicable bidding process which is materially false, deceptive, incorrect or incomplete.

2.4   Termination for Convenience.

GTA has the right to terminate this MSA for convenience upon thirty (30) days prior writtennotice to Supplier, at no cost or penalty to GTA.

2.5   Return of Property.

Upon termination of this MSA (or, if later, any applicable Customer Purchase Agreement),each Party shall cease using and promptly return to the other Party (or destroy) all papers,materials and other property of the other Party then in its possession and applicable to thisMSA; provided, however, GTA shall be entitled to retain materials associated with any continuing Customer Purchase Agreement and appropriate archival materials associatedwith the GTA Direct Program, including materials related to Supplier.

2.6   Effect of Termination.

No new Customer Purchase Agreement may be executed after the termination or expiration of this MSA. However, the termination or expiration of this MSA shall not causethe termination or expiration of any Customer Purchase Agreement, which shall continuein force and effect (and the provisions of this MSA will be deemed to remain in effect withrespect to such Customer Purchase Agreement) until such Customer Purchase Agreement terminates or expires in accordance with its terms; provided,

however, that nonew Change Orders may be executed under such Customer Purchase Agreement unlessexpressly approved by GTA in writing. For the avoidance of doubt, unless GTA has stipulated that this MSA will terminate with respect to any outstanding Customer PurchaseAgreement, the Fee will remain due for any Customer Purchase Agreement that survivesthe termination or expiration of this MSA.

3. Fee.

3.1 General.

Supplier agrees to remit to GTA a quarterly fee as specified in this Section (the "**Fee**") for administrative services performed by GTA with respect to this MSA. Supplier further acknowledges that its charges under the Customer Purchase Agreements shall be sufficient to compensate Supplier for its performance of the services and its obligation to pay the Fee to GTA. As such, Supplier has factored the Fee into its pricing for the CustomerPurchase Agreements and shall not separately itemize, invoice or charge any Customer forpayment or reimbursement of all or any portion of the Fee.

3.2 Calculation and Payment of Fee.

The amount of the Fee shall equal two and one half percent (2.5%) of revenue sold through its contracts by Supplier to Customers under all Customer Purchase Agreements in the aggregate during the applicable calendar quarter (excluding sales taxes and adjusted forapplicable credits or refunds). Supplier must pay to GTA the Fee with respect to each calendar quarter on or before the last day of the month immediately following the end of such quarter (the "**Latest Fee Payment Date**"), as follows:

Calendar Quarter During Which Work Performed	Months	Latest Fee Payment Date
Quarter 1	January 1 – March 31	April 30
Quarter 2	April 1 – June 30	July 31
Quarter 3	July 1 – September 30	October 31
Quarter 4	October 1 – December 31	January 31

Fee payments shall be submitted to GTA by Automatic Clearing House (ACH), for receiptnot later than the Latest Fee Payment Date. Supplier must complete and submit the formauthorizing electronic payment.

3.3 Services Usage and Aggregate Charges Report.

(a) Supplier shall submit to GTA a report on the services usage and aggregate charges for each calendar quarter (the "**Services Usage and Aggregate Charges Report**").Services Usage and Aggregate Charges Reports must be delivered to GTA no later than the Latest Fee Payment Date. Each Services Usage and Aggregate Charges Report shall reflect, at a minimum, the following information for the applicable calendar quarter:

   (i)   Supplier's name;

   (ii)   MSA Contract Number;

   (iii) applicable calendar quarter to which the Services Usage and Aggregate

Charges Report relates;

(iv)   listing of all Customer Purchase Agreements, by Customer name and Customer Purchase Agreement Effective Date; and

(v)   total dollar amounts invoiced to and received (and receivable) from Customers (excluding sales taxes and adjusted for applicable credits or refunds) under all Customer Purchase Agreements during such quarter (separately stated by Customer Purchase Agreement and including aggregate total for all Customer Purchase Agreements).

(b)   Supplier shall provide additional information in the Services Usage and Aggregate Charges Reports, as reasonably requested by GTA (including in requested formats). In addition, Supplier shall promptly respond to GTA questions and requests for supplemental information associated with any Services Usage and Aggregate Charges Report and shall meet with GTA upon request to discuss the GTA Direct Program, including the services and Customers' satisfaction therewith, and issues, concerns and opportunities.

4.   **Taxes.**

Each Party is responsible for payment of any taxes imposed upon it in connection with orrelated to this MSA.

5.   **Confidential Information.**

(a)   Each Party (as the "**disclosing Party**") acknowledges that, in connection with thisMSA, it may be necessary to disclose to the other Party certain information relatingto the disclosing Party or its business or operations (including that of its customersor other third parties with which it deals) which it maintains in a confidential manner,whether provided to the other Party in writing or otherwise, and which may includeanalyses, compilations, reports and other materials ("**Confidential Information**").Each Party agrees that it will not disclose, transfer, use, copy, or allow access to any such Confidential Information to any employees or to any third parties excepting those who have a need to know such Confidential Information in order to allow Supplier or GTA to perform its obligations or exercise its rights or receivethe intended benefits under or related to this MSA, as the case may be, and who have executed a nondisclosure agreement or are otherwise bound to enforceableobligations, in each case consistent with the provisions hereof.

(b)   Neither Party will have any obligation of confidentiality with respect to information that: (i) is or becomes (through no improper action or inaction of the receiving Partyor any of its affiliates, agents, consultants or employees) generally available to thepublic; (ii) can be demonstrated by the receiving Party to have been in its possession or known by it prior to receipt under this MSA; (iii) is rightfully disclosedto the receiving Party by a third party without restriction; (iv) is disclosed by the receiving Party with the written approval of the disclosing Party; (v) is developed independently by the receiving Party; or (vi) is obligated to be disclosed by applicable law, including order of a court of competent jurisdiction.

(c)   Notwithstanding the foregoing, GTA's obligations hereunder may be subject to theprovisions of the Georgia Open Records Act (O.C.G.A. § 50-18-70 *et* seq.),

as it may be amended from time to time.

(d) Promptly following written request of the disclosing Party, the receiving Party shallreturn or destroy the disclosing Party's specified Confidential Information and certify that it has done so.

6. Indemnification and Infringement.

6.1 Indemnification by Supplier.

At GTA's request, Supplier will, at Supplier's expense, indemnify, defend and hold harmlessthe State of Georgia, its agencies, departments, authorities and instrumentalities (including GTA), and their respective officers, directors, employees and agents (hereinafter collectively referred to as "**Indemnitees**"), from any and all demands, liabilities,losses, penalties, fines, fees, interest, awards, judgments, settlement payments, costs orexpenses (including court costs, reasonable attorneys' fees, and reasonable value of thetime spent by the Attorney General or other involved agency, office or party, as permittedherein) (collectively, "**Losses**") incurred in connection with any third party claim, suit or demand to the extent arising from or based on any of the following: (a) any breach of this MSA by Supplier; (b) Supplier's violation of any applicable law, rule or regulation; (c) Supplier's damage to or destruction of tangible or real property; (d) injury to personnel (including death) caused by Supplier; or (e) Supplier's services, deliverables or other obligations or materials provided under or related to any Customer Purchase Agreement,including any aspect of the engagement or employment by Supplier or its subcontractorsof its or their personnel, or the termination of such employment or engagement (includingclaims related to non-payment of wages, discrimination/harassment, unemployment or workers' compensation benefits, employee benefits, and any other claims concerning theterms and conditions of employment under any federal, state or local law governing employment).

6.2 Indemnification Procedures.

(a) **Notice**. Promptly after receipt by an Indemnitee of notice of the commencement or threatened commencement of any action, proceeding or other claim by a third party involving a claim in respect of which the Indemnitee may seek indemnification pursuant to the above, the Indemnitee will notify Supplier of such claim in writing and provide to Supplier all reasonably available information requested. No failure to so notify Supplier will relieve it of its obligations under this **Section 6 (Indemnification)** except to the extent that it can demonstrate damages or prejudice attributable to such failure. Within thirty (30) days following receipt of notice and such reasonably available information from the Indemnitee relating to any claim, but no later than ten (10) days before the date on which any response to a complaint or summons is due (the applicable period referred to herein as the "**Notice Period**"), Supplier will notify the Indemnitee in writing if Supplier assumes responsibility to indemnify, defend and hold harmless the Indemnitee and elects to be involved in the defense and settlement of that claim (an "**Notice of Election**"). Supplier will be responsible for all Losses related to such claim if Supplier is obligated to indemnify the Indemnitee.

(b) **Procedure Following Notice of Election**. If Supplier delivers a Notice of Election relating to any claim within the required Notice Period, Supplier will be involved in the defense and settlement of such claim; provided, however, that (1) the Indemnitee will be entitled to participate in the defense of such claim at its own expense and

the Office of the Attorney General of the State of Georgia will represent and defend the Indemnitee, and (2) Supplier will obtain the prior written approval of the Indemnitee and the Georgia Attorney General before entering into any settlement of such claim or ceasing to defend against such claim.

(c) **Procedure Where No Notice of Election Is Delivered**. If Supplier does not deliver a Notice of Election relating to any claim within the required Notice Period or otherwise comply with its obligation to defend hereunder, the Indemnitee, represented by the Office of the Attorney General of the State of Georgia (or other arrangement allowed by law), may proceed to defend the claim in such manner as it may reasonably deem appropriate, at the cost and expense of Supplier. Supplier will promptly reimburse the Indemnitee for all applicable Losses related to such claim. In such case, the Indemnitee represented by the Attorney General of the State of Georgia (or other party as applicable) may settle any such claim without the consent of Supplier. If it is determined that Supplier failed to defend a claim for which it was liable, Supplier will not be entitled to challenge the amount of any settlement or compromise paid by the Indemnitee.

(d) Supplier's obligation to indemnify any Indemnitee will survive the expiration or termination of this MSA by either Party for any reason.

6.3 Infringement by GTA.

In the event GTA infringes upon or misappropriates the intellectual property of Supplier with respect to any item used by Supplier to provide the Services or which is provided bySupplier to GTA under this MSA, GTA will, without limiting any other rights and remediesSupplier may have under this MSA, and at law or equity, be liable for any costs and expenses, including reasonable attorneys' fees, incurred by Supplier as a result of such infringement or misappropriation.

7. Independent Contractor; Contractor Personnel.

7.1 Independent Contractor.

In its relationships with GTA and the State of Georgia, and for all tax, liability and insurancepurposes, Supplier agrees that it is an independent contractor. Supplier shall have the soleright to manage, control and direct the method, manner and means by which its services are performed. Supplier shall be responsible for compliance with all applicable laws, rulesand regulations involving its employees and any subcontractors, including but not limited to employment of labor, hours of labor, health and safety, working conditions, workers' compensation insurance, and payment of wages. Neither Supplier nor any of its agents, servants, employees, subcontractors or suppliers shall become or be deemed to becomeagents, representatives, or employees of GTA or the State of Georgia. This MSA shall notbe construed so as to create a partnership or joint venture between Supplier and GTA or the State of Georgia. Supplier shall not hold itself out to be an employee or agent of GTAor use the name of GTA in its business in any way.

7.2 Trading with State Employees.

The Parties certify that this MSA does not and will not violate the provisions of Georgia's code of ethics and conflicts of interest statutes set forth in O.C.G.A. § 45-10-20, et seq., in any respect. Supplier agrees not to employ any individual whose employment would result in a violation of such law.

7.3   Drug-Free Workplace.

(a)   Supplier represents, warrants and covenants that it has and shall maintain substance abuse policies, in each case in conformance with GTA rules and applicable laws, including O.C.G.A. § 50-24-1 et seq., and Supplier personnel shall be subject to such policies.

(b)   Supplier will obtain from any subcontractor hired to perform services for this MSA the following written certification: "As part of the subcontracting agreement with Supplier, (subcontractor's name) certifies to Supplier that a drug-free workplace will be provided for the subcontractor's employees during the performance of this agreement pursuant to paragraph seven (7) of subsection (b) of O.C.G.A. § 50-24-3." Supplier will provide GTA with a copy of each such certification as soon as practicable. Supplier may be suspended, terminated, or debarred if it is determined that Supplier has made false certification herein above or has violated such certification by failure to carry out the requirements of O.C.G.A. § 50-24-3.

8.   Compliance with Laws.

(a)   Each Party shall perform its obligations under this MSA in accordance with all applicable federal, state and local laws, rules and regulations. Supplier shall obtain and maintain and shall cause its subcontractor to obtain and maintain all approvals, permissions, permits, professional licenses, and other documentation required to comply with all applicable laws, rules or regulations.

(b)   Supplier certifies that neither Supplier nor any of its subcontractors have been debarred, suspended or declared ineligible by any entities of the State of Georgia or as defined in the Federal Acquisition Regulations 48 C.F.R. Ch. 1 Subpart 9.4. Supplier immediately shall notify GTA if Supplier or any of its subcontractors become debarred by the State of Georgia or placed on the Consolidated List of Debarred, Suspended, and Ineligible Contractors by any federal entity.

9.   Non-exclusivity.

This MSA is entered into solely for the convenience of GTA and the State of Georgia, andin no way precludes GTA or the State of Georgia from obtaining or arranging like goods and services from other suppliers.

10.   Vendor Lobbyist Certification.

Supplier hereby certifies that, as of the Effective Date, any lobbyist employed by Supplierto lobby within the State of Georgia has registered with the Georgia Government Transparency and Campaign Finance Commission and complied with the requirements ofthe Executive Order dated October 1, 2003 ("Providing for the Registration and Disclosureof Lobbyists Employed or Retained by Vendors to State Agencies"). This MSA may be declared void at GTA's sole discretion, if it is determined that Supplier has made false certification hereinabove or has violated such certification by failure to carry out the requirements of such Executive Order or other applicable law.

11.   Immigration and Security.

Supplier hereby certifies that it complies with the Immigration Reform and Control Act of 1986 (IRCA), D.L. 99-603 and the Georgia Security and Immigration Compliance

Act, O.C.G.A. § 13-10-90. The e-Verify Certificate form attached hereto as **Exhibit 2A (E-VerifyAffidavit – Supplier)** shall be completed by Supplier and notarized, certifying compliancewith the foregoing as of the Effective Date, and thereafter at the request of GTA. Further,the e-Verify Certificate form attached hereto as **Exhibit 2B (E-Verify Affidavit – Subcontractor)** shall be completed by any subcontractors employed for delivery of services under this MSA or any Customer Purchase Agreement and notarized, certifying compliance with the foregoing as of the Effective Date, and thereafter at the request of GTA.

12. Incorporation of Anti-BDS (Boycott, Divestment and Sanctions Campaign againstIsrael) Legislation.

Supplier certifies that Supplier is not currently engaged in, and agrees for the duration of this MSA not to engage in, a boycott of Israel, as defined in O.C.G.A. § 50-5-85.

13. Limitation of Liability.

13.1 Disclaimer of Certain Damages.

NEITHER SUPPLIER NOR GTA SHALL BE LIABLE TO THE OTHER FOR ANY INDIRECT, CONSEQUENTIAL, EXEMPLARY, SPECIAL, INCIDENTAL OR PUNITIVE DAMAGES, INCLUDING LOSS OF USE OR LOST BUSINESS, REVENUE, PROFITS, OR GOODWILL, ARISING IN CONNECTION WITH THIS MASTER SERVICES AGREEMENT.

13.2 Cap on Liability.

GTA'S LIABILITY TO SUPPLIER UNDER THIS AGREEMENT OR ANY STATEMENT OF WORK WILL NOT EXCEED THE AMOUNTS PAID OR TO BE PAID BY GTA TO SUPPLIER UNDER THE STATEMENT OF WORK AT ISSUE IN THE 12-MONTHS PRIOR TO THE EVENT GIVING RISE TO SUCH LIABILITY.

IN NO EVENT SHALL SUPPLIER'S AGGREGATE LIABILITY UNDER THIS MASTER SERVICES AGREEMENT EXCEED THE AMOUNT OF THE CHARGES PAID OR PAYABLE BY GTA DURING THE TWENTY FOUR (24) MONTHS BEFORE THE EVENT GIVING RISE TO SUCH LIABILITY; PROVIDED THAT IF THE EVENT GIVING RISE TO LIABILITY OCCURS DURING THE FIRST TWENTY FOUR (24) MONTHS AFTER THE EFFECTIVE DATE OF THIS MASTER SERVICES AGREEMENT, THE AMOUNT SHALL BE CALCULATED AS THE AMOUNT ANTICIPATED TO BE PAID BY GTA DURING THE FIRST TWENTY FOUR (24) MONTHS AFTER THE EFFECTIVE DATE OF THIS MASTER SERVICES AGREEMENT, OR TWENTY FOUR (24) TIMES THE AVERAGE MONTHLY CHARGES THUS FAR, WHICHEVER IS MORE.

13.3 Exclusions and Stipulations Relative to Section 13.2 as it Pertains to Supplier.

THE PROVISIONS ABOVE IN THIS SECTION 13 SHALL NOT APPLY TO: (A) LOSSES ARISING OUT OF GROSS NEGLIGENCE OR WILLFUL OR INTENTIONAL MISCONDUCT; (B) LOSSES ARISING FROM SUPPLIER'S BREACH OF SECTION 5 (CONFIDENTIAL INFORMATION); OR (C) LOSSES ARISING OUT OF SUPPLIER'S OBLIGATIONS TO INDEMNIFY ANY INDEMNITEE. FURTHER, TO THE EXTENT THAT A CUSTOMER PURCHASE AGREEMENT CONTAINS REIMBURSEMENT OR INDEMNIFICATION OBLIGATIONS RELATED TO A SUPPLIER'S BREACH OF ITS

DATA SECURITY OR DATA PRIVACY OBLIGATIONS, SUCH REIMBURSEMENTS SHALL BE DEEMED TO BE DIRECT DAMAGES AND NOT ANY OF THE TYPES OF DAMAGES DESCRIBED UNDER SECTION 13.1 ABOVE AND SHALL NOT BE GOVERNED BY THE LIABILITY CAP UNDER SECTION 13.2 ABOVE.

14. Miscellaneous.

14.1 Assignment and Delegation.

Unless GTA gives its prior written consent (such consent not to be unreasonably withheld),Supplier shall not assign any of its rights or delegate the performance of any of its duties under this MSA, regardless of whether such assignment or delegation is voluntary or involuntary, and whether it is by merger, consolidation, dissolution, operation of law or anyother manner. Any purported assignment or delegation by Supplier without such consentshall be null and void.

14.2 Amendments.

The Parties recognize and agree that it may be necessary or convenient for the Parties to amend this MSA to provide for the orderly implementation of all undertakings described herein, and the Parties agree to cooperate in good faith in connection with such amendments if and as necessary; provided, however, no change or modification or otheramendment to this MSA shall be valid unless the same is reduced to writing and signed by both Parties.

14.3 Headings.

The headings in this MSA have been inserted for convenience only and shall not affect orcontrol the meaning or construction of any of the provisions of this MSA.

14.4 Waiver.

The Parties may waive a provision of this MSA only by a writing executed by the Party orParties against which the waiver is sought to be enforced. No failure or delay in exercisingany right or remedy, or in requiring the satisfaction of any condition under this MSA, and no act, omission or course of dealing between the Parties shall operate as a waiver or estoppel of any right, remedy or condition. A waiver made in writing of a right under or provision of this MSA on one occasion shall be effective only for that instance and occasionand only for the purpose stated and a waiver once given is not to be construed as a waiveron any future occasion or against any other Party except as expressly provided in the applicable writing executed by the Party against which enforcement is sought.

14.5 Severability.

All provisions of this MSA are severable, and the unenforceability or invalidity of any of theprovisions will not affect the validity or enforceability of the remaining provisions. All provisions of this MSA will be construed in such a manner as to carry out the fullest intention of the Parties as is enforceable and valid.

14.6 Remedies.

No remedies or rights herein conferred upon the Parties are intended to be exclusive of any remedy or right provided by law or in equity, but each shall be cumulative and shall

be in addition to every other remedy or right given hereunder or now or hereafter existingat law or in equity (including the right of specific performance).

14.7   Publicity.

Supplier shall not release without GTA's prior written approval any publicity regarding thisMSA, including but not limited to, notices, information, pamphlets, press releases, research, reports, signs and similar public notices prepared by or for Supplier, identifyingthe State of Georgia or GTA; however, Supplier may reference this MSA in proposals for other contracts, subject to reasonable confidentiality restrictions, without GTA's prior approval.

14.8   Applicable Law and Venue.

The laws of the State of Georgia, U.S.A., without regard to its conflict of laws principles, govern all matters arising out of or relating to this MSA and the transactions it contemplates, including its interpretation, construction, performance and enforcement. Any lawsuit or other action based on a claim arising from this MSA shall be brought in theSuperior Court of Fulton County, Georgia.

14.9   No Liens.

Supplier will not file, or by its action or inaction permit, any liens to be filed on or against property (including realty) of GTA. In the event that any such liens shall arise as a result ofSupplier's action or inaction, Supplier shall promptly obtain a bond or otherwise undertaketo fully and promptly satisfy such liens and remove or have such liens removed at its solecost and expense within no more than ten (10) business days of such lien arising. If Supplier fails to so satisfy and have removed any such lien, GTA may, in its sole discretion,pay the amount of such lien and deduct such amounts from payments due to Supplier or, ifno further payments are due, promptly recover such amount from Supplier.

14.10   Notice.

Any notice required or permitted under this MSA shall be in writing sent to the addresseelisted below, and will be effective upon receipt as demonstrated by reliable written confirmation (for example, certified mail receipt, courier receipt or facsimile receipt confirmation sheet). Each Party may change its addressee information by notice pursuantto this provision.

To GTA	To Supplier
Georgia Technology Authority	Deloitte Consulting LLP
47 Trinity Avenue	191 Peachtree St. NE, Suite 2000
Atlanta, GA 30334-9006	Atlanta, GA 30303
Attn: Contract Management	Attn: Lauren Powalisz
Telephone: (404) 463-2300	
Fax: (404) 651-5333	
Email: Contracts@gta.ga.gov	

14.11   Counterparts.

The Parties may execute this MSA in multiple counterparts, each of which constitutes anoriginal, and all of which, collectively, constitute only one agreement. The signatures of both Parties need not appear on the same counterpart, and delivery of an executed

counterpart signature page by facsimile or by electronic mail shall be as effective as executing and delivering this MSA in the presence of the other Party. No Party shall be bound by this MSA until all Parties have executed it.

14.12   Order of Precedence.

In the event of any conflict or inconsistency among the terms of the various documents that collectively comprise this MSA, then to the maximum extent that the conflicting or inconsistent terms can reasonably be interpreted so that such terms are consistent with and supplemental to one another and do not conflict with each other, such consistent, non-conflicting and supplemental interpretation shall prevail, in a manner that gives effect to all of such terms. Subject to the foregoing, any conflict or inconsistency in this MSA shall be resolved by giving precedence in the following order: (a) this MSA, excluding its Exhibits; (b) the Exhibits to this MSA (including **Exhibit 1C (Form of Customer Purchase Agreement)** and (c) the Request for Proposal and response materials.

14.13   Entire Agreement.

This MSA constitutes the final and complete agreement between the Parties as of the Effective Date, and is the complete and exclusive expression of the Parties' agreement on the subject matter and supersedes any and all other prior and contemporaneous agreements and understandings between the Parties, whether oral or written. The provisions of this MSA may not be explained, supplemented or qualified through evidence of trade usage or a prior course of dealings. In entering into this MSA, neither Party has relied upon any statement, representation, warranty or agreement of the other Party except for those expressly contained in this MSA and the exhibits incorporated herein. There are no conditions precedent to the effectiveness of this MSA, other than those expressly stated herein.

14.14   Survival.

Any provision of this MSA which contemplates performance or observance subsequent to any termination or expiration of this MSA shall survive any termination or expiration and continue in full force and effect. Additionally, all provisions of this MSA shall survive expiration or termination to the fullest extent necessary to give the Parties the full benefit of the bargain expressed therein.

14.15   Interpretation.

Unless the context requires otherwise, (a) "*including*" (and any of its derivative forms) means including but not limited to, (b) "*may*" means has the right, but not the obligation to do something, and "*may not*" means does not have the right to do something, and (c) "*will*" and "*shall*" are expressions of command, not merely expressions of future intent or expectation.

14.16   Further Assurances.

The Parties agree that they will execute and deliver such other instruments and documents, and take such other actions, as the other Party may reasonably request to evidence or effect the transactions contemplated by this MSA.

14.17   Protection of State Equipment.

A vital component of GTA's mission is ensuring that any equipment or services procured

and/or offered by GTA adequately protects the security of governmental/public sector data. GTA has previously relied on the John McCain National Defense Authorization Act, H.R. 5515 (https://www.congress.gov/bill/115th-congress/house-bill/5515/text#toc-H4350A53097BD46409287451A50C4F397), which provided that agencies of the federal government are prohibited from procuring equipment or services from Huawei Technologies Company or ZTE Corporation (or any subsidiary or affiliate of such entities). For similar reasons, GTA determined that suppliers utilizing equipment or services provided by these entities would be excluded from GTA contracts. At the present time, prospective suppliers are advised not to use Huawei or ZTE as components or sub-components in any of their offered technical solutions/Catalogs. Lack of adherence may result in a range of actions available to GTA, up to and including disqualification/contract cancellation.

IN WITNESS WHEREOF, each Party has caused its authorized representative to execute this MSA as of the Effective Date.

GEORGIA TECHNOLOGY AUTHORITY	DELOITTE CONSULTING LLP
By: _Chris McClendon_ B3AA7D09247D447...	By: _____
Name: Chris McClendon	Name: Lauren Powalisz
Title: CPO	Title: Principal
Date: 3/4/2022	Date: March 4, 2022

EXHIBIT 1 - CUSTOMER DOCUMENTS
ORDER PACKAGE (CUSTOMER PURCHASE AGREEMENT, CATALOG OF SERVICES,)
SERVICE LEVELS, PRICING)
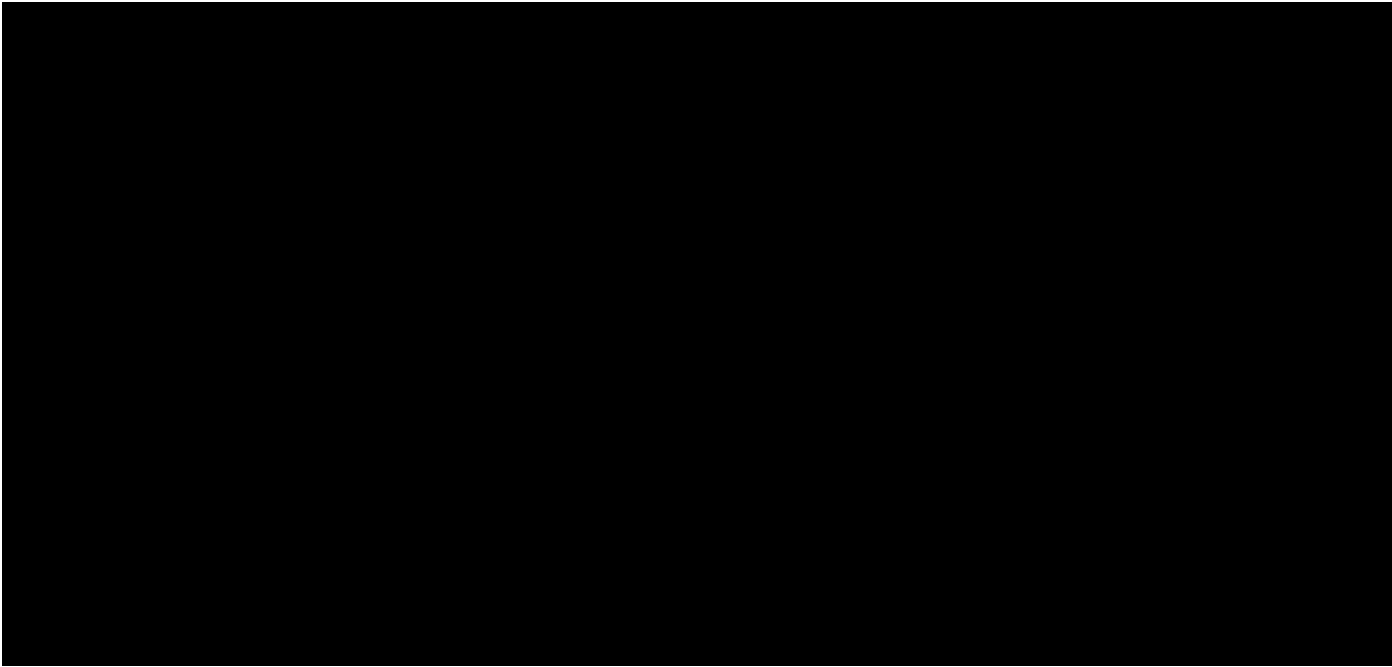
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Attachment 2-C-1: Solution Document

1.0 GENERAL DESCRIPTION

Through Deloitte's extensive experience supporting enterprise contact centers, we have observed a striking trend of contact center operations shifting to self-service based interactions, integrating complex applications, and modernizing network infrastructure through migration to cloud environments. In a world where customers have the extraordinary ability to choose from various standard and digital channels to communicate, contact center organizations are urgently looking to acquire the necessary technical assets required to develop memorable customer experiences through agile technical environments. The fully integrated Deloitte Digital Contact Center (D2C2) was developed with a goal of changing the market by delivering a cost effective, turnkey, contact center platform, while utilizing the industry's most cutting-edge technologies.

We Understand Customer Experience

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

Contact centers are often the only interaction a customer has with their service provider. What continues to drive our success in the market? We fundamentally understand the criticality of the contact center experience and the resulting relationship and brand service providers have with theirclients after an interaction. Our goal in responding to this RFP is to position for an opportunity to support GTA and Georgia agencies with developing strong connections with the constituents you serve by creating an awesome

contact center experience. We can do that through D2C2.

Why else is the customer experience important to us? Our team is not only a provider and implementer of D2C2 and contact center technologies; we also operate contact center service desksacross the United States, ███████████████████████████████ ███ We get to see first-hand how important modernized contact center technologies are to ensuring quality and reliability of services, and to the ability to flexible introduceservices more nimbly to meet the evolving needs of customers.

We are Different

Our competitors often boast about end-to-end native capability through single provider solutions; however, contact center technology is quite diverse, and several third-party applications are the industry standard. Despite native capability, many competitor solutions will integrate with third party applications for advanced functions and capabilities and will provide professional services forextremely complex integrations. D2C2 is here to simplify the market through our end-to-end cloud managed services. Our environment is fully integrated, and services that are often cost prohibitive are available to our clients through the D2C2 platform.

We are Secure

Our Cloud Hosted Environment is designed with the most stringent federal and industry security certifications in mind, and we are currently in progress to attain FedRAMP Moderate authorization. Per FedRAMP requirements, our technical solution is highly redundant and offers geographic redundancy as well as localized availability zones for additional availability. ██ ███ ███ ███

We Have the Best

████████████████, Deloitte has partnered with several leaders of the industry and has curated our D2C2 platform with the applications required to truly shape the customer experience. Through our strategic partnerships and alliances, our platform delivers advanced solutions, █████████████████████████████████ ████████████████████ as well as severalother integrated capabilities and features. The D2C2 platform is robust and designed to help agencies overcome the most complex challenges and provide customers with the most immersive experiences possible. D2C2's technical capabilities are vast, and we have several advanced capabilities available.

Table 1.0. D2C2 Pre-Integrated Products & Features

We are your Partner

Our contact center practice is built upon an unwavering dedication to the customer experience and people. Our team, from the top down, understands the complexity of contact center technology andoperations. Through our experience, we understand that at any given day or time an agent may become unavailable and underutilized for various reasons out of their control. Whether it's training, coaching, coming down with an illness, or planned time off, when an agent is off the phone, organizations are still responsible for paying for an agent license that is not being used.

2.0 CORE CONTACT CENTER SERVICES

In this section of our proposal, you will read details about how our approach and the D2C2 platformmeets the following Core Contact Center Services requirements.

RFP Requirement	Sub-Requirements	Meets or Exceeds Requirements
2.1 Hosted Services	2.1.1, 2.1.2, 2.1.3, 2.1.4, 2.1.5, 2.1.5.1, 2.1.5.2, 2.1.5.3, 2.1.5.4, 2.1.5.5, 2.1.5.6, 2.1.6, 2.1.7, 2.1.8, 2.1.9, 2.1.10, 2.1.11	✓
2.2 Automatic Call Distribution	2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5, 2.2.6, 2.2.7, 2.2.8, 2.2.9, 2.2.10, 2.2.11, 2.2.12, 2.2.13, 2.2.14, 2.2.15, 2.2.16	✓
2.3 Auto Attendant and Integrated Voice Response	2.3.1, 2.3.2, 2.3.3, 2.3.4, 2.3.5, 2.3.6, 2.3.7, 2.3.8, 2.3.9, 2.3.10, 2.3.11	✓
2.4 Reporting & Analytics	2.4.1, 2.4.2, 2.4.3, 2.4.4, 2.4.5, 2.4.6, 2.4.7, 2.4.8, 2.4.9, 2.4.10, 2.4.11	✓
2.5 Call Recording and Basic Quality Management	2.5.1, 2.5.1.1, 2.5.1.2, 2.5.1.3, 2.5.1.4, 2.5.1.5, 2.5.1.6, 2.5.1.7, 2.5.1.8, 2.5.1.9, 2.5.1.10, 2.5.1.11, 2.5.1.12, 2.5.2, 2.5.2.1, 2.5.3, 2.5.3.1	✓
2.6 Network and Transport	2.6.1, 2.6.1.1, 2.6.1.2, 2.6.2, 2.6.2.1, 2.6.2.2, 2.6.2.3, 2.6.3, 2.6.3.1, 2.6.3.2, 2.6.4, 2.6.4.1, 2.6.4.2	✓

Table 2.0 Core Contact Center Services Requirements Mapping

2.1   HOSTED SERVICES

The Service provider's solution addresses the requirements in this section with the following:

2.1.1   IS AVAILABLE AS "SOFTWARE AS A SERVICE" (SAAS)

D2C2 is available as Software as a Service (SaaS) and our applications and services will be available through web-based applications over the internet.

2.1.2   HAVE THE ABILITY TO SCALE UP/DOWN FULL CONTACT CENTER SERVICES ASNEEDED BY REQUEST

D2C2's technical solution is accompanied by a scalable managed service. The managed service provides technical support for Tier 1 requests as well as material changes to the environment through either an addition or removal of services. Our solution is designed to be highly scalable, and services are pre-integrated and simply need to be customized to meet client requirements. Our services are delivered quickly as turnkey solutions, and our integrated infrastructure allows our technical team to support service or capability requests in rapid fashion.

2.1.3   SUPPORT MULTIPLE CONTACT CENTER PARTITIONS AND AGENTS WITHFLEXIBILITY TO INTERACT WITH OTHER CONTACT CENTERS IF POSSIBLE

Our SaaS offering is delivered as a multi-tenant enterprise solution. Our system provides

both data segregation as well as cross-tenant access.

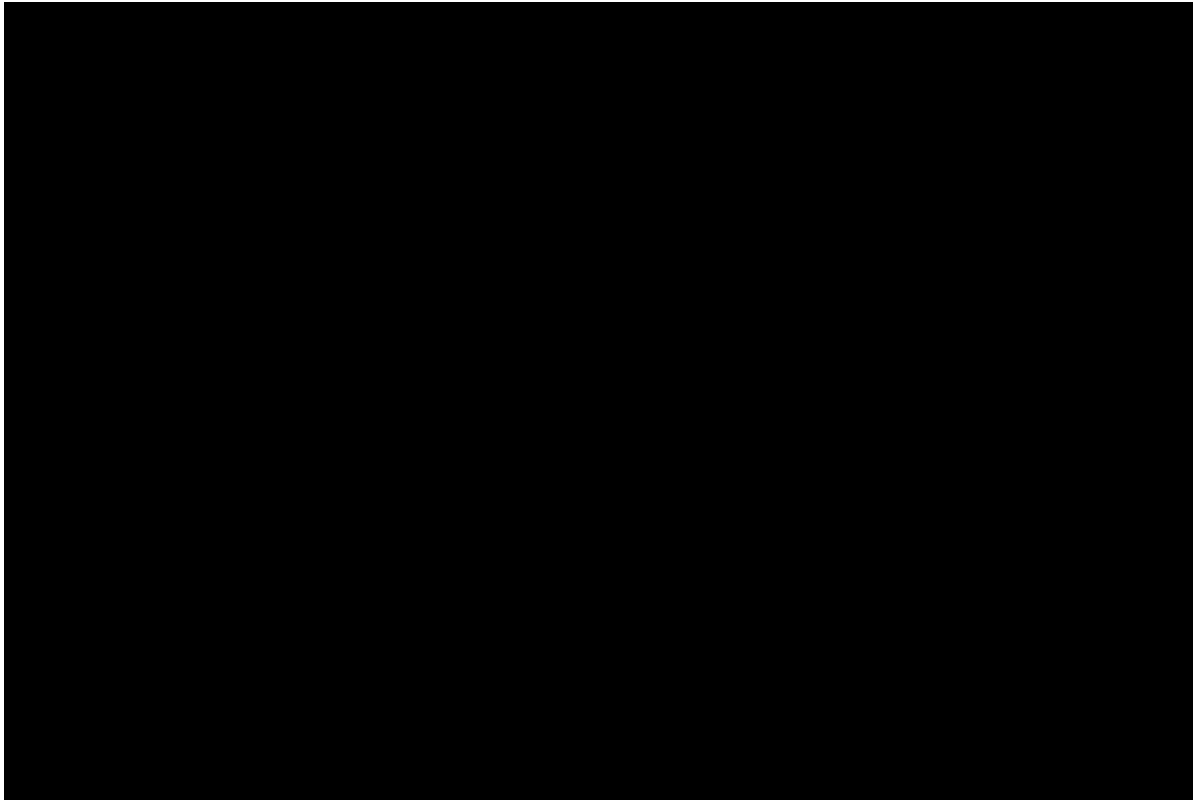### 2.1.4   PROVIDE REDUNDANCY FOR HOSTED CONTACT CENTER SERVICES

D2C2 is a FedRAMP-moderate SaaS offering and has been developed with security and businesscontinuity as foundational pillars of our design. The solution has multiple layers of redundancy for the various components and core services.

In addition to standard geographic redundancy, ████████████████████████████████ ████████████████████████████████████ his design increases application fault tolerance by removing 100% dependency on a single regional data center or node.

2.1.5 SUPPORT TDM AND VOIP COMMUNICATIONS TO AGENTS

D2C2 will support SIP-based communication for Standard VOIP, Multi-Protocol Label Switching(MPLS) and Time Division Multiplexing.

2.1.5.1 TDM, ability to route calls to PSTN for call termination on Agency provided systems

D2C2 offers PSTN termination for TDM systems utilizing a SIP Trunk.

2.1.5.2 VoIP, provide choice of hard or soft phone

D2C2 platform services will include hosted Public Branch Exchange (PBX) capabilities with industry standard functionality for hard and softphone support, standard call management (e.g.,hold, transfer, and conference) and unified communications. D2C2 can support various Cisco hard phones, and a D2C2 soft phone is provided as a part of the platform.

Table 3.0 D2C2 Compatible Phone Series

In addition to basic PBX features for hard or soft phones, D2C2 also offers integrated advanced capabilities for 508 compliance and E911 regulations. D2C2 is compliant for both Kari's law and the Ray Baum act. Our system ensures that every phone is capable of dialing 911, and notifications are configured to alert key staff when an emergency call is taking place. In addition, accurate dispatchable locations are configurable for all lines, including remote agents.

2.1.5.3 **Soft Phone should have minimal impact on existing desktop real estate environment**

D2C2's soft phone solution is designed to be an efficient, unified communications application that allows end users to call, chat, and video message one another through a single platform. The application is closely monitored by the engineering team for bugs and issues, and patches are rolled out regularly. Additionally, the D2C2 soft phone is integrated with the agent desktop and can be utilized completely minimized. While agents must log into the soft phone, all phone controls are available through the web-based agent desktop.

2.1.5.4 **Can leverage any standard 10-digit number**

D2C2 offers full support for any standard 10-digit number.

2.1.6 **PROVIDE A HOSTED CONTACT CENTER SOLUTION THAT IS PHYSICALLY LOCATED IN DATA CENTERS WITHIN THE UNITED STATES**

D2C2 is only hosted in Google Cloud Platform's west1-Oregon and east1-South Carolina regions and will not be hosted outside of the continental United States.

2.1.7 **HOSTED CONTACT CENTER SUPPORTED BY STAFF THAT IS PHYSICALLY LOCATED WITHIN THE UNITED STATES**

Our technical team is physically located in the United States. Deloitte maintains and operates Delivery Centers located in Mechanicsburg, PA; Orlando, FL; and Gilbert, AZ, where our D2C2 support staff is based.

2.1.8 **PROVIDE AND SUPPORT HCC SEATS IN PHYSICAL AGENCY LOCATIONS AND REMOTE TELEWORKER LOCATIONS**

D2C2 is fully supported by a technical team and set of self-service applications that are available 24/7/365. We also employ the use of remote "smart hands" as well as standard on-site visits to support both physical sites and remote users.

2.1.9 **ADMINISTRATIVE FUNCTIONALITIES AVAILABLE TO THE AGENCIES SHOULD INCUR NO FEES IF PERFORMED BY THE AGENCIES**

D2C2 is delivered as a managed service and technical support is included in the basic offering; however, the requesting agency will be provided with an administrative portal where appropriate staff can control several components of the call flow and system. Capabilities include:

- Name change
- Call flow adjustments through preconfigured flags
- Audio prompt upload and management
- Agent skill and team assignment
- Agent skill scheduling
- Wrap up or reason code management

2.1.10 PROVIDE A CALL DISPOSITION TOOL THAT CATERS TO THE RESPECTIVEBUSINESS MODEL OF THE AGENCY

Call dispositioning is provided as an out-of-the-box solution by D2C2. Reason or call disposition codes are created and assigned by a team (or group of agents), and our system can support a high degree of customization to support the respective business models of the relevant agencies. The call dispositioning process can be integrated into the agent workflow through theiragent desktop, Cisco Finesse, to require disposition input during and after a call.

2.1.11 INTERFACE WITH AGENCY DESIGNEE ON SUPPORT OF END USER SYSTEMS.DESKTOP SUPPORT. AND STANDARD IMAGES

Deloitte technical staff works closely with the agency designee on support of end-user systems,desktop support, and standard images for agents.

2.2 AUTOMATIC CALL DISTRIBUTION

The Service provider's solution addresses the requirements in this section with the following:

2.2.1 SUPPORT MULTI-CHANNEL ROUTING, BASIC AND ADVANCED CALL ROUTING, SKILLS-BASED ROUTING AND CALL BACK/VIRTUAL QUEUING

D2C2 can support both standard and complex routing and queue treatments through traditionalskills-based routing, advanced attribute-based routing, and virtual queue.

- **Standard Routing:** Using traditional skill-based routing, contacts queue to any number of skill groups. Priority can be set individually for each skill group based on data availableto the ACD, including common business rules to set a skill's priority.

- **Advanced Routing:** Precision routing offers a multidimensional alternative to skill grouprouting for your voice and omnichannel queues. Agents are assigned attributes. Attributes are characteristics that can be assigned a true | false value or a proficiency rating from one to 10. Routing rules are configured inside each precision queue. These can include call volume, wait time, or other factors to determine if additional agent attributes are needed to be added dynamically to the queue.

- **Virtual Queue:** Our virtual queue application allows customers to receive a callback assoon as an agent becomes available and avoid waiting on hold. This feature can be dynamically triggered by wait time, number of calls in queue, or other factors determined by the requesting agency.

2.2.2 BE COMPATIBLE WITH IVR, CHAT, EMAIL, BOTS AND VIRTUAL AGENTS

D2C2 has been designed to integrate with the industries' best solutions for omni-channel contact center, chat bots and virtual agents. D2C2 offers native capability for both bots andvirtual agents and can also integrate with third-party solutions.

2.2.3 ABILITY FOR AGENCY TO MANAGE THE CREATION. MODIFICATION ANDDELETION ADMINISTRATION OF AGENTS

Our platform provides an administrative portal that allows administrators' supervisors to manage the creation, modification, and deletion of agents. The portal is delivered as a web-based application and can provide multi-tenant and cross-tenant access.

2.2.4 PROVIDE AGENCY WITH THE ABILITY TO ADJUST WRAP TIME AND FORCECALLS TO AGENTS

D2C2 provides Supervisors and Administrators with a web-based agent monitoring application where they can adjust agent status. A Supervisor can adjust an agent from a not ready state to a ready state to allow queue calls to route to the particular agent. Wrap up is configured as a back-end configuration. Agencies can reach out to Deloitte's 24/7/365 support team to request a change through our Managed Service, and the configuration will be updated promptly.

2.2.5 ABILITY TO BUILD NOT-READY CODES, ALSO THE ABILITY TO AUTOMATICALLY INTERRUPT NOT-READY CODES AS CALL VOLUMES INCREASEEXCLUDING BREAK CODES

Not-ready codes are built using our administrative portal and assigned to specific teams. If agents are in a not-ready state, but volume is increasing, the Supervisor may manually adjust anagent's status to available through the supervisor web-based application.

2.2.6 EMAIL ROUTING FOR MULTIPLE SKILL SETS

Inbound email requests and inquiries can be routed to multiple skill sets using standard workflows and business rules. If utilizing email to case through a customer relationship management tool, emails can be routed to the queue or skill-based on logical variables, such asemail address, web form elements, or other collected metadata.

2.2.7 AGENT WHISPER FEATURE

Agent whisper is a native capability of D2C2 and is available as part of our standard deployment.

2.2.8 INTERACT WITH AGENCY REGARDING THE CONFIGURATION AND SCRIPTINGOF AUTOMATIC CALL DISTRIBUTION (ACD), INTELLIGENT ROUTING, AND PREDICTIVE DIALING

Deloitte will work with GTA and agency stakeholders to design, develop, test, and deploy solutions ACD, intelligent routing, and predictive outbound dialing. Our solution is delivered as amanaged service; however, we believe in integrating our clients into our processes to truly understand requirements and execute on client expectations.

2.2.9 ABILITY TO HAVE AGENTS FROM MULTIPLE AGENCIES IN A SHARED SKILLSET

Cisco UCCE utilizes queuing mechanisms to allow multiple skills to be included in a single queue.Calls are routed equally between skills and are combined to create a single logical queue. For reporting purposes, each agency can operate their own skill, and all skills will be combined through a single queue.

2.2.10 ABILITY TO ROUTE CALLS TO DIFFERENT AGENCY GROUPS

Inbound calls can be routed to both Agency Groups on Deloitte's D2C2 application and Agency Groups who maintain their own telephony environment through a forward. Inbound routing canbe supported through standard interactive voice response routing (IVR) or with more advanced routing logic as required by the requesting agency.

2.2.11 FORCE CALLS TO AGENTS WHEN STAFFED IN WITHOUT THEM HAVING TOSIGNAL TO RECEIVE A CALL

Calls are routed to agents through the automatic call distribution without an agent specifically signaling to receive a call. When agents are available to receive calls, they need to change theirstate to ready and calls will be routed when available. After a call is completed, agents will automatically be sent back to a ready state unless manually adjusted to not ready.

2.2.12 PROVIDE THE ABILITY TO CHANGE GATE - OPENING OR CLOSING

All audio files are uploaded and managed through an Administrative portal that will be made available to appropriate staff. Deloitte will build logical controls into the call scripts to allow administrators to adjust hours of operation, manually shut down the contact center, and adjust audio files. Audio files can be uploaded and interchanged through a web-based application without any code. For example, instead of overwriting the active open greeting, identified staff may simply upload a new greeting and replace the active file. In addition, secondary or alternate greeting workflows can be configured and activated through a routing switch through the portal.

2.2.13 PROVIDE AN ALERT WHEN AN AGENT IS DROPPED FROM THE ACD QUEUE

An alert or status is provided to both the Supervisor and Agent when an agent is removed fromthe ACD

queue due to error. An error is visually presented to the agent through their agent interface when they are removed from the ACD queue. They can use this error to troubleshoot or provide to technical support for further assistance. The supervisor would show the status of
the agent change from online to offline, and the system will show how much time has passed since the last status change.

2.2.14 ABILITY TO SET THRESHOLDS ON AGENT, APPLICATION, AND SKILLSET LEVELS

Thresholds can be set on several Cisco reporting mechanisms to support operations. Thresholds can be set to configure Service level and short abandons for reporting. In addition, thresholds can be applied to support tracking performance and service level agreements for agents, applications, and skillset levels.

2.2.15 ABILITY FOR SUPERVISOR TO LOG AGENTS OUT OF THE SYSTEM

Supervisors can manually log agents from their D2C2 web-based desktop. In addition, not ready states can be set with an automated log out limit so that agents are not mistakenly in a not- ready state for hours when they should be logged out.

2.2.16 ABILITY TO INTEGRATE WITH CUSTOMER RELATIONSHIP MANAGER (CRM)

The D2C2 platform includes a web-based application that is a highly customizable web application that can be integrated with several leading CRMs, including Salesforce, Microsoft Dynamics, Oracle, and ServiceNow. CRM environments can be integrated in several ways.
Features include:

- Screen Pop – Metadata such as ANI can be captured from the call flow and used as search criteria to query a CRM to identify a contact record. Once identified, the agent's user interface will "pop" to the record of the caller.
- CRM Interface Integration - If the CRM environment can support an iframe, the web interface can be embedded as a tab and be provided as a single pane of glass solution.
- Custom Integration – API and webservices can be developed to query data and populate fields in a custom Finesse laptop to deliver a tailor-made solution.

2.3 AUTO-ATTENDANT AND INTEGRATED VOICE RESPONSE

The Service provider's solution addresses the requirements in this section with the following:

2.3.1 PROVIDE FOR AUTOMATED SPEECH RECOGNITION (ASR) AND TEXT-TO-SPEECH (TTS)

D2C2 integrates and provides both ASR and TTS capability for voice based IVR development. Our platform provides text-to-speech voice synthesis for audio prompts utilizing a library of voice profiles. In addition, ASR and TTS can be coupled to provide customers with voice based IVR prompts with natural language understanding capability.

2.3.2 INCLUDE CALL BACK/VIRTUAL QUEUING CAPABILITY

D2C2 also includes a virtual hold application, which can allow for customers to receive a callback as soon as an agent becomes available. This feature can be dynamically triggered by wait time, number of calls in queue, or other factors determined by a requesting agency.

2.3.3 ABILITY TO INTEGRATE WITH CUSTOMER RELATIONSHIP MANAGER (CRM)

D2C2 can integrate with the industry's leading CRMs through both an API Interface and industry leading CRM connectors and plugins. D2C2's standard agent desktop, Cisco Finesse, can be customized and integrated with the CRM of your choice. For more information regarding CRM integration through Finesse, please refer to requirement 2.2.16.

2.3.4 ABILITY TO INTEGRATE TO AGENCY APPLICATIONS AND DATABASE SYSTEMS

Like CRM systems, D2C2 can integrate with agency applications and database systems utilizing industry standard APIs and webservices. Depending on security requirements, FedRAMP approval may be required to integrate with an on-premises system.

2.3.5 SETUP, SUPPORT, OPERATE, AND MAINTAIN THE IVR SYSTEMS AND RELATED CALL ROUTING / MAPPING LOGIC. THIS INCLUDES CALLER MENU SELECTIONS, ALL VOICE MESSAGE SCRIPTS AND PROMPTS, AND INTELLIGENT CALL ROUTING OR ROUTING TO CALL QUEUES / AGENTS BASED ON TYPE OR CHARACTERISTICS OF INBOUND CALL. MAKE CHANGES TO THE IVR SYSTEM ON A REGULAR BASIS AS REQUIRED OR AS REQUESTED BY AGENCY

D2C2 is delivered as a managed service, and Deloitte maintains ownership of the design, support, operation, and maintenance of the IVR and call routing. Deloitte will provide a requesting agency with a 24x7x365 contact center resource to support technical operations and will be available to lend a hand. Our managed service is scaled to the customer's technical solution and customer requirements and will be developed as part of standard project delivery.

2.3.6 CREATE AND RECORD MESSAGE SCRIPTS FOR CALL QUEUING AND FOR INFORMATION PROMPTS AS REQUESTED BY CUSTOMERS, INCLUDING IVR APPLICATIONS THAT INTERFACE WITH HOST SYSTEMS IN DESIGNATED SITES

Our managed solution offers end-to-end support for the IVR, including recording management and IVR applications. Our IVR solution includes support for traditional Dual Tone Multi- Frequency (DTMF) prompts, as well as Advanced Speech Recognitional-capable voice IVRs supported by Google CCAI. D2C2 can synthesize text requirements into human-life voice recordings. In addition, we are also able to upload custom audio files provided through voice- talent.

D2C2 can develop and maintain webservices with 3rd party applications and customer systems to deliver integrated call flows. D2C2 utilizes SOAP and REST-based webservices and can support complex Java applications for advanced queries and parsing.

2.3.7 ESTABLISH AND FOLLOW CUSTOMER APPROVAL PROCESS FOR CHANGES TO IVR SCRIPTS, HOLD MESSAGES, MUSIC ON HOLD, PREDICTED WAIT TIMES, QUEUE MESSAGES, SCHEDULES AND AFTER HOURS OR EMERGENCY MESSAGES

We will work with the requesting agency to establish processes for customer approval for changes to the IVR scripts, hold messages, music on hold, predicted wait times, queue messages, schedules, after hours treatment, and emergency messages. Deloitte engineering will follow the established processes to establish governance for change requests from the requesting agency.

2.3.8 PROVIDE THE ABILITY TO MAKE EMERGENCY (SHORT NOTICE) CHANGES TO THE IVR SYSTEMS TO ADDRESS BUSINESS PROBLEMS, SERVICE ISSUES, OUTAGES, OR OTHER ITEMS THAT MAY IMPACT CONTACT VOLUMES

D2C2 is delivered as a managed service, and technical support operates 24/7/365. We will work closely with the requesting agency to quickly resolve high impact requests for emergency or short notice requests.

2.3.9 PROVIDE 24X7 AUTOMATED (IVR) SUPPORT IN CERTAIN SITUATIONS, INCLUDING RETRIEVAL/RECALL

D2C2 technical support will maintain 24x7 automated support through IVR and other channels to support workflows such as retrieval/recall.

2.3.10 ALLOW EACH STATE AGENCY THE ABILITY IF NEEDED TO UPDATE THEIR OWN RECORDED MESSAGES, ROUTING MESSAGES, ETC. WITHOUT NEEDING TO CONTACT THEIR PROVIDER

Recordings and messaging can be configured from the administrative portal if material changes to the call

flow are not needed. Administrators can upload and replace existing messages through our portal without the use of any code.

2.3.11 HAVE REDUNDANCY CAPABILITY TO AN ALTERNATE SYSTEM DURING ASTORM/DISASTER EVENT. THIS WOULD INCLUDE ALTERNATIVE MESSAGING. REMOTE PHONE CAPABILITY. ETC.

If impacted by a storm or disaster event, D2C2 is fully prepared to provide remote capability. Deloitte can offer call forwarding to a disaster recovery facility, remote capability ███████████████████ ███

Additionally, appropriate agency staff can upload alternative messaging using the administrative portal, or the request can be submitted to Deloitte's technical team for immediate consideration.

2.4 REPORTING & ANALYTICS

The Service provider's solution addresses the requirements in this section with the following:

2.4.1 PROVIDE INDUSTRY STANDARD REPORTING FOR SYSTEM, AGENTS, ACD AND IVR. INCLUDING REAL-TIME. INDUSTRY STANDARD CALL METRICS AND THE ABILITY TO SET SLA'S THEREIN

D2C2 provides highly customizable real-time and historical reports for agent call performance, agent status, ACD/skill group reporting, and IVR-based data. Each report can be configured with thresholds and SLAs to set clear boundaries for success and identify room for improvement. Call detail records can also be provided for granular call research and analysis.

2.4.2 ABILITY TO PROVIDE BASE LINE, CANNED, AD-HOC, HISTORICAL AND REAL-TIME REPORTS SUPPORTED BY DASHBOARDS WITH GRAPHS AND CHARTS

Reports developed in D2C2 are extremely versatile, and a single report or data set and be customized with various views to reformat data into charts and graphics to be utilized in a dashboard. D2C2 can provide baseline, canned, ad-hoc historical and real-time reports that can be integrated into vibrant dashboards.

2.4.3 ABILITY TO SUPPORT WALLBOARD DISPLAYS FOR DASHBOARD PERFORMANCE METRICS SUCH AS CALLS/EMAIL/CHAT/ETC. ANSWERED, SERVICELEVELS, ABANDON RATES, CALLS WAITING, HOLD TIMES, VIEW ALL AGENT'S STATUS, AND BANNER MESSAGES

D2C2's reporting capability can consolidate reporting and data from multiple endpoints and create a uniform contact center wallboard for all channels and capabilities. Banner messages can be sent to agent desktops through the supervisor desktop console.

2.4.4 ABILITY FOR AGENCY TO DEFINE, BUILD AND RUN CUSTOM REPORTSSUPPORTING BUSINESS REQUIREMENTS

D2C2 subject matter experts (SMEs) will work closely with the agency to help understand the types of reports needed, show how to build any type of reports required and show how to schedule them automatically. We can also use our experience of the platform to identify what would require a custom report build and how to build it quickly and efficiently.

2.4.5 PROVIDE FOR REAL-TIME ACCESS BY AUTHORIZED USER TO REPORTINGSYSTEMS

Authorized users will have instant access to any reporting system, Historical or Real Time. This access is customizable down to the report on who should be able to just read the report, edit it, or not be able to view the report at all but still have the ability to see other reports they may need to fulfill their daily duties.

2.4.6 ALLOW AGENT TO VIEW THEIR INDIVIDUAL CALL METRICS (REAL TIME,HISTORICAL AND BASELINE) ON THEIR DESKTOP

Reporting elements are natively integrated in their agent desktop for situational and performance

awareness. Both historical and real-time reports can be integrated into the agentdesktop.

2.4.7 ABILITY TO CHANGE REPORTING METRIC REQUIREMENTS FOR DIFFERENTSKILLSETS

D2C2 allows certain reporting mechanisms to be updated per skillset. Each skill can choose to include abandoned calls in the service level calculation, configure abandoned calls as a negativeimpact, and configure abandoned calls as a positive impact. In addition, service level thresholdscan be updated by skill group.

2.4.8 ABILITY TO PROMPT MESSAGES ON AGENT DESKTOP DISPLAYS

Supervisors can broadcast messages from their supervisor desktop to agents on their teams. The message is broadcast as a banner on the top of the agent desktop interface. The supervisorcan configure how long the message will be present.

2.4.9 ABILITY TO PROVIDE AN AGENT REPORT THAT TRACKS THE ENTIRE AGENTCALL FLOW FOR ANY SINGLE CALL

D2C2 can produce call detail record reports that will show the full life cycle of a call. This includesthe network/IVR routing processes and agent call handling experience.

2.4.10 ABILITY TO EXPORT RAW CONTACT CENTER ANALYTICS DATA FOR USE

Raw metrics and contact center data can be exported in raw format from the ███████████████
██

2.4.11 PROVIDE ACCESS TO APPLICATION HISTORICAL DATA FOR 37 MONTHS,AGENT HISTORICAL DATA FOR 13 MONTHS

Deloitte will provide the requesting agency with access to application historical data for 37 months, and historical agent data for 13 months, through our reporting platform prior to beingarchived. Deloitte will work with GTA and agency stakeholders to identify the process for data archival.

2.5 CALL RECORDING & BASIC QUALITY MANAGEMENT

The Service provider's solution addresses the requirements in this section with the following:

2.5.1 CALL RECORDING

2.5.1.1 Provide 20% random call recordings and screen capture per agent per day

D2C2 provides capability for both call and screen recording. Through D2C2, we can create custom business rules to randomly collect call recordings and screen captures for 20% of theinbound volume per agent per day.

2.5.1.2 Provide online storage to hold at the minimum two calendar months of recordingsper agent

Call recordings in the D2C2 environment are stored within Google Cloud Platform and will beavailable to the requesting agency for a minimum of two calendar months from the date of recording per agent.

2.5.1.3 Provide interface to archive recordings to GTA or Agency provided storage

Deloitte engineering will work with GTA to identify the process of archiving recordings anddevelop the technical requirements to export recording files to the appropriate GTA or requesting agency provided storage environment.

2.5.1.4 **Provide a method for appropriately adjusting monthly online storage needs**

Storage on ███████████████████ is extremely flexible, and Deloitte engineering will work with the requesting agency to identify the appropriate storage requirements. Additionally, our engineering team will continue to work with agency stakeholders to identify the procedures to analyze current usage and identify recommendations to increase or decrease storage.

2.5.1.5 **Ability to barge-in a call, coach, conference or take over call and record it**

Silent monitor, barge-in, coach, conference, and take over call are all capabilities included through the Supervisor interface. When an agent is actively on a call, additional call controls are revealed to allow further supervisory control.

2.5.1.6 **Ability to listen to a call at any point during the call**

D2C2 will allow supervisors and administrators to listen to the full call, including transfers and conferences.

2.5.1.7 **Ability to record one agent during workday and not impact the 20% recording time**

Business rules for call recording can be applied to a specific agent without impacting the 20% recording calculation for overall enterprise reporting.

2.5.1.8 **Ability to listen to recorded calls from any location (web-based call recording)**

Our solution is delivered as a SaaS, and access to call recording is provided through standard internet access.

2.5.1.9 **Ability to email downloaded recordings**

Recording files can be natively downloaded as .wav files from the D2C2 cloud interface. From there, the requesting agency may choose to email the files as an attachment.

2.5.1.10 **Ability for agent to initiate recording their own all**

Call recordings can be initiated, paused, and stopped through a desktop-based smart recording application made available through D2C2.

2.5.1.11 **Ability to search recordings by filters**

D2C2 can transcribe call recordings to text and apply speech analytics to create searchable metadata for call filtering and search.

2.5.1.12 **Have the ability to administer call center recordings based on agent. Be able to designate 100% recordings or unique amount separate from standard recording environment, per agent**

The D2C2 platform allows for multiple business rules for call and screen recording. Individual workflows for agent-specific recording are possible and would take precedence over enterprise rules without impacting the percentage calculation.

2.5.2 **CUSTOMER SURVEYS**

2.5.2.1 **Provide the ability to initiate, collect, and track information on customer surveys within the system for the support of the contact center service**

D2C2 can integrate post-contact surveys into multiple channels to collect customer satisfaction data. Post-call surveys can be integrated into voice interactions utilizing native applications for survey-based data collection. Data can be aggregated and exported to D2C2 for Voice of the Customer data.

2.6 NETWORK & TRANSPORT

2.6.1 **TOLL-FREE SERVICE REQUIREMENTS**

2.6.1.1 **Provide per-minute inbound and outbound toll-free services**

We provide inbound and outbound toll-free services as part of the D2C2 platform.

2.6.1.2 **Provide inclusive inbound and outbound toll-free services**

We provide inclusive inbound and outbound toll-free services as part of the D2C2 platform.

2.6.2 **TRUNKING REQUIREMENTS**

2.6.2.1 **Provide Erlang standard calculations for appropriately sizing inbound trunking requirements and provide quarterly assessments to adjust as needed.**

Deloitte will work with agency stakeholders to determine forecasted call volume to provide standard Erlang calculations to determine the technical trunking and circuits requirements for the D2C2 platform.

Deloitte engineering will continue to provide quarterly and yearly analysis to identify any technical risk regarding trunk capacity and recommend appropriate courses of action.

2.6.2.2   Trunking can be shared between Agencies but should not impact performance of individual contact centers

Please reference our response for requirement 2.1.4. We maintain max concurrent call agreements and configurations at the carrier level with individual contact centers based on bandwidth to ensure saturation from a single contact center will not impact overall performance.

2.6.2.3   Service Provider may use either TDM or VoIP for trunking for the most efficient performance and price

The D2C2 platform supports SIP based communications and supports traditional VoIP as well as TDM via SIP trunk.

2.6.3   DATA NETWORK REQUIREMENTS

2.6.3.1   Service provider can propose end-to-end data connection for call centers and agents where applicable or leverage existing State protected networks

Our team will review current state technical environments and prioritize leveraging existing State protected networks and propose technical solutions to resolves and gaps in capability.

2.6.3.2   Service Provider will provide a tool(s) for self-assessing bandwidth requirements and voice quality performance

D2C2 utilizes advanced monitoring technology to constantly track network/bandwidth-based performance as well as voice quality through end point monitoring. We can review a particular end point's performance and even dynamically route calls away if they may potentially be unable to support a call due to voice quality issues.

2.6.3.3   Setting up, supporting, operating, and maintaining data circuits and VoIP circuits (if applicable) as required

We will work with the requesting agency to determine a requirements traceability matrix to clearly define our roles in setting up, supporting, operating, and maintaining data circuits and VoIP circuits. One scope has been defined, we will assist the agency with the requisite processes and actions to set up, support, operate, and maintain data/voice circuits.

2.6.4   VPN / SECURITY FOR TRANSPORT

2.6.4.1   Provide end-to-end network security and monitoring

We will provide end-to-end network security and monitoring for the Contact Center solution. Our solution includes end point monitoring which provides visibility all the way to the remote device. can be secured through SSL VPN access, as well, as TLS based encryption in transit for voice messaging and media.

2.6.4.2   Provide Virtual Private Network VPN access

Deloitte can configure and offer secure SSL VPN access to the D2C2 environment in addition to supporting direct IP circuits such as MPLS. Like VPN, MPLS access can be utilized to develop SIP trunk access for the various agencies while providing dedicated and secure connections for agent endpoints.

3   .0 ENHANCED CONTACT CENTER SERVICES

In this section of our proposal, you will read details about how our approach and the D2C2 platform meets the following Enhanced Contact Center Services requirements.

RFP Requirement	Sub-Requirements	Meets or Exceed Requirements
3.1 Enhanced Quality Management	3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.1.6, 3.1.7, 3.1.8, 3.1.9	✓
3.2 Enhanced Workforce Management	3.2.1, 3.2.2, 3.2.3, 3.2.4, 3.2.5, 3.2.6, 3.2.7, 3.2.8, 3.2.9, 3.2.10, 3.2.11	✓
3.3 Customer Relationship Management	3.3.1, 3.3.2	✓

Table 4.0 Enhanced Contact Center Services Requirements Mapping

3.1   ENHANCED QUALITY MANAGEMENT

Our quality management team has a well-established enhanced quality management process employed across the project life cycle. By leveraging our capabilities referenced in section 2.5, we can confirm that

all quality expectations and requirements are met. Our team consists of dedicatedand experienced quality management professionals who monitor calls, webchat interactions, cases and transactions for accuracy and provide coaching and feedback to the agents to continually improve the callers' experience. Both positive and negative cases are used as learning tools during regularly recurring quality management coaching sessions. The result is improved performance, better mission support, and higher customer satisfaction.
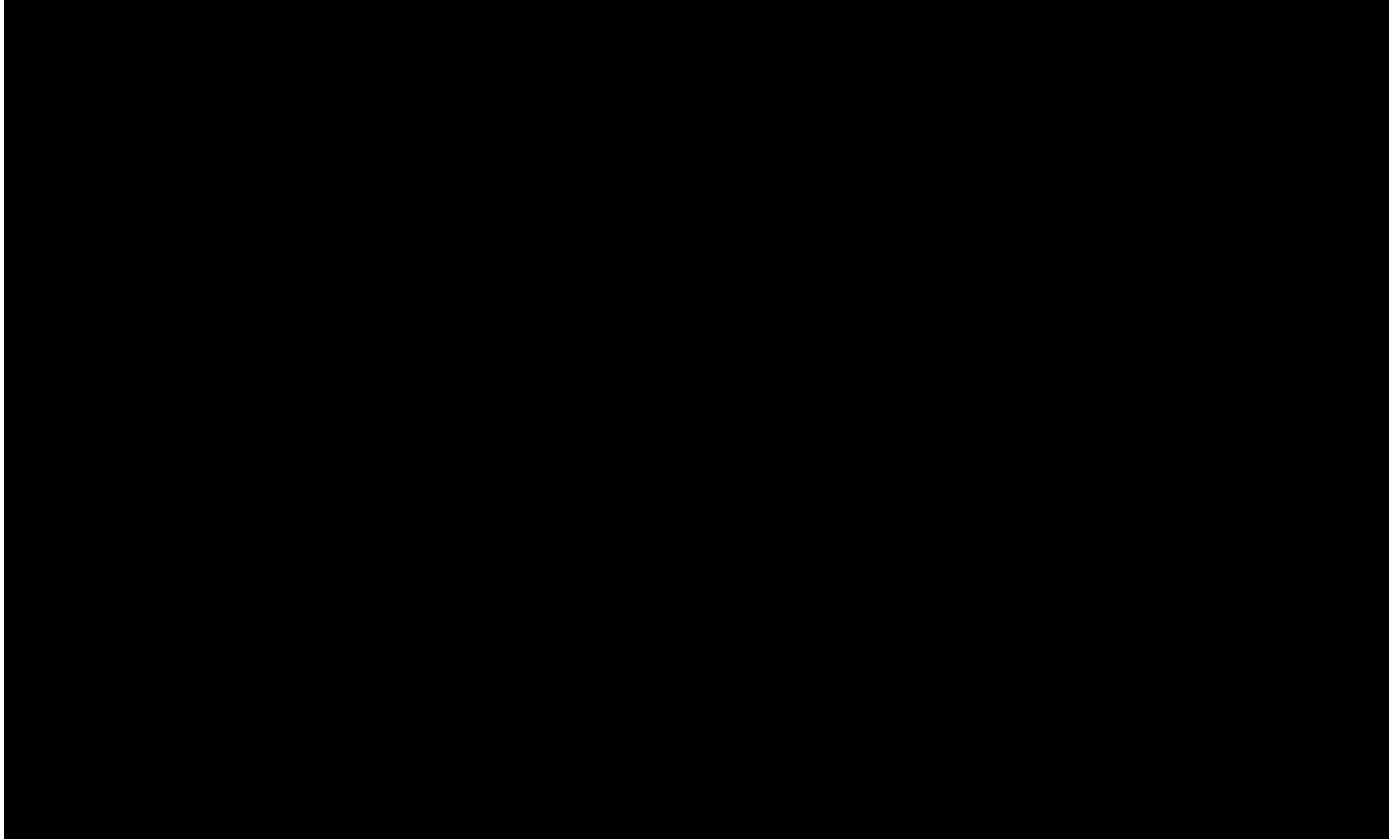
3.1.1 ROLE BASED SCORE CARDS WITH KEY PERFORMANCE INDICATORS

To ensure the agents are exhibiting the correct behaviors, desired key performance indicators are tracked, quality management measures are met, and agent performance is maximized, the contact center is monitored in real time utilizing online dashboards, scorecards, and reports. Callquality and agent behaviors are tracked through daily team dashboards and agent scorecards for coaching opportunities. Moreover, weekly performance reports are provided for business insight and any possible service delivery adjustments.
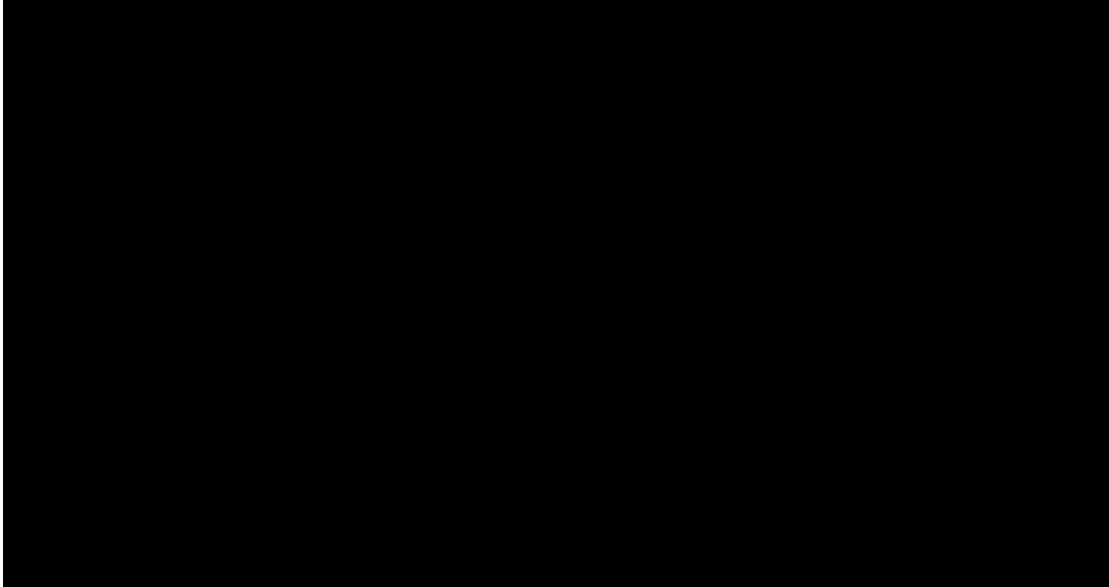
Figure 5.0 Example Weekly Management Performance Report

To support this operating model, the team deploys quality management performance monitoring technology, depending on the technology needs of the state. Our team utilizes cloud-based telephony and quality management applications and implements the solution across remote staff.

While live monitoring an interaction, evaluators complete online quality management forms that cover key performance indicators related to customer service skills, accuracy, knowledge, processes, and caller satisfaction. The data supplied on scorecards is evaluated in the aggregate and used to make decisions for coaching and agent development. In consultation with the state, and based on our experience with similar deployments, the quality management team sets the number of questions, weight of questions, answers , weight of answers, scoring targets and identify any areas that should result in immediate coaching if not completed correctly by the agent.

Our quality evaluations occur in a cloud-based tool designed to collect information in a structured, reportable manner. By using a tool that generates consistent reports, we identify trends and insights that go beyond simple numbers. In our view, quality management is only successful when a critical, qualitative review adds insight to the scores. These insights help our call center management team identify specific opportunities for improvement.

3.1.2 ENHANCED CORRELATION OF REPORTING, OPTIMIZATION AND FORECASTING OF KEY PERFORMANCE INDICATORS

Evaluators use the QM System to evaluate agents' performance and complete scorecard assessments based on recorded caller and agent interactions, as referenced in section 2.5. The data is used for historical purposes to confirm that opportunities for improvement is tracked and corrections are implemented. The quality management dashboards, scorecards and reports are available to the requesting agency.

QA evaluators, managers and supervisors access the QM System to evaluate the agents' performance and complete the quality management forms based on recorded or live customer interactions. The results from these forms are available to be easily pulled and compiled for further analysis or coaching purposes.

The following table illustrates the key components of these deliverables which will be used to evaluate the call center performance:
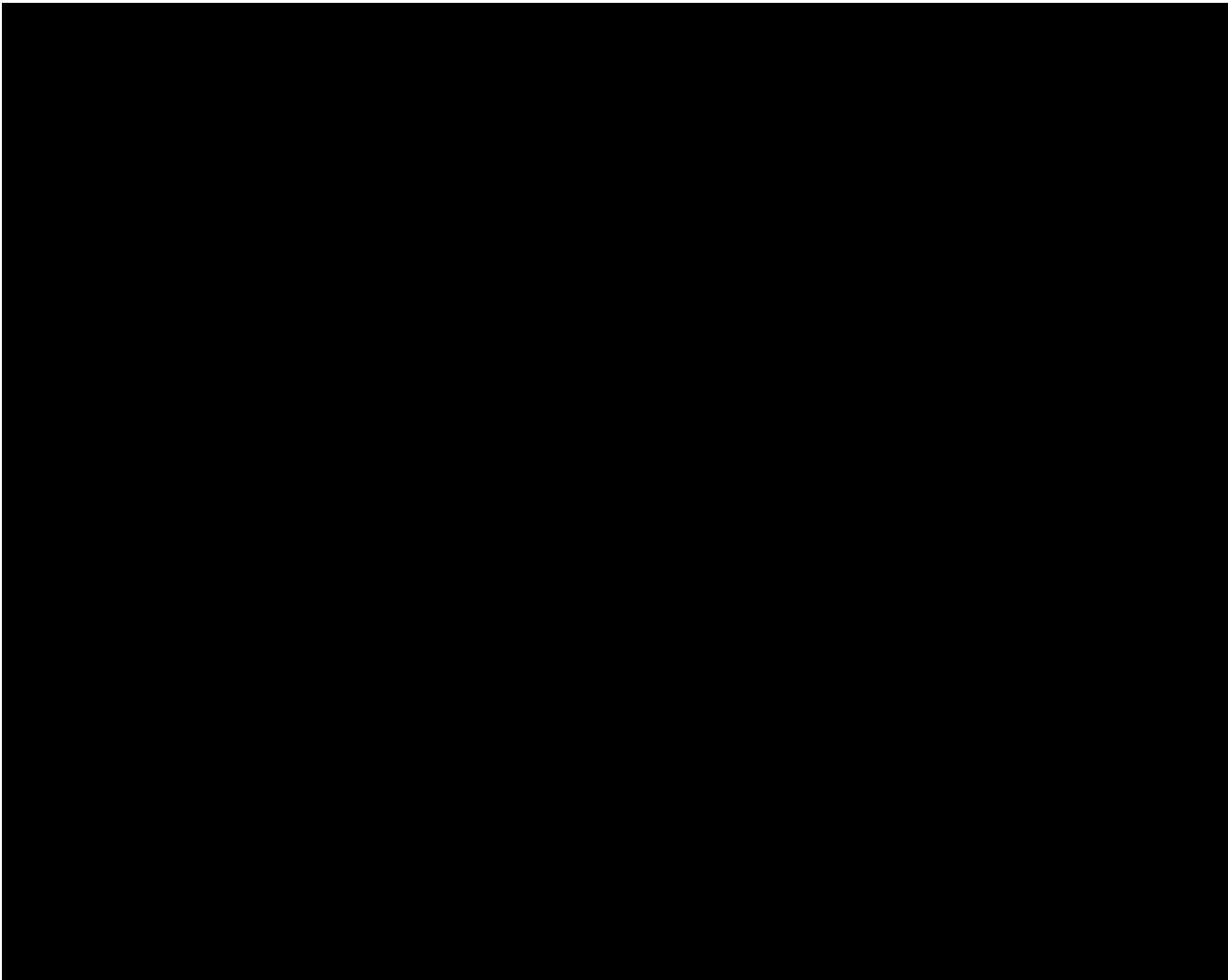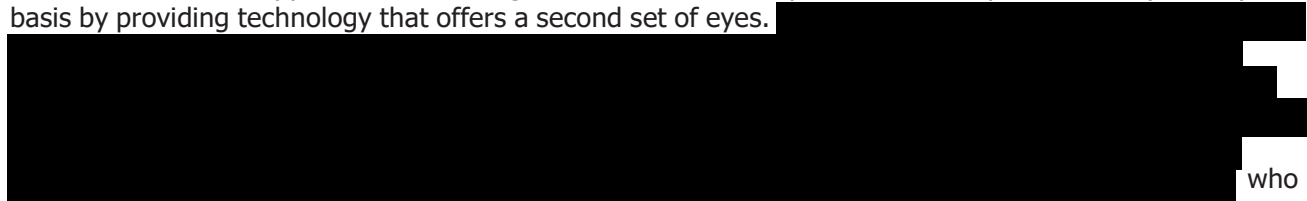
3.1.3 INTEGRATED LEARNING TOOLS

The D2C2 platform provides integrated learning tools and capabilities through assets natively available through its technical environment. Best-in-class knowledge tools are integrated with workforce management and survey technology to deliver end to end web-based training for the call center agents. Directional material is embedded in web-based landing page to provide agents with a single interface to complete their assigned training.

Content, examinations, and tasks are integrated into the same workflows to ensure agents complete and understand the training material. Trainings are embedded in our workforce management platform to track and coordinate agent time to ensure agents are operating efficiently and accurately. Furthermore, we maintain strategic alliances and partnerships with the industry's leading learning management solutions. For new agents, this context allows for them to ramp-up more quickly and comprehensively, reducing training times and increasing their confidence and accuracy when they transition to answering phone calls.

3.1.4 COACHING MANAGEMENT TOOLS

Deloitte's enhanced approach to coaching elevates what our supervisors accomplish on a day-to-day basis by providing technology that offers a second set of eyes. who may have joined their team.

To improve responsiveness through strategic collaborations, automations, and advanced data analytics, we implement Advanced Insights and Reports (AIR) capabilities which allow us to deliver qualitative and quantitative quality management insights to enhance coaching opportunities. We implement AIR strategies through collaboration with all stakeholders and ongoing input by the state. By leveraging AIR, QM evaluators and agents no longer just focusing their efforts on the agent's performance but also allows us to capture key trends from the perspective of the caller.

In addition to our automated oversight protocols such as ▮▮▮▮▮▮▮ AIR, we conduct regular coaching for agents. Consistent and effective coaching is a key component to agent engagement and growth. Our approach to coaching enables us to meet and exceed performance goals by basing our feedback on the scores, conducting corrective coaching in near real-time whenever possible and creating an atmosphere free of hostility and confrontations. Our team ensures coaching conversations include positive performance information as well as performance improvement opportunities. Our coaching plan includes:

Weekly Supervisor-Agent Coaching Meeting
- 30-minute sessions between agents and their supervisors covering agent performance outputs, including those related to WFM and QM
- Scheduled during off-peak times where disruption to operations will be minimal

Weekly Team Huddles
- Team sessions focus on policy changes, group performance goals, and best practices
- Scheduled during off-peak times where disruption to operations will be minimal

Corrective Action Coaching
- As needed, a supervisor can immediately pull an agent out of the operations environment for course corrections

In addition to our coaching plan, to ensure continuous improvement of QM scores, we deploy QM initiatives including:

Calibration Sessions
The objective of the Calibration Session is to communicate and calibrate across agent supervisory teams to ensure quality consistency.
- QM calibration sessions are recurring, cross-functional (led by the QM team) and attended by all evaluators, supervisors and managers. Meetings are typically conducted at least weekly and are designed to ensure contact center operators are experiencing consistent QM monitoring and evaluation practices
- Calibration sessions are required of all team members who review and evaluate a customer interaction as part of the QM program on behalf of the state
- Participation in these sessions ensures individuals performing evaluations are applying established standards in an objective and uniform manner

Operator Behavior Initiative

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3.1.5   OPEN ARCHITECTURE AND APIS TO ALLOW SEAMLESS AND EASY INTEGRATIONS TO STATE OF GEORGIA SYSTEMS AND DATABASES, AS WELL ASTHIRD PARTY SYSTEMS (REST APIS. SQL. WEBHOOKS. ETC.) AT LOW COST

The D2C2 platform allows for integration to external systems through the state's approved mechanisms which can include REST/SOAP/HTTP API calls, along with any other state's desired methods (database access, third party system) to easily pass input request parameters and parserequest payloads to drive downstream customer experience.

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████████████████████████████ It can integratewith SOAP/XML and REST APIs, as well as ODBC based database connections. Some of the API features include:

- Database lookups for routing decisions, supplementary interface APIs and batch processesmay be developed to support automated processes
- Additional services to IVR for increased self-service options, thus reducing the number ofinteractions routed to agents

The out-of-the-box features can be integrated into the D2C2 platform as a managed suite ofcomponents engineered to work with one another in an effective integration. Deloitte's D2C2also provides interoperability with an extensive suite of Customer Relationship Management (CRM) applications.

3.1.6   INTEGRATED WITH BEST -OR-BREED SOLUTIONS FOR WFM SYSTEM WITH REAL TIME DATA INTEGRATION BETWEEN THE CONTACT CENTER AND WFM TO ALLOW SEAMLESS DATA ENTRY AND REPORTING

Please refer to section 3.2.9 (Solution Accuracy Data Reporting)

3.1.7   INTEGRATED WITH BEST-OF-BREED SOLUTIONS FOR TICKETING THAT ALLOWS THE STATE OF GEORGIA USERS/ADMINS TO CREATE CUSTOM FORMS WITHCUSTOM FIELDS AND INTEGRATIONS. REPORTING, ETC.

We implement a Customer Support Portal incorporating our standards and best practices alongwith industry leading ServiceNow capabilities to provide value to our clients via a modern support ticketing solution.

Our user-friendly Customer Support Portal allows customers to access published knowledge, basic reporting, and easily submit support tickets for assistance when necessary. In addition, ourstandard workflows and processes for ITSM capabilities aligned with standards and best practices make project delivery repeatable and familiar for the project teams serving our clients.

Our Customer Support Management (CSM) solution provides a Customer Support Portal and ITService Management (ITSM) which is available to all our project teams.

When a request is received by the Help Desk, the Help Desk Coordinator opens a ticket in oursolution which logs the date/time the incident was reported. The ticket is routed to the appropriate stakeholder to resolve via root cause analysis. Upon resolution, the Help Desk Coordinator indicates the date/time of resolution and applicable details.

3.1.8   ALLOW THE STATE OF GEORGIA USERS/ADMINISTRATORS EASILY CHANGE OR ENHANCE THE CALL ROUTING FROM POINT OF THE PHONE NUMBER THROUGH ANY IVRS. AND QUEUES. INCLUDING THE ABILITY TO ROUTE CALLS BASED ON FLAGS, OR

OPTIONS SET BY THE ADMINISTER OR DATA ENTER BY THE CALLER(FOR CHAT USERS)

The D2C2 platform is designed to put the controls of the contact center in front of an administrator or supervisor without any complex code or workflows. While the development and back-end configurations may require traditional GUI based design and complex code, administrators and supervisors are provided with a web based administrative portal that allowscontrol over agents, audio files, skill groups, hours of operation, and routing.

Through our standard routing controls, we can allow administrators and supervisors to enable and disable preconfigured workflows. For example, emergency workflows can be enabled by anon/off toggle through the web portal allowing call flow to divert from standard routing to an emergency message and courtesy disconnect. We offer the following web-based controls:

- ██
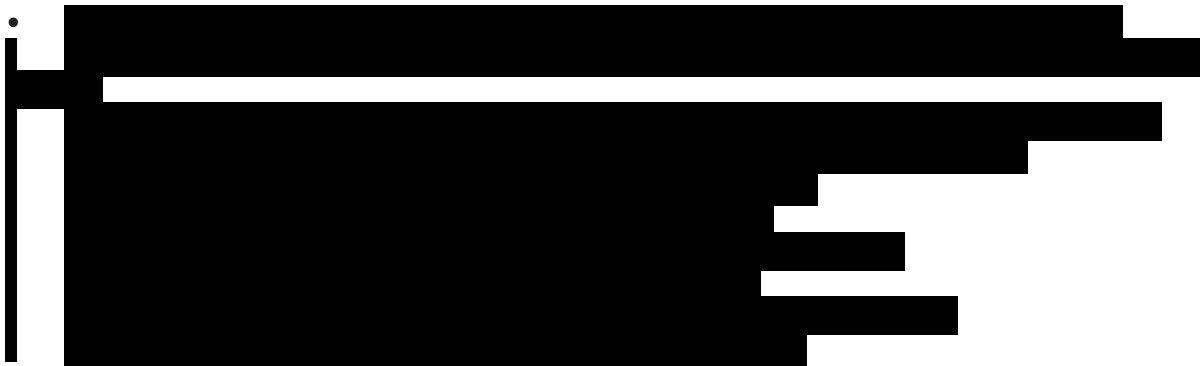
In addition to the web portal, we can also provide IVR or end point-based access to all the samecontrols.

3.1.9   PROVIDE GUIDANCE AND ASSISTANCE FOR CHANGES/ADDS/REMOVES ASWELL AS DEVELOPING CUSTOMIZED CALLS AND REPORTS AT NO ADDITIONAL CHARGE

The D2C2 platform allows for the handling, addition and removal of calls, and operational/performance reports as needed. The solution is handled as a "managed service" with the support of a dedicated and experienced team through D2C2. Furthermore, the D2C2 support team will have the ability to accept requests for the design and deployment of custom reporting. However, our implementation approach encompasses the end-to-end contact centerprocesses; therefore, our operation and technical teams will work with the state to review operational requirements for reporting and deliver reports as needed.

3.2   ENHANCED WORKFORCE MANAGEMENT
3.2.1   PROVIDER SHOULD DESCRIBE THE WORKFORCE MANAGEMENT CAPABILITIESWITHIN THEIR OFFERING

Workforce management (WFM) is the cornerstone to achieving efficient outcomes for the GTAcontact center. Deloitte uses a robust Workforce management methodology, ███████████████ ██.

We are prepared and eager to assist GTA and requesting agencies in delivering a positive experience for callers by operating a workforce focused on positive customer experience and operational efficiency.

Deloitte's Workforce Management Offering

Our enhanced workforce management offering includes a rigorous forecasting, scheduling,intra-day management, and administrative approach that consistently provides accurate staffing levels in every contact center we operate. We will leverage these techniques to minimizecaller wait times and drive predictable contact center outcomes for Georgia agencies. The four pillars of our approach build the foundation of any successful workforce management, and we ensure that each pillar supports one another to form a seamless and consistent workforce experience.
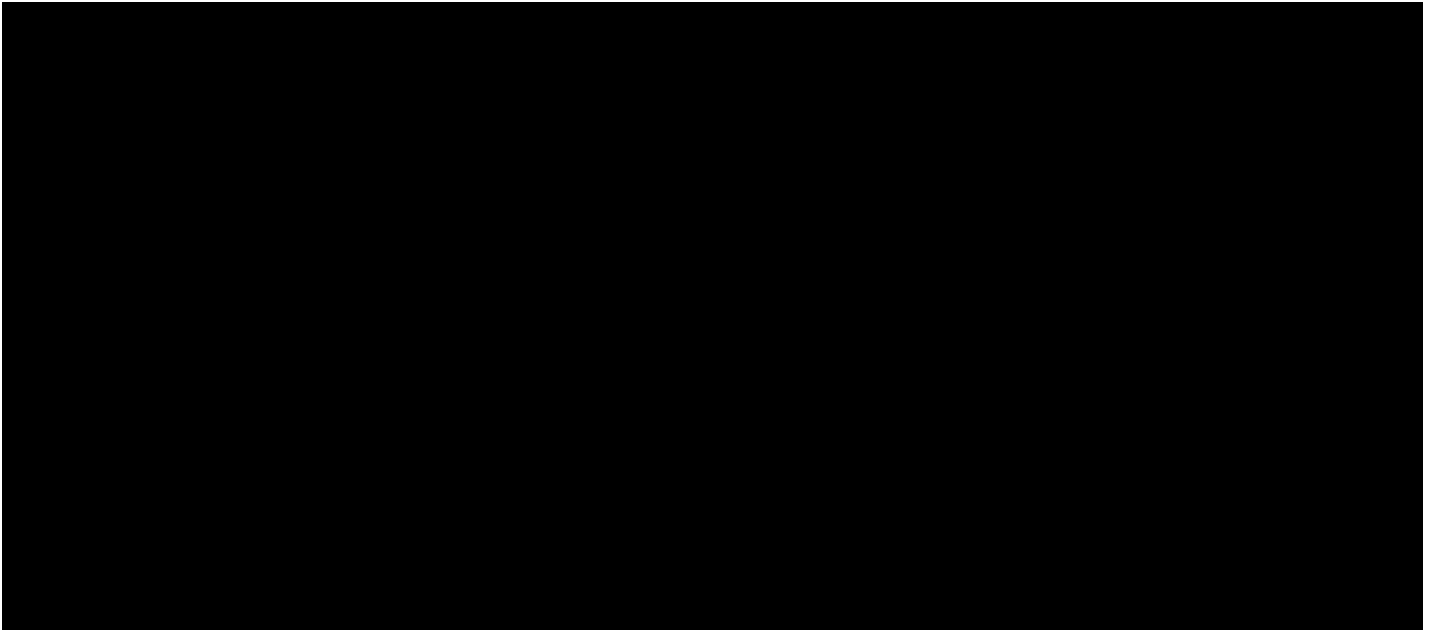
In response to the RFP, we address below all additional 10 Enhance Workforce Management requirements (3.2.2 - 3.2.11) in an order that allows us to showcase our full and comprehensive offering. Each subtitle corresponds to one of the remaining requirements (3.2.2 - 3.2.11):

3.2.5   ABILITY TO PERFORM SHORT TERM AND LONG-TERM FORECASTING

Forecasting: Short-Term (Tactical) and Long-Term (Strategic)

Our WFM offering begins by applying sophisticated forecasting models based on call arrival patterns and the stated goals of the contact center to ensure accurate staffing across contact center operations.

forecasting toolkit, predicting call volumes and staffing needs throughout the year.

Utilizing the Deloitte Workforce Management approach, we will incorporate historical data provided by the requesting agency to produce strategic long-term forecasts that predict the number of agents required to service calls and meet contact center service goals. Our forecasts are multi-faceted and account for basic criteria such as Average Handle Time and Service Levels, as well as more advanced criteria to account for complexities and nuance, such as Abandon Rates, Occupancy, and Shrinkage. While our long-term forecasts provide the most accurate base-line staffing requirements throughout the year, we also implement tactical short-term forecasts to adjust for temporary changes due to environmental factors.

These result in call arrival patterns that include historical call volume overlayed with desired metric targets. For example, see the figure below:
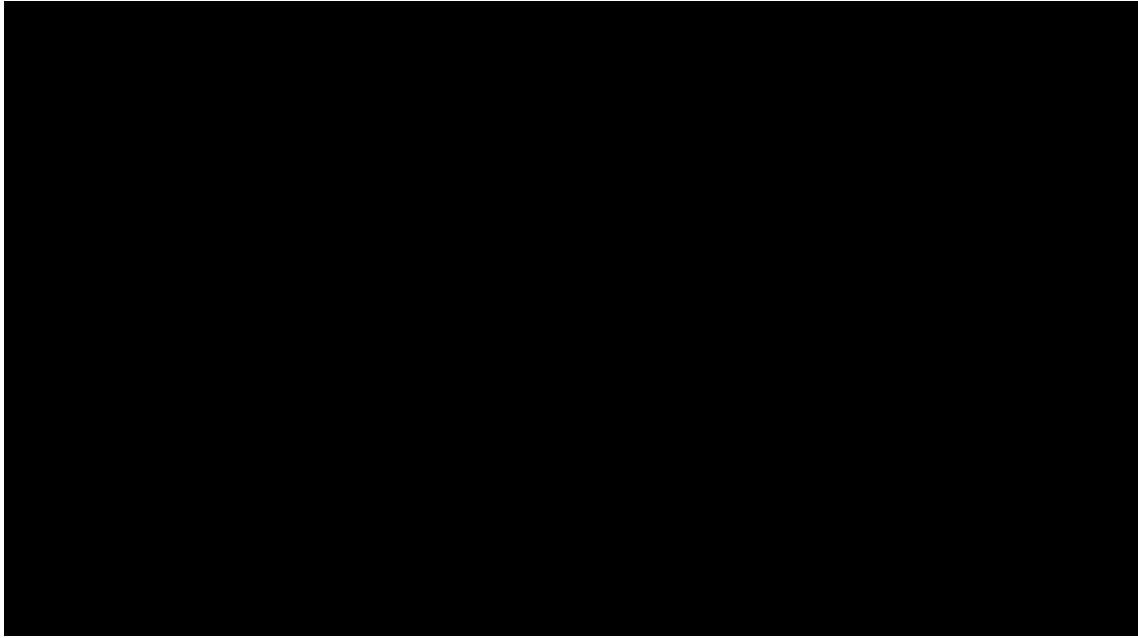
Figure 7.0 Deloitte Call Arrival Pattern Reporting Example

Deloitte is committed to providing accurate staffing predictions no matter the business environment; we address seasonal business changes by employing a variable staffing model during different months of the year. We look at peak and low volume periods from both a macro(monthly) and micro (interval) perspective, meeting fluctuating contact volume demand.

Our team understands that staffing decisions made based on forecasting models result in long-term implications. We leverage our wealth of WFM expertise to deliver accurate and timely forecasts to drive the most efficient and effective staffing decisions. Our techniques are described herein.
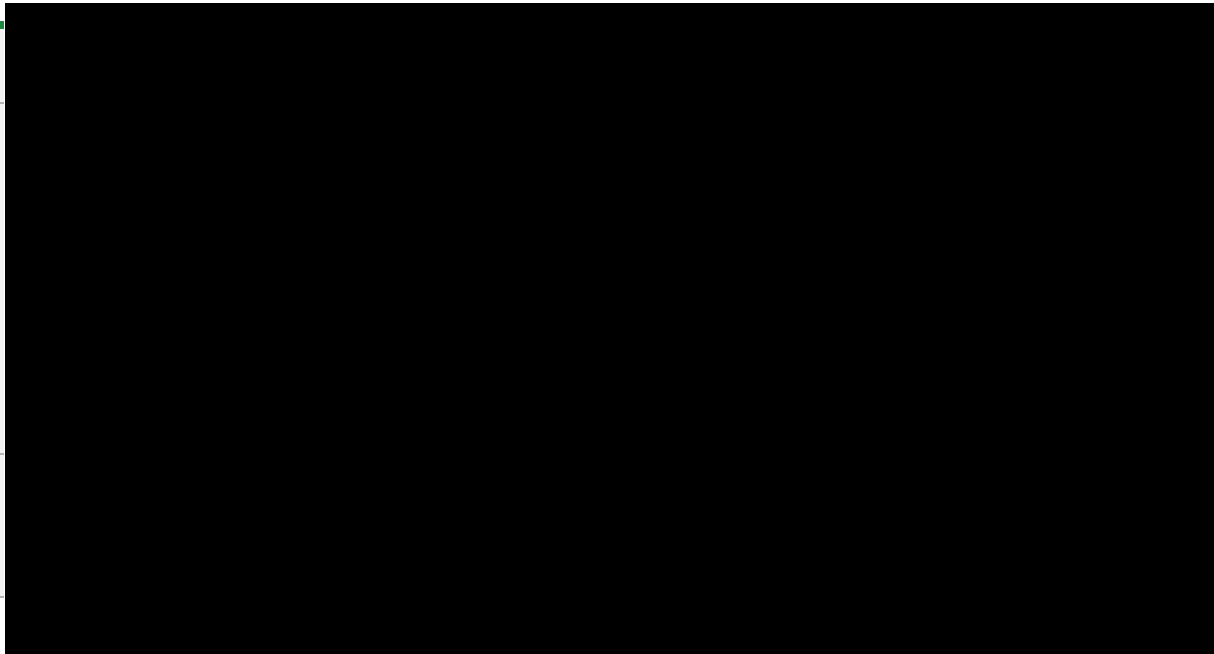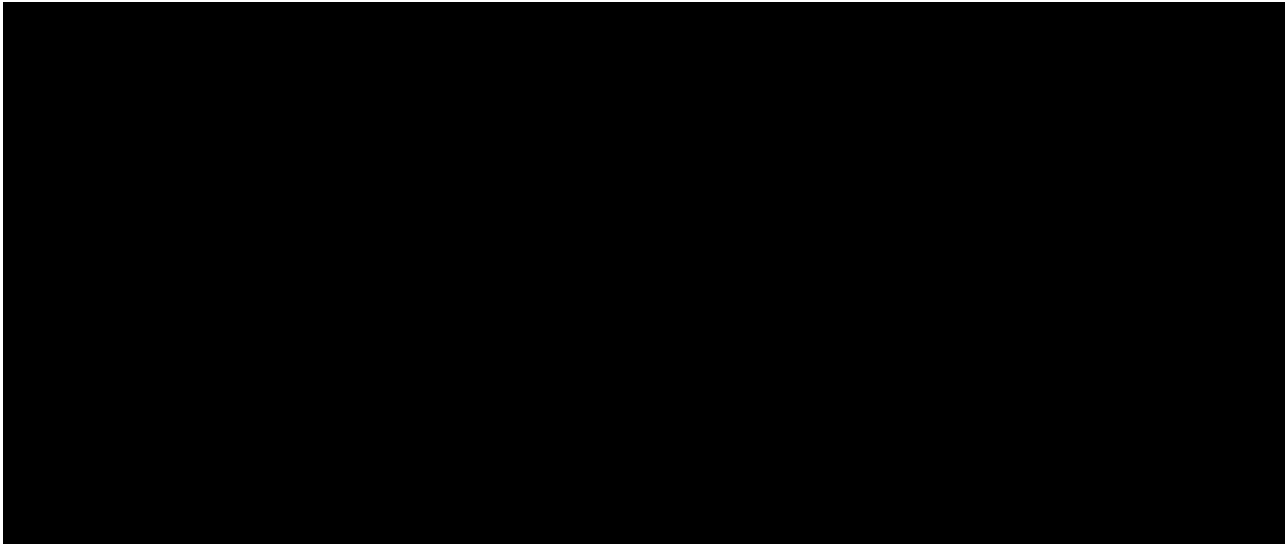
3.2.9 PROVIDE DATA OF THE PROPOSED SOLUTION ACCURACY DATA

Our team emphasizes accuracy in forecasting as a key determinant of WFM success. To achieve this, we produce daily reports highlighting areas for improvement and adjustments. The report includes an end-of-day analysis for each 30-minute interval of the day, highlighting variances between forecasted and actual call volume and surfacing any major discrepancies. The report includes service levels achieved for each interval, providing insight into missed service level targets. We leverage this report to identify trends that we had not accounted for in our forecastsand adjust our staffing model accordingly. Our team will publish this report to agency management, providing context and visibility into required adjustments.

3.2.3 LEVERAGE CALL DATA TO ADJUST SCHEDULING & 3.2.7 PROVIDE DATA TOFORECAST SCHEDULES FOR SHIFT ASSIGNMENTS

Scheduling

After developing a forecast to predict staffing requirements, our scheduling team leverages call data to produce detailed daily schedules for each agent designed to optimized shift assignments. The schedules enable us to share expected contact center capacity estimates withthe requesting agency by the quarter-hour and instruct agents about their daily activities (e.g., phone availability, breaks, lunches, training, and coaching sessions). Predictable and well- communicated schedules are essential to managing efficient contact center operations.

We acknowledge that call patterns are variable, and that agents do not always adhere to theirdesignated schedules. We have a proven ability to provide flexible and agile schedule adjustments.

Our scheduling methodology leverages contact data and implements real-time adjustments toensure that service level targets are consistently met throughout the day, while closely monitoring activity by 15-minute intervals. Our team's techniques are listed below:
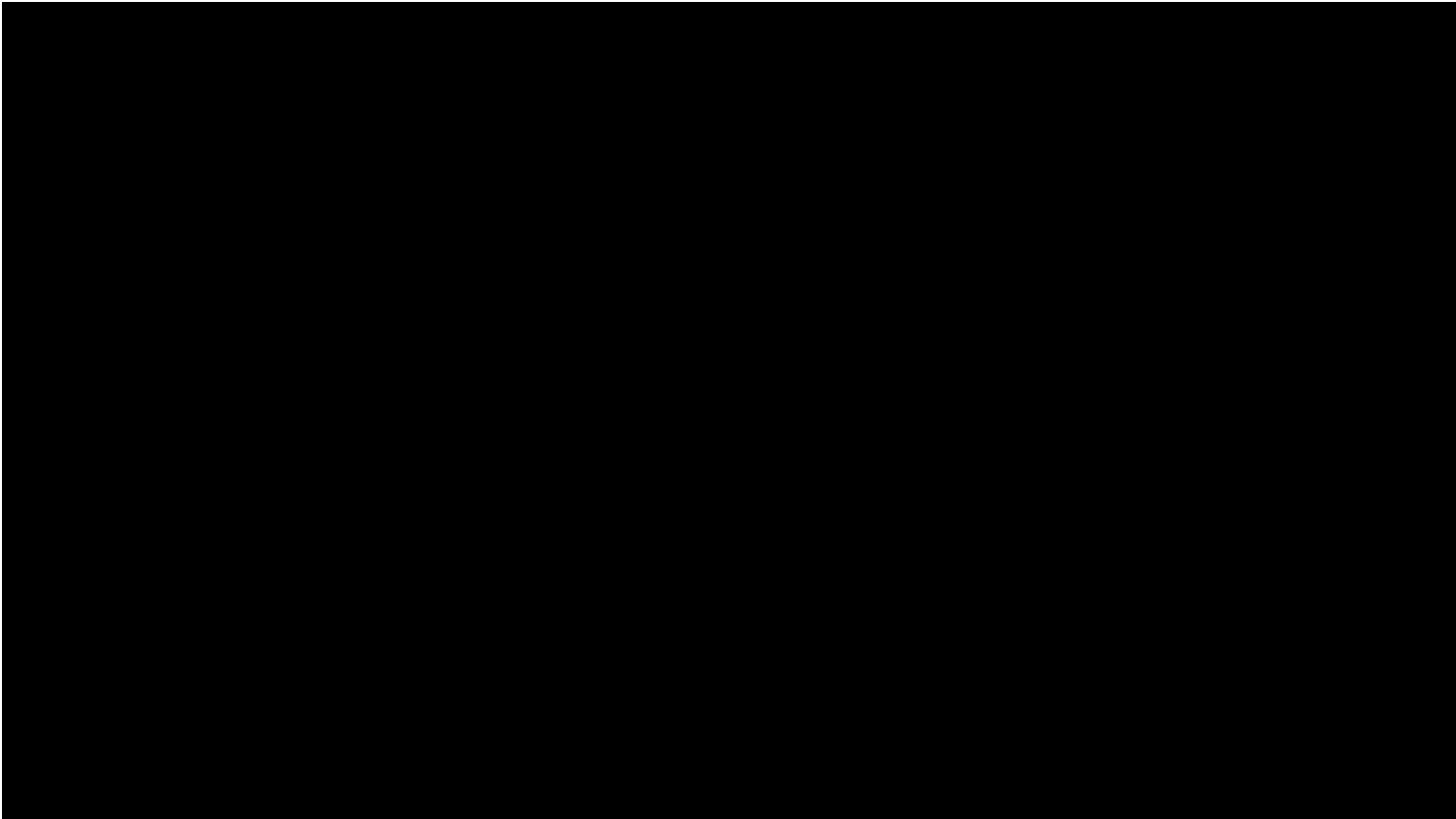
Our extensive experience operating contact centers has given our teams the opportunity to put scheduling methods into practice. Because we historically have operated contact centers focused onpandemic support, we are very familiar with shifts in staffing needs due to external factors. We always create staffing contingency plans to alter the number of staff we have available based on changes circumstances, and we proactively adjust based on known factors. Should unanticipated changes in demand occur suddenly, we will be ready to react quickly to prevent extended wait timesor any degradation in customer service.

See below for some proven examples of our team's expertise in operating through uncertaincircumstances effectively and efficiently:
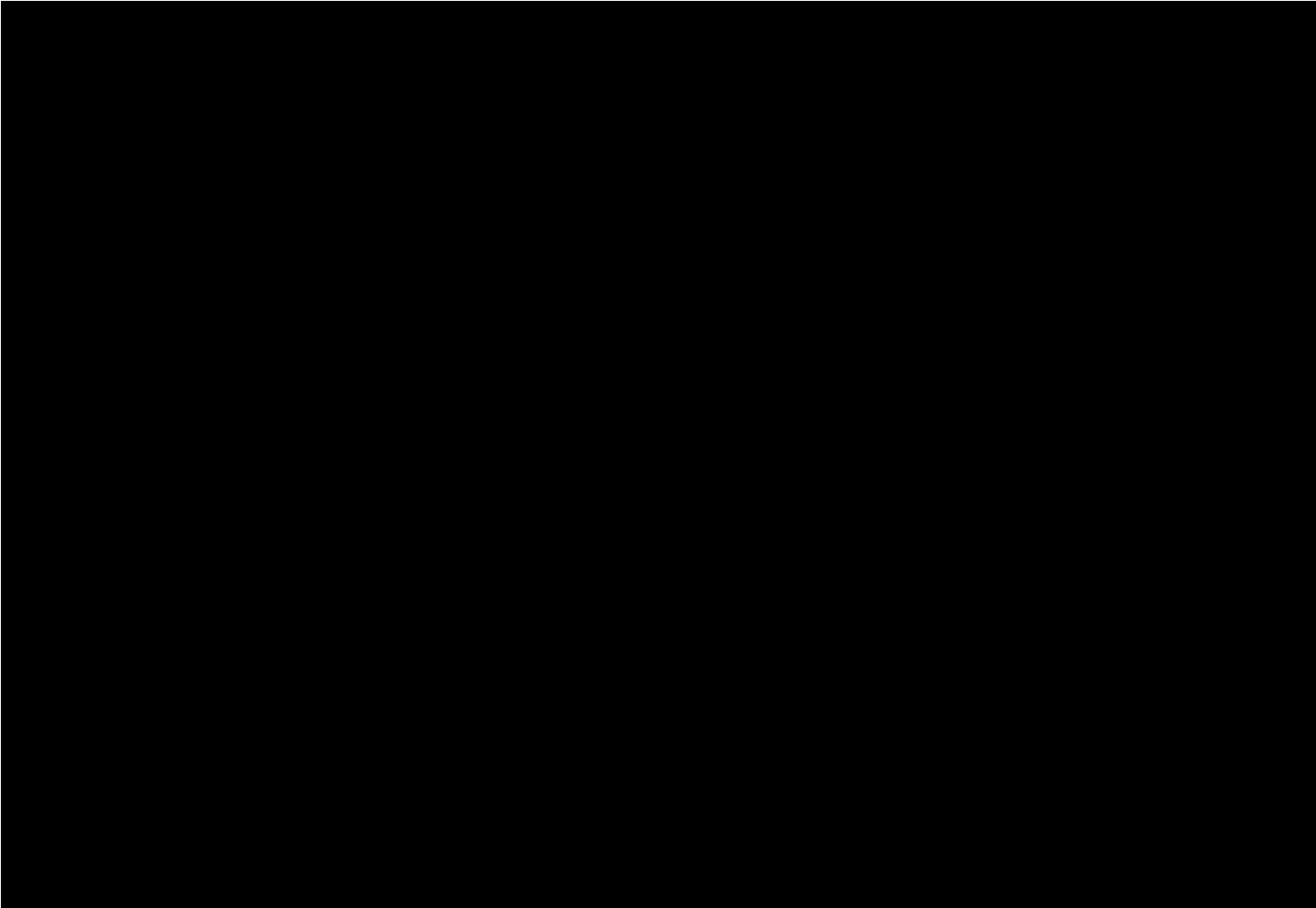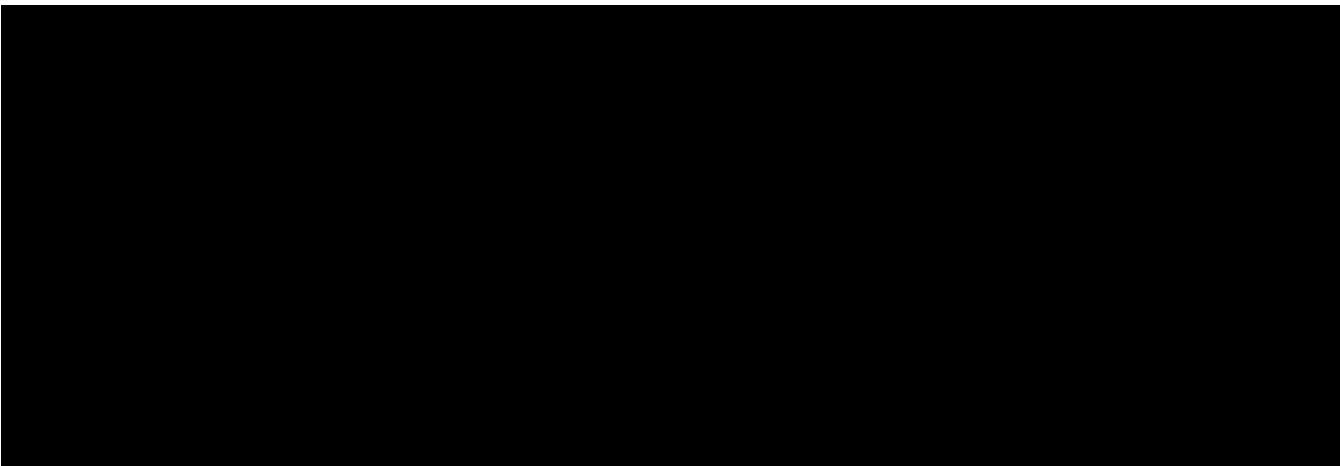
3.2.6 PROVIDE FOR SKILLS IMPROVEMENT AND COACHING

INTRA-day management
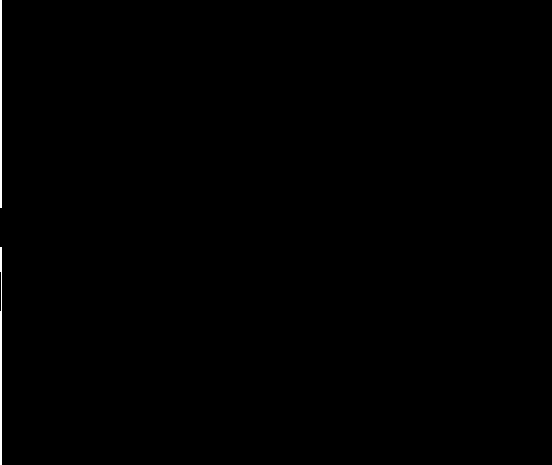
Contact center targets and goals can only be met with strict adherence to schedules and efficient agent performance. Our team designates a specific team to monitor daily schedule adherences (i.e., Adherence %) and key performance metrics (i.e., Average Handle Time) to ensure that the forecasts and assigned schedules directly lead to achieving service level goals. We leverage a suite of reporting capabilities to understand every aspect of the contact center, and quickly course correct agent behavior when necessary.

We understand that forecasts and schedules are only useful if agents adhere to their pre-built schedules. Our culture of quantitative oversight and continuous improvement means that we track staffing outcomes, reward positive performance, and capitalize on opportunities for enhancements. We place a strong emphasis on maintaining high schedule adherence to achieve expected service levels. For Georgia, we will bring a set of established techniques for workforce monitoring, including those described in the table below.

Effective oversight and a solid coaching infrastructure drive continued call center performance. Deloitte instills a culture of high performance amongst agents, support staff, and management. We promote consistent, high-quality outcomes for customers, and ensure that our capacity translates into results by relying on a combination of manual and automated approaches:

Our **manual** approach aligns to standard contact center methods where supervisors have the time and tools to see what their agent teams are doing. Supervisors will spend most of their day monitoring the contact center system to ensure that staff are in the correct status based on their approved schedule, and coaching agents toward performance excellence and growth. If a course correction is required due to agent error or a caller escalation, the supervisor can proactively identify the root cause of the issue and offer their assistance. Although some contact centers rely on supervisors to perform additional functions, such as quality evaluations, we understand that these tasks take time away from supervisors that can be used to monitor and coach
agents to improve performance.

In addition to our manual and automated oversight protocols, we establish a regular coaching cadence for all agents. Consistent and effective coaching leads to better agent engagement and skill improvement. Our approach to coaching will enable us to meet and exceed requesting agency performance goals and is outlined herein.

[REDACTED]

3.2.2   ABILITY TO ANALYZE CUSTOMER INTERACTIONS & 3.2.4 IDENTIFY CUSTOMERAND EMPLOYEE BEHAVIOR

Reporting

[REDACTED] we can analyze ACD data metrics relating to customer interactions. We can produce real-time and historical data reports for all ACD metrics and adjustforecasts and schedules based on newly identified trends (e.g., changes in Average Handle Times or Abandon Rates). Maintaining a vigilant focus on data analysis underpins our entire WFM offering, allowing the contact center to maintain consistent and accurate staffing models throughout the year.

Our strong focus on reporting allows our team to directly address specific customer and employee behaviors. For customers, we highlight metrics to analyze customer satisfaction, whichin turn allows us to address customer issues. We identify customers that make multiple calls intothe contact center without reaching an agent and subsequently recommend that they receive anoutbound courtesy call. We also report on "first call resolution" data, identifying the number of customers that required multiple calls with agents before completing their request. [REDACTED]

Other Workforce Management Functionality: Administration

We will also dedicate an administrator to manage all agent [REDACTED]. We centralize all administrative functions to a subject matter expert that primarily focuses on onboarding executing new client profiles, maintaining their credentials, provisioning their accesslevels, and quickly decommissioning their accounts when needed. We understand that proper system maintenance is a crucial component to abiding by risk and organizational requirements, and we deliver a consistent administrative approach to maintaining systems and profiles. We also ensure that agency leadership has full visibility into our systems, instilling confidence that we are operating a safe and secure contact center.

3.2.8   SOLUTION LIVE TRANSCRIPTION AND CAPTIONING SERVICES

Through D2C2's [REDACTED], live transcriptions and captioning servicescan be utilized by agents and staff to read live transcripts of phone calls.

3.2.10   IMMEDIATE DOWNLOAD OF TRANSCRIPTS AND NOTES

Through D2C2's [REDACTED] we provide the ability to immediately download transcriptsand notes to analyze specific customer interactions.

3.2.11   EASILY INTEGRATED WITH LMS AND CUSTOMER RELATIONSHIP

SOLUTIONS

As discussed with requirement 3.1.3, our workforce management platform will be integrated with our Learning Management systems and will have visibility into e-learning and web-based training as will be discussed in section 5.1.1. This integration benefits our workforce management team by allowing us to strategically schedule agents based on their knowledge and training levels and remain updated on changes to agents' content knowledge. We ensure that we not only meet overall call volume demand, but we also incorporate a nuanced approach to scheduling based on the skillset of available agents during each interval. Through our experienced approach, every contact handled will be serviced quickly and effectively by knowledgeable agents.

3 .3 CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

The Service provider's solution addresses the requirements in this section with the following:

3.3.1 PROVIDER SHOULD LIST INTEGRATED AND SEPARATE CRM OPTIONS AS WELL AS ABILITY TO LEVERAGE EXISTING CRM SOURCES

The D2C2 platform can be integrated with the industry's leading CRMs including, but not limited to, Salesforce.com, Oracle, ServiceNow and Microsoft Dynamics. D2C2 natively supports screen pop through an agent desktop plugin that can be configured to support various workflows and CRM processes. In addition, D2C2 has the capability of delivering out of box integrations for Salesforce and ServiceNow.

3.3.2 PROVIDER SHOULD HAVE THE CAPABILITY TO MIGRATE EXISTING CRM DATA INTO A REPLACEMENT OPTION

We have been recognized 14 times as a worldwide leader in the Gartner Magic Quadrant for CRM and CX implementation Services. A Gartner quote that we are particularly proud of and was included in the *Critical Capabilities for CRM and Customer Experience Implementation Services 2021* stated, "Deloitte demonstrates broad CRM technology implementation capabilities by actively leveraging technology
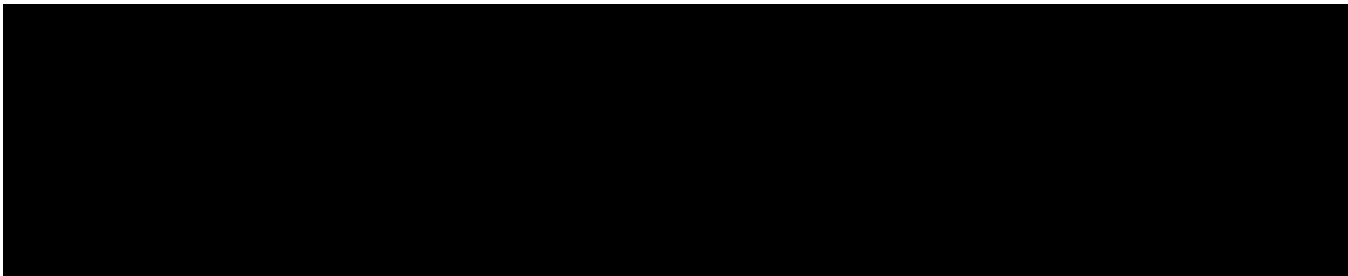
Our CRM experience is broad, including the implementation of new CRM systems, as well as designing the migration of data from an existing environment into a new environment. A few key rules of the road we live by as we evaluate migration opportunities include the following.

Make it Matter

As the leader in transformational CRM projects and with our deep experience serving Georgia, we would work with each requesting Agency to develop a strategy that delivers measurable business benefits for migrating to a new CRM environment. We know our way around the intricate details that make up the technical side of CRM implementations, including the legacy systems that typically exist in state government environments and the surrounding operational systems integrations, as well integrations with the D2C2 platform. The Deloitte Team enables seamless digital experiences. And with the 1000+ CRM certified professionals and 900+ completed projects, we bring Georgia a depth and breadth of experience that is second to none.

4.0 TRANSITION REQUIREMENTS

In this section of our proposal, you will read details about how our approach and the D2C2 platform meet the following Transition requirements.

RFP Requirement	Sub-Requirements	Meets or Exceed Requirements
4.1 Setup & Transition	4.1.1, 4.1.2, 4.1.3, 4.1.4, 4.1.5, 4.1.6, 4.1.7, 4.1.8, 4.1.9, 4.1.10, 4.1.11, 4.1.12, 4.1.13	✓

Table 10.0 Set-up & Transition Requirements Mapping

4.1 SETUP & TRANSITION

For new technologies, implementation and transition periods are often viewed as risks to be mitigated. Deloitte's approach instead focuses on transitions as opportunities to revisit operating protocols, technical capabilities, and the contact center experience for callers and workers. Our team is familiar with all the technologies we are proposing and can exceed agency customers' goals by understanding their needs and then helping them to design the ideal D2C2 feature set during transition periods. We look forward to providing structured, effective set-up and transition experiences for the agency customers.

4.1.1 SERVICE PROVIDER WILL PROVIDE APPROPRIATE TECHNICAL RESOURCES TO GUIDE, DESIGN, CONFIGURE AND IMPLEMENT ALL CONTACT CENTER FUNCTIONALITY INCLUDING CALL SCRIPTING AND CALL FLOWS, ETC.
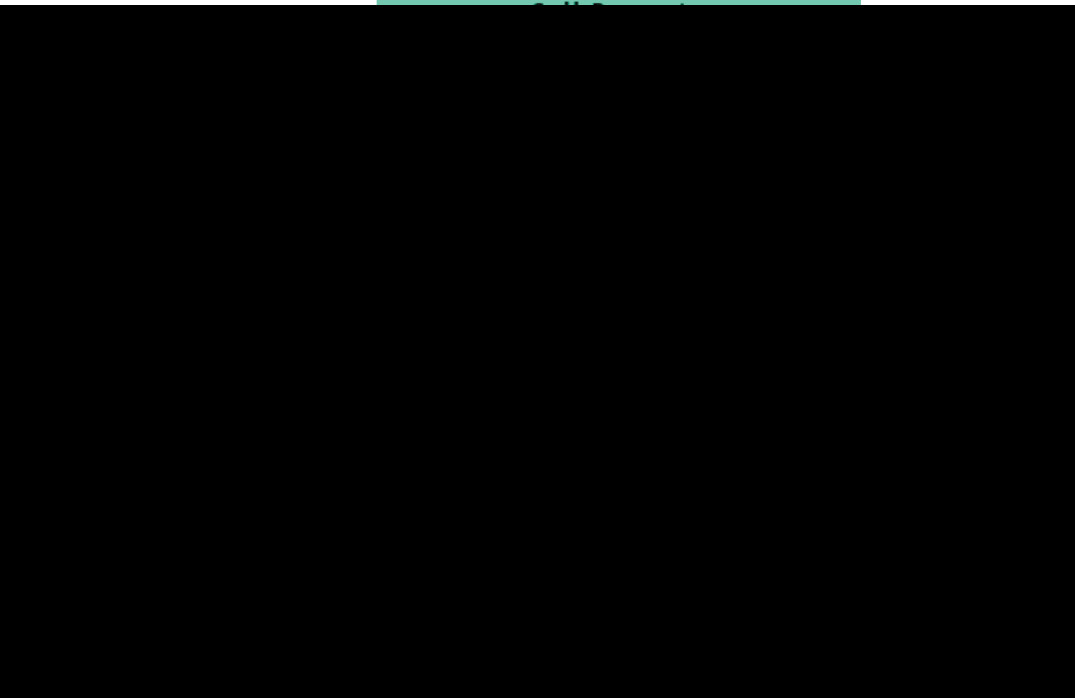
Deloitte will leverage our experience and expertise to deliver a solution that meets the needs of the State and its citizens. Deloitte's project teams include Subject matter experts in all the component technologies of the D2C2 platform. These experts will assist the state in maximizing the benefits of the solution and ensure that the technical components of the solution are configured and implemented to

provide the needed functionality. While every project will be different, a sample implementation team could contain resources including:

4.1.2   PROGRAM NETWORK-BASED ROUTING

At the start of each engagement Deloitte will work with the State to identify any necessary Network-based routing necessary to deliver the required functionality. D2C2 provides an integrated platform with secure IP-based voice solutions reducing the need for network-based routing.

4.1.3   CONFIGURE CALL PROMPTERS

The Deloitte team has the experience to configure any call prompter the State requires. Our teamhas experience with everything from a simple phone tree to advanced Artificial Intelligence (AI) powered Natural Language Voice-bot. When implementing call prompters, we focus on the agency's needs and provide recommendations for where integrations may be beneficial. As indicated in section 4.1.1,

Regardless of the type of prompter, our team will work with the State to

define the call flows that dictate how a caller is able to navigate through the
IVR. Based on these approved call flows, our team defines a timeframe and the necessary agency inputs to configure, script, test and deploy the features the agency requires.

4.1.4   CONFIGURE TRANSFER CONNECT AND ADVANCED FEATURES

We understand the desire to present callers with a No Wrong Door approach, where the State prefers to redirect callers rather than leaving them underserved. In cases where the agency has provided a requirement that the system redirect a caller to an external entity (sometimes referred to as a Transfer Connect or XC), the D2C2 platform can easily accommodate these routing rules for callers on an automated basis in the IVR or manually by an agent who has answered the call.

For agent transfers, the system accommodates blind transfers, consultations before transfers, and conferences before transfers. In all cases, Deloitte can build frequent transfer destinations into a phone book or speed dial to maximize agent efficiency and reduce the time callers need to wait while the agent looks up a phone number. These configurations are typically simple in the D2C2 platform and are handled routinely as a part of normal configuration activities.

Because we recognize that these calls are important to track even though they may be transferred before reaching the agency's representatives, D2C2 includes reporting on these transferred calls that can inform business decisions about how to design a phone tree or quick transfer options to program into the agent's phonebook for easy access. During the
configuration process, we review reporting capabilities and goals with the business owners and ensure that calls undergoing a transfer are captured in any reports to align with the agency's business objectives.

D2C2 contains a multitude of call redirection advanced features that Deloitte's team of experienced implementation professionals can deploy as needed to any agency based on their business needs. The configuration for each of these advanced features is part of our transition project; while not every advanced feature is required for every deployment, expertise around these features and the effort and opportunities involved with configuring them is always available.

Our experience implementing these features will make every transition an opportunity to implement efficiencies around transfers that streamline agent actions, improve caller experience, and promote strong

decision making through call tracking and reporting.

4.1.5 SETTING UP, SUPPORTING, OPERATING, AND MAINTAINING IVR, AUTO ATTENDANT, AFTER-HOURS PROCESSING, CALL RECORDING AND OTHER ASSOCIATED SYSTEMS REQUIRED TO PROCESS CALLS AND ALLOW END-USERS TO CONTROL AFTER INITIAL SETUP

During the initial transition and activation process for a new project, Deloitte's team gathers initial requirements to launch, support, operate, and maintain all systems associated with processing calls. After validating the requirements with the agency, Deloitte assesses the required documentation based on the IVR and other call processing features that are necessary to achieve operational goals.

Deloitte supports the design documentation process and executes on the vision. We support the agency business representatives as they conduct their testing on these critical call processing components and mitigate any issues identified. When the call processing systems, including the IVR with messaging for open hours as well as holidays and after hours, are ready for launch we review potential deployment windows with all stakeholders to ensure there will be no disruption to operations.

After launch, operational controls are in place for day-to-day functions in the contact center, such as supervisory oversight of agent teams. Our managed service approach forms a long-term partnership with customers using the D2C2 platform so that technical controls and configurations can be requested and implemented by a team of Deloitte engineers. This mitigates the need for any individual agency or GTA to hire specialized resources to maintain the system. This blended approach to maintenance allows business representatives to focus on their core needs and dramatically shortens the turnaround time for any changes to the technology during operational periods by ensuring they are executed by experts knowledgeable on the platform.

4.1.6 DEVELOP AND IMPLEMENT PLAN TO TRANSITION IN-SCOPE ACCESS NUMBERS INCLUDING TOLL- AND TOLL-FREE NUMBERS AND ANY OTHER SPECIFIED NUMBERS FROM THE CURRENT AGENCY CUSTOMERS' CURRENT SERVICE PROVIDER

Transitioning public-facing phone numbers is a straightforward technical exercise, but one that requires very clear communication to all involved parties to avoid any risk of dropped calls.
Deloitte has change management experts who are prepared to produce plans for any agency that needs to transition its phone numbers to the D2C2 platform.

We will work with the agency and the current service provider to first identify a desired date and time for the transition. Often, these transitions should occur late in the evening or during another window when the contact center is closed. The cutover date should be far enough in advance to allow for any configuration and testing of the new functionality that the transitioning phone number will point callers.

Deloitte will develop a cutover plan that focuses on communications to any internal and external stakeholders and communicate the upcoming to any potentially impacted teams. Our goal is to avoid any confusion during transitioning among the technology and business teams.

Prior to the transition, we may require a Letter of Authorization enabling the change to occur at the carrier level. In these cases, we will work closely with the agency and the current service provider to ensure the necessary procedural tasks occur. Deloitte will work with the carriers to transition numbers between carriers, if necessary, and arrange for the numbers to be delivered to the Deloitte platform. Deloitte will maintain the transition schedule and arrange for testing every number as it is transitioned.

As we execute the transition, we make any required changes and then validate functionality is working as expected, which may require temporary modification of business hour rules or other features. This is a standard, low-risk practice and our engineers remain available until the cutover window has ended to ensure the transition has occurred as planned.

4.1.7 SETTING UP, SUPPORTING, OPERATING, AND MAINTAINING DATA CIRCUITSAND VOICE OVER IP CIRCUITS (IF APPLICABLE) AS REQUIRED PROCESSING CONTACTCENTER SERVICES AND SUPPORTING FEATURES OR PRODUCTS

The underlying infrastructure that supports contact center connectivity is important to create, support, operate, and maintain. During a transition, our team works with the agency to understand the estimated contact center demand and capacity. Because the D2C2 contact center infrastructure is cloud-based and scalable, there are few constraints on capacity, and wecan scale infrastructure for both small and large operations.

Stable connections between the contact center infrastructure and the agents assisting callers requires properly sized, fault tolerant data circuits. The Deloitte team will work with each agencyas it transitions to the D2C2 platform to identify all communications between the platform and the state. This includes voice, call context data, and back end data-dips. Using the identified communications as inputs, Deloitte has a sizing tool to ensure that the network is appropriately sized to handle the features utilized by each agency.

In addition to maintaining the core infrastructure, Deloitte brings a variety of proactive monitoring tools that will prevent agency customers from having to monitor system performance on their own. These tools alert us to any potential issues that may cause downtime, allowing us to maximize availability and minimize the impact of any potential issues.Tools like these further reduce the risk of transition from one system to another.

4.1.8 DEVELOP, IMPLEMENT, AND MAINTAIN CALL ROUTING PROCEDURES, WHICH DEFINE HOW CALLS WILL BE RECEIVED AND ALLOCATED ACROSS MULTIPLECENTERS (IF RELEVANT) AND WITHIN CENTERS HOW CALLS WILL BE DISTRIBUTED TO QUEUES. DEVELOP, IMPLEMENT, AND MAINTAIN PROCESS FOR AGENCY APPROVAL / NOTIFICATION OF CHANGES TO THESE PROCEDURES

During the design process for the Call Prompters/IVRs, we will work with the agency to identify where in the call flow callers will be redirected to agents. We understand that choosing routing rules is not only a technical exercise, but one that requires an understanding of worker capacity,agent training, and desired program outcomes. Based on our extensive contact center experience, we can advise customer agencies on best practices for routing contacts for maximum efficiency. Whether or not our team supports the design of routing, we produce detailed documentation showing the call routing rules.

The documentation of each exit point includes the rules defining which agents can handle callscoming from that exit point. The routing rules can include but are not limited to: physical location of agents, language spoken by the agent, relative skill level in handling calls from thatexit point, callers experience while waiting for an agent, and how calls from that exit point will appear in the reporting.

Our draft documentation is submitted for agency review as soon as possible. As part of the review process, we recommend a working session that includes our project team and the agencyto quickly resolve any outstanding questions or simple changes. To minimize the risk of improper implementation, we wait until we have a received a formal sign-off from the agency before configuring any call routing.

As needed, we will make the configurations available for agency testing prior to pointing any public-facing phone numbers to them. Agency testers can call in to an unpublished number and navigate through the

prompts and routing options to observe where calls are routed. This is also an ideal opportunity to create training materials for agents based on what they will see when calls are routed to them. We work with the agency to resolve any defects identified in testing as quickly as possible. Once testing is complete, the agency will inform our team that the routing rules are ready for implementation and we will point any applicable public-facing phone numbers at the configured system.

The D2C2 change control policy establishes who can make requests to update the call routing. The comprehensive change management policy includes who is authorized to request each type of change, who needs to approve each change before work begins, and once the change is ready for implementation, and the communication plan associated with each change. We will work with each agency to tailor their change management policy as part of the initial transition to the D2C2 platform.

Deloitte's change management experts will ensure that all changes will follow the documented change control policy.

4.1.9 DESIGN. BUILD. IMPLEMENT. AND MAINTAIN CALL ROUTING TABLES BASED ON CRITERIA DEFINED BY AGENCY. WHICH ROUTE CALLS TO AGENTS BASED ON AGENT SKILL SETS AND AVAILABILITY

During the design process for the Call Prompters/IVRs, we will work with the agency to identify where in the call flow callers will be routed to agents. We understand that creating routing tables is not only a technical exercise, but one that requires an understanding of worker capacity, agent training, and desired program outcomes. Based on our extensive contact center experience, we can advise customer agencies on best practices for implementing call routing tables for maximum efficiency. After the design is complete, we produce detailed documentation showing the call routing tables.

Routing tables consist of exit points. The documentation of each exit point includes the rules defining which agents can handle calls coming from that exit point. The routing tables can include rules based on call (or caller) data as well as agent data.

Examples of call data that impact routing often include selections made in the IVR, the caller type based on information gathered through a web service integration, or the treatment required for the callers while they wait for an agent (music on hold, estimated wait times, etc.). Real-time call volume and time of data are also sometimes considered when building routing tables.

Layered on top of the exit point classifications based on call data are additional routing rules based on agent data. D2C2 enables rules that can route calls to specific agents based on known skills or attributes, such as language spoken, or training received. As agent attributes change while they gain tenure or receive additional training, their profiles can track those new skills and route additional call types to them as needed. Additionally, agent schedules and availability play a role in call routing. The D2C2 platform only routes calls to agents who are available to answer them; for details on how agent availability is managed, refer to section 3.2 on Workforce Management.

Our draft documentation is submitted for agency review as soon as possible. As part of the review process, we recommend a working session that includes our project team and the agency to quickly resolve any outstanding questions or simple changes. To minimize the risk of improper implementation, we wait until we have a received a formal sign-off from the agency before configuring any call routing tables. As needed, we will make the configurations available for agency testing prior to pointing any public-facing phone numbers to them. Agency testers can call in to an unpublished number and navigate through the prompts and routing options to observe where calls are routed. We work with the agency to resolve any defects identified in testing as quickly as possible. Once testing is complete, the agency will inform our team that the routing tables are ready for implementation and we will point any applicable public-facing phone numbers at the configured system.

4.1.10 DEVELOP AND MAINTAIN ROUTING TABLES. WHICH MAP INBOUND

NUMBERS TO CENTERS AND WITHIN CENTERS TO APPROPRIATE QUEUES

During the design process for the Call Prompters/IVRs, we will work with the agency to identify where in the call flow callers will be routed to agents. We understand that creating routing tablesis not only a technical exercise, but one that requires an understanding of worker capacity, agenttraining, and desired program outcomes. Based on our extensive contact center experience, we can advise customer agencies on best practices for implementing call routing tables for maximum efficiency. After the design is complete, we produce detailed documentation showing the call routing tables.

Routing tables consist of exit points. The documentation of each exit point includes the rules defining which agents can handle calls coming from that exit point. ███

Our draft documentation is submitted for agency review as soon as possible. As part of the review process, we recommend a working session that includes our project team and the agencyto quickly resolve any outstanding questions or simple changes. To minimize the risk of improper implementation, we wait until we have a received a formal sign-off from the agency before configuring any call routing tables.

As needed, we will make the configurations available for agency testing prior to pointing any public-facing phone numbers to them. Agency testers can call in to an unpublished number andnavigate through the prompts and routing options to observe where calls are routed. We work with the agency to resolve any defects identified in testing as quickly as possible. Once testing iscomplete, the agency will inform our team that the routing tables are ready for implementation and we will point any applicable public-facing phone numbers at the configured system.

4.1.11   PROVIDE A CERTIFIED PROJECT MANAGER TO WORK WITH AGENCIES DURINGIMPLEMENTATION PHASE TO PLAN, DOCUMENT, EXECUTE AND COMMUNICATE TASKS FOR THE ENTIRE IMPLEMENTATION PROCESS

Our Government & Public Services practice at Deloitte has over 1,700 Certified Project Management Professionals (PMP certification by the Project Management Institute). Through a combination of extensive technical project management experience and official certifications, our team will have trained PMs available to support agency projects and transitions each step of the way. As noted in our response to 4.1.1, our typical project team consistsof project management resources as well as technical resources. Our project managers will partner with the agencies to gain an understanding of desired business outcomes and any known

Our Government & Public Services team has…

1,700+   Certified PMPs to support the execution of complex projects.

Figure 10.0 Deloitte Certified PMPs in GPS

requirements. As we come to understand these needs, our project management will compile a timeline, a communication protocol, and any other tools necessary to facilitate a low-risk implementation process. Collectively, these activities are part of ██

The project manager will also be responsible for creating or using an existing collaboration space so that the agency can track the implementation status and view all documentation as needed without the risk of lost emails or misaligned document versions. This is also our forumto structure communication to and

from the agency to make sure neither team misses any important information.

4.1.12 PROVIDE BUILD, USER APPLICATION TESTING, TEST, AND PRODUCTIONLIFECYCLE MANAGEMENT

D2C2 is supported by engineers and project managers that have extensive experience managing software lifecycles. We share GTA's interest in following a structured lifecycle for agency customers that allows for clear transition steps through build, test, and launch phases of each project. As a managed service platform, D2C2 includes full production lifecycle management.

At the onset of each project, we review the stages of the lifecycle to come to alignment with agency customers about each team's responsibilities and intended outputs for each stage of the transition deployment effort. This communication helps to keep our projects on track and contributes to successful outcomes. We go above and beyond the basic pre-deployment lifecycleand continue this structured approach to communication and updates after we launch a function into production, adding structure to maintenance and update tasks that are required tomaximize agency outcomes.

4.1.13 DEVELOP AND IMPLEMENT PROCEDURES FOR RE-ROUTING CALLS IN THE EVENT OF CENTER OUTAGES, EMERGENCIES, UNEXPECTED CALL VOLUME SPIKES OR OVERFLOWS, OR OTHER UNFORESEEN CIRCUMSTANCES DURING TRANSITION. PLAN AND CHANGES ARE SUBJECT TO APPROVAL BY AGENCY

While disruptions to business are rare, we will support agency efforts to be prepared. Our teamclassifies two distinct categories of disruptions: operational and technical. Each category has itsown methods of recovery that our team documents in a Business Continuity & Disaster Recovery plan. We produce the plan as a part of each transition effort.

Unlike other platforms that rely only on their technical ability to failover to other data centers, we take a holistic approach and help our agency partners brainstorm solutions for operational disruptions as well.

Our extensive experience operating contact centers gives us the background needed to develop, document, and execute on business continuity efforts. The agency is an active participant in thecreation of these plans and protocols, and we acknowledge that any enhancements or changes to these plans are subject to approval by the agency.

5.0 TRAINING AND TECHNICAL SUPPORT

In this section of our proposal, you will read details about how our approach and our contact center technology platform meets the following Training and Technical Support requirements.

RFP Requirement	Sub-Requirements	Meets or Exceed Requirements
5.1 Training	5.1.1, 5.1.2, 5.1.3, 5.1.4	✓
5.2 Technical Support	5.2.1, 5.2.2, 5.2.3	✓

Table 12.0 Training and Technical Support Requirements Mapping

We recognize the importance of balancing the time agents spend in training with the time they spend supporting customers. Deloitte will build the overall training plan for contact centers basedon the stated needs of the Agency.

Training leverages a hybrid method that blends web-based trainings (WBT) and instructor-led training (ILT). WBT provides self-paced learning across call center capabilities, specific policies and agent

expectations while instructor-led training provides an engagement opportunity for agents on more subjective content like role-based simulations and customer service best practices. Instructor-led trainings can be delivered virtually or in-person and are tailored to adult learners which allows for flexibility and agility to use in-person classroom time for simulations rather than focusing on content that could be communicated on a virtual platform before entering the classroom. This combination of WBT and ILT training uses time of instructors most efficiently to focus on engaging subjective content with agents.

Technical support focuses on providing cohesive, coordinated infrastructure for contact center agents so they can best support the end user. Contact center agents have accessible tech support for any issues that may arise related to their contact center system(s), and State of Georgia agencies will have visibility into contact center operations.

5   .1   TRAINING

With our proprietary technology platform, we have already-built accelerator training material to help speed up agent training material development according to the specific needs of diverse agencies. This leads to a quicker turnaround between an agency requesting a hosted contact center and agents on the phones serving customers.
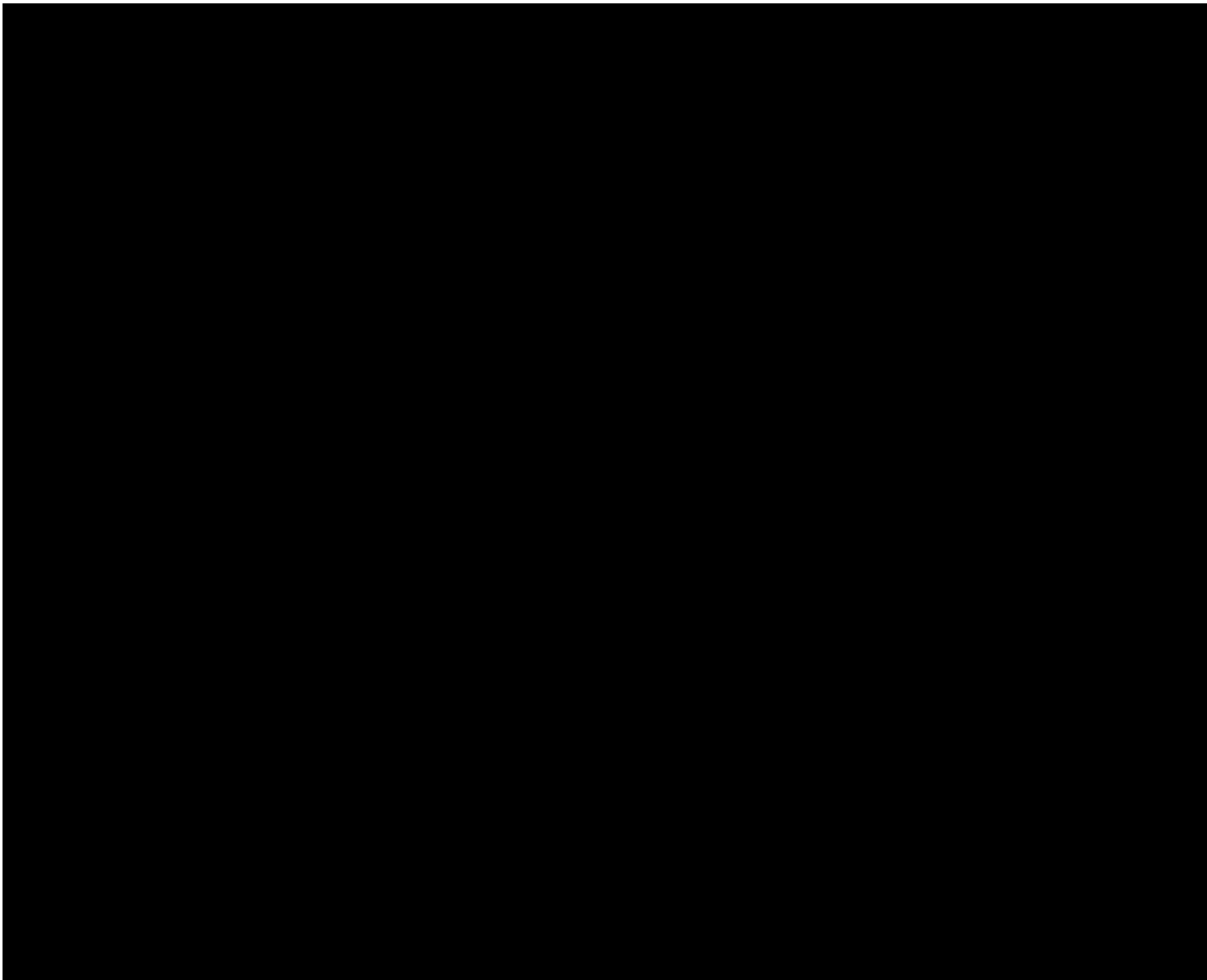
During the Design phase, Deloitte develops training material templates and outlines tailored to the training needs and learning objectives for each module with the future trainee in mind. We understand that each hosted contact center and agency has unique needs in terms of training delivery mediums.

Training programs for contact centers will be able to adapt to the needs of a given State of Georgia agency. Training is often delivered in a hybrid method that blends web-based trainings (WBT) and instructor-led training (ILT). This blended WBT and ILT training approach results in increased levels of engagement by catering to different learning styles, making efficient use of time, and maintaining invaluable face-to-face interaction, particularly during initial implementation, to reinforce knowledgeand

provide additional support. Our team uses existing materials as a launching point for customized, client-specific training plans and materials to contribute to a more seamless, enhanced learning experience. We leverage continuous learning and enrichment, stakeholder supported learning, and call center best practices to support effective training for agents to be ready on Day 1 of operations.

5.1.1 E-LEARNING. BROWSER BASED. INCLUDING TRAINING MATERIALS AND/ORVIDEOS

Our e-learning training approach is designed to maximize on demand learning opportunities for agents in a browser-based environment.
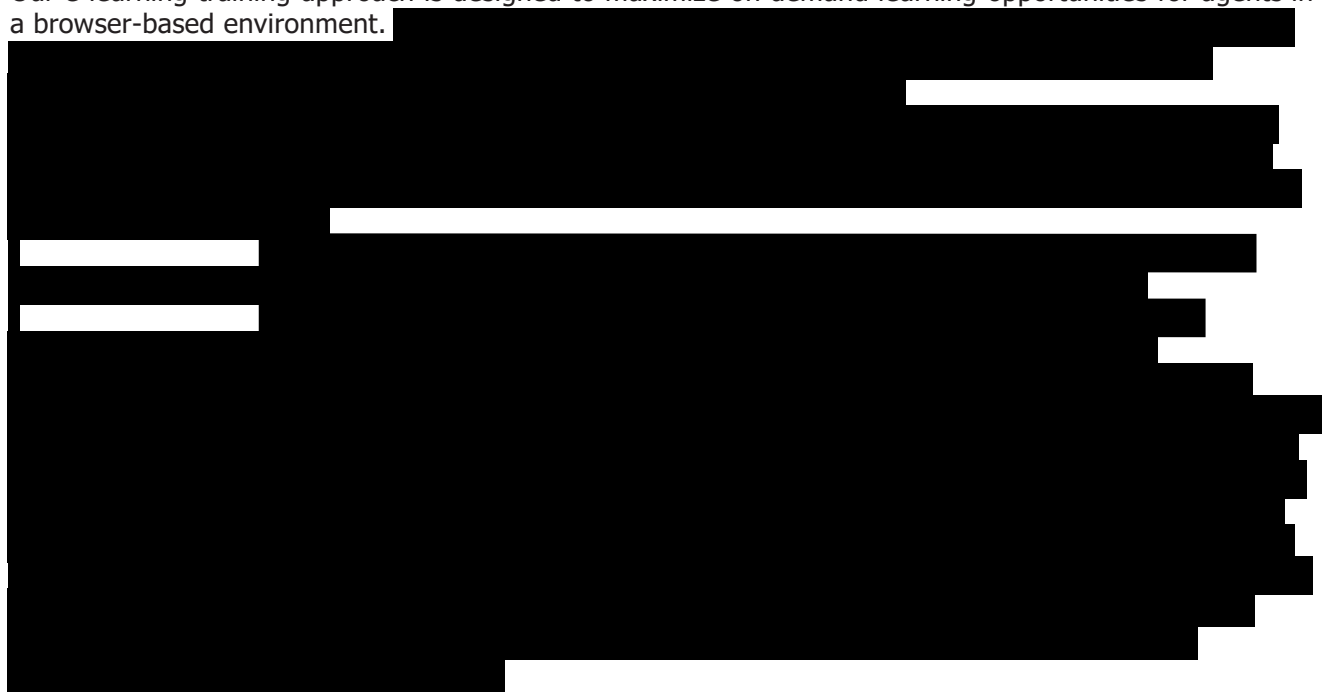
Deloitte provides the agency's leadership with training curricula, material, and tools to review and approve the training content before it is finalized to confirm it meets anticipated needs priorto initial delivery.

5.1.2 REFERENCE GUIDES FOR ONGOING SUPPORT

After the initial training period, it is crucial that contact center agents have the tools to referenceand support their work. A reference guide is a resource Agents can access within an existing system with content pre-approved by any given State of Georgia agency opening a hosted contact center. These guides include a wide variety of information to equip agents handle calls effectively. Reference guides can include:

- Step-by-step instructions of how to complete system-specific tasks
- External resources to provide the customer (if applicable)
- Answers to frequently asked questions, and other common contact center topics like customer service, quality assurance, general greetings, phone etiquette, and tech operations.

Our team leverages existing templates for guides regarding common contact center topics and creates customized articles and guides to meet the specific needs of any agency and/or contactcenter.

As any contact center evolves, procedures and expectations may change. We communicate these changes to agents via email, micro-trainings, and updated reference guides. These updates or changes would be reviewed by agency leadership ahead of publication. By varying the training and information delivery, we ensure that agents can absorb important content forthe contact center's success.

5.1.3 PROVIDE ONSITE TRAINING FOR INITIAL IMPLEMENTATION

Instructor-led training during initial implementation may include the modules outlined below. Modules and

delivery time may vary depending on the needs of the agency and the expected complexity of agent interactions with agency customers and/or constituents. We recognize the importance of an instructor-led format to provide hands-on training and encourage user adoption of the call center tech platform. Additionally, where appropriate, we employ a train- the-trainer model and encourage manager and/or agency staff participation to best leverage internal agency resources.

The training modules below outline sessions that the team can deliver. As needed, additional customized modules may be developed to meet the needs of the Georgia contact center, including reworking the modules below to fit a train-the-trainer approach.

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5.1.4 PROVIDE TRAINING FOR SUPPORTING INTEGRATION. AGENT & SUPERVISORSAND END-USERS FOR THE USE OF THE CONTACT CENTER SERVICES SYSTEMS

Understanding that some State of Georgia agencies may have their own, existing contact center technologies, the Deloitte team partners with the appropriate leadership to develop any training materials necessary to set our agents up for success. If the State of Georgia agency in question does not have their own contact center technology solution, Deloitte employs our proprietary platform for which we have existing training accelerators to support agents' learning.

████████████████████████████████████ Our team works closely with the agency's leadership to vet all training content to verify alignment and cohesivity with the contact center's mission.

5 .2 TECHNICAL SUPPORT

Deloitte understands the criticality of providing a disciplined approach via multiple channels for technical support. The following section, describes how we meet the stated requirements:

5.2.1 SERVICE PROVIDER PROVIDES A SERVICE DESK INCLUDING 24X7X365 COVERAGE ACCESSIBLE THROUGH VOICE. EMAIL. WEB. CHAT

Deloitte's robust staffing capabilities are scalable and nimble to meet the needs of a 24x7x365 service desk schedule to support contact center agents when tech-related issues may arise. We can offer tech support through voice/phone, email, web, and chat. While the RFP outlines these hours of operation as a requirement, we acknowledge and can accommodate supporting expanding or contracting operations during emergencies, periods of peak volume (e.g., the summer season, pre-holiday periods, etc.). Increasing staffing and for such peak times may require some prior planning, however, in many instances we are able to modify staffing promptly across expanded hours or schedules. █████████████

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We optimize such a schedule with tiered levels of support. With a tiered approach, all calls and emails will be answered and ticketed for resolution as soon as possible if an issue is raised when SMEs are not available. The Deloitte team brings an organizational structure and a contact center operations plan that not only meet contractual responsibilities, but also increases the effective deployment of resources and simultaneously provide flexibility to ramp up or down in response to fluctuations in inquiry volumes and staff turnover.

A key component of our operations approach is using a tiered support structure. Tiered support provides options for clients/applicants, based on their needs and schedule, while aligning them with the right level of service based on their inquiry. In addition to increased efficiencies within contact center operations, we deploy policies and process improvements that encourage more inquiry resolution at the lower tiers, thus freeing up GTA or agency staff to help clients or agents with the more complicated issues. The transfer between contact center agents and the State of Georgia agency staff would also be a smooth process, using both process (warm transfer) and technologies (e.g., screen pops, email ticket tracking). This is especially important for those cases that require an immediate and direct transfer to the State of Georgia agency staff or GTA. That said, our intention is to limit transfers and hold time in order reduce handle time and customer effort.

[black redaction block]

Finally, a key aspect to the success of the 24x7x365 approach is Deloitte's unique contact center technology platform boasting AI and chat capabilities that can be run around the clock. [redacted] his makes the customer more independent while eliminating the need for a live agent in that specific scenario.

5.2.2 RECEIVE NOTIFICATION OF EVENTS. SYSTEM ISSUES. STATUS AND UPDATESOR CAN BE PROVIDED AS A WEB PORTAL

To maintain additional operational transparency, Deloitte commits to notifying GTA and client counterparts of events, system issues, status and updates related to contact center technology.Any planned interruption in service will be documented and coordinated with all appropriate parties well in advance. Any unplanned system-wide interruption in service will be attended to with urgency. For any outage, Deloitte will record and report:

In real time via web portal:
- Start and end time
- Incident discovery time
- How incident was discovered
- Potential impacted systems
- Potential impacted users
- Potential root cause (if available)
- Potential recovery time (if available)
- System progress updates
-

Included in retrospect report:
- All of the above, as applicable
- System and operations impact (systems, users, business impact)
- Corrective measures to detect and prevent future chronic incidents

5.2.3 HOSTED CONTACT CENTER SUPPORTED BY STAFF THAT IS PHYSICALLYLOCATED WITHIN THE UNITED STATES

The Deloitte contact center PMO, also known as the Command Center, serves as a unifying, single point of contact for GTA and requesting agency leadership and coordination to promote transparency and easy of communication. A key piece of this transparency is Deloitte's commitment to meet the requirement that all staff supporting the D2C2 platform are located within the United States. We work closely to actively regulate and control for this through the lifeof the engagement. There is a no tolerance policy for violations and users are not be able to loginto Deloitte-hosted contact center technologies outside of the United States.

6.0 GENERAL REQUIREMENTS

In this section of our proposal, you will read details about how our approach and the D2C2 platform meets the following General Requirements including Pricing and Security.

RFP Requirement and Sub-Requirements	Sub-Requirements	Meets or Exceeds Requirements
6.1 Pricing Model	6.1.1, 6.1.2, 6.1.3, 6.1.4, 6.1.5, 6.1.6, 6.1.7, 6.1.8, 6.1.9, 6.1.10, 6.1.11	✓
6.2 Security Requirements	6.2.1, 6.2.2	✓

Table 16.0 General Requirements Mapping

6 .1 PRICING MODEL

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6.1.1 ABILITY TO PROVIDE A PER SEAT SUBSCRIPTION MODEL, INCLUDING QUICKSCALABILITY PRICING

Per the requirements included in the RFP, we have provided a per seat subscription model torespond to Agency requests that supports quick scalability.

6.1.2 ABILITY TO PROVIDE TIER VOLUME DISCOUNT TO INDIVIDUAL AGENCIESBASED ON PROJECT ENTERPRISE VOLUMES

██
███████████████████████

6.1.3 BASIC SEAT PRICING SHOULD INCLUDE ALL FEATURES AND FUNCTIONS (SEAT, EMAIL, CHAT, FAX, ETC.) WITH THE EXCEPTION OF WORKFORCE MANAGEMENT, ENHANCED QUALITY MANAGEMENT, CUSTOMER RELATIONSHIP MANAGEMENT, AND CUSTOMER SURVEY

██
██
██

6.1.4 PROVIDE INCLUSIVE TOLL-FREE SERVICES AND PER-MINUTE TOLL-FREESERVICES FOR COMPETITIVE PRICING

██
████████████

6.1.5 PROVIDE A RATE-CARD FOR OPTIONAL PROFESSIONAL SERVICES

Per the requirements, our professional services rates have been provided in the Cost proposal using Attachment 2-A. We look forward to the opportunity to work with GTA and the various agencies they support.

6.1.6 PER SEAT PRICING SHOULD INCLUDE ALL INSTALLS, MOVES, ADDS ORCHANGES (IMAC)

████████ nition of an IMAC in Attachment 1-A, our percent pricing includes all installs, moves, adds, or changes.

6.1.7 NO MINIMUM REQUIREMENT FOR THE NUMBER OF SEATS CONTACT CENTERS REQUIRED TO PURCHASE

We know each Agency has unique needs and customers to serve and are excited to partner withthe State

without a minimum requirement for the number of seats required.

6.1.8 ABILITY FOR AGENCIES TO ADD SEASONAL SEATS AT ANY TIME WITHOUTIMPLEMENTATION OR DISCONNECT FEES

We have had the opportunity to serve and advise various enterprise contact center environmentsthrough our commercial, federal, and state practices and we understand that call volume is oftenseasonal and, in some cases, unpredictable.

6.1.9 THERE SHOULD BE NO IMPLEMENTATION FEE OR OTHER FEES BESIDES THEMONTHLY RECURRING SEAT CHARGES IMPOSED FOR UPGRADING AND DOWNGRADING SOLUTION CAPABILITIES

D2C2 is a world-class contact center platform that is actively maintained and enhanced so that wecan continue to offer new capabilities and features to the Georgia Technology Authority.

6.1.10 ABILITY TO PROVIDE PRICING THAT CAN INCLUDE UPFRONT TRANSITION COSTS WITHIN THE PER-SEAT PRICE (AMORTIZED OVER THE LIFE OF THE CONTRACT)AS WELL AS PRICED SEPARATELY.

D2C2 will work with GTA and requesting agencies to review upfront transition costs to investigate opportunities to amortize cost through the per seat rate over the life of the contract.

6.1.11 PROVIDE A-LA-CARTE PRICING FOR OTHER THAN BASIC SEAT, SUCH AS ENHANCED QUALITY MANAGEMENT, ENHANCED WORKFORCE MANAGEMENT,CUSTOMER RELATIONSHIP MANAGEMENT, AND CUSTOMER SURVEYS, ETC.

Per the requirements included in the RFP, we have provided additional a-la-carte pricing entries in the Cost Proposal using Attachment 2-A.

6.2 SECURITY REQUIREMENTS

In this section, we describe how we will meet the following requirements:

6.2.1 PROVIDER MUST COMPLY WITH THE STATE AND AGENCIES DATA INTEGRITYAND PRIVACY POLICIES FOR THE DELIVERY OF THE CONTACT CENTER SERVICES

We are uniquely positioned to support GTA through our combined experience as the market leader in Security Consulting Services and as close partner and trusted advisor to the State of Georgia. Deloitte has extensive knowledge of the policies and procedure for the State of Georgiaand years of experience handling sensitive data on behalf of the State.

We have retained our market dominance in 2020 and have been identified by Gartner as the market leader in security consulting services since 2016.

██

Through our experience supporting enterprise contact center for several Federal and State based programs we find that FedRAMP moderate status often serves as the standard. FedRAMP moderate data sets often overlap with many security standards. We are committed to the security standards for data integrity and privacy policies set by the State and Agencies will pursue other security controls as required.

6.2.2 PROVIDE ENCRYPTION FOR VOIP CALLS THAT MEET OR EXCEED IRS PUBLICATION 1075 REQUIREMENTS, IF REQUIRED BY AGENCY

D2C2 will provide VoIP encryption that meets or exceeds IRS Publication 1075 if required by an agency. Our platform is being ██

In addition to FedRAMP Certification, ██

EXHIBIT 1B
Customer Participation Acknowledgment Form

This **Customer Participation Acknowledgement** is executed and delivered by the undersigned ("**Customer**"), in connection with its participation in the GTA Direct Program, including its execution of that certain Customer Purchase Agreement dated____, 20_____ with _____, Inc. ("**Supplier**") and for the benefit of GTA and the State of Georgia. Terms not defined in this Customer Acknowledgement have the meanings applicable under the Customer Participation Agreement or other applicable GTA Direct documentation.

Customer acknowledges and agrees that in participating in the GTA Direct Program (including its execution of the Customer Purchase Agreement), it is acting solely on its own behalf and that neither GTA nor the State of Georgia (nor any third party) will be liable under or with respect thereto, including for any of Customer's or Supplier's obligations in connection therewith or with respect to any delivery or failure of the Services. Any claim or cause of action that Customer may have under the Customer Purchase Agreement shall be exercisable solely against Supplier and not GTA or the State of Georgia.

Customer acknowledges and agrees that Supplier may provide GTA with information about the Customer Purchase Agreement and Customer's continuing participation in the GTA Direct Program, including the Services provided, Service Levels attained, and the payable charges. Customer further acknowledges and agrees that it will comply with applicable requirements under the GTA Direct Program.
Customer

Signature: _____

Printed Name: _____

Title: _____

Email:_____

Phone: _____

Date: _____

EXHIBIT 1C
FORM OF CUSTOMER PURCHASE AGREEMENT

N/A

EXHIBIT 2A
E- VERIFY AFFIDAVIT – SUPPLIER

gta
GEORGIA
TECHNOLOGY
AUTHORITY

GEORGIA
TECHNOLOGY
AUTHORITY

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)

Contractor Name: Deloitte Consulting LLP

Contractor Address: 191 Peachtree St. NE, Suite 2000, Atlanta, GA 30303

Contract Number: 98000-HCC-0000005215

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of **Georgia Technology Authority** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

257755

10/5/2009

Federal Work Authorization User Identification Number   Date of Contract

Enter the E-Verify Number. This is NOT your FEIN number (XX-XXXXXXX). For information see -https://www.e-verify.gov/

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on August, 14, 20 21 in Atlanta _____ (city), GA (state).

Lauren Powalisz, Principal

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE 14ᵗʰ DAY OF AUG, 2021

My Commission Expires: 4/28/2024

404-463-6500 – Procurement@gta.ga.gov

TOM AHRENS
NOTARY
EXPIRES
GEORGIA
PUBLIC
COBB COUNTY
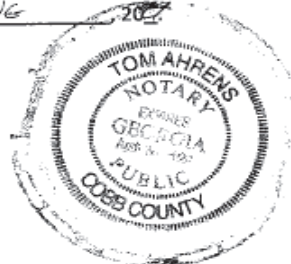
EXHIBIT 2B
E-VERIFY AFFIDAVIT – SUBCONTRACTOR

N/A

EXHIBIT 3A
DEFINITIONS

1. "Auto-Attendant" means a system that allows callers to be automatically transferred to an extension without the intervention of an operator/receptionist.

2. "Automatic Call Distribution" or "ACD" means a telephone facility that manages incoming calls and handles them based on the number called and an associated database of handling instructions.

3. "Affiliate" means an entity in which the Parent of the Prospective Service Provider owns more than fifty percent of the voting stock, or an entity in which a group of principal owners which own more than fifty percent of the Prospective Service Provider also own more than fifty percent of the voting stock.

4. "Contract" means any agreement between two unrelated legal entities under which Prospective Service Provider, acting as a Prime Contractor, provided data center relocation services of the type and nature described in the relevant agreement.

5. "CRM" or "Customer Relationship Management" means a system for managing a company's interactions with current and future customers.

6. "Data Center Services" means all services that are industry accepted data center infrastructure services including operating systems and environment provisioning and hosting of multi-platforms (i.e., IBM, UNIX, Unisys, Linux, and Windows), data management and storage, tape and backup services, integration services, etc.

7. "GTA" means the Georgia Technology Authority.

8. "Enhanced Quality Management" and "Quality Management" means tools used to record contacts and screen captures to evaluate staff performance. "Enhanced Quality Management" includes the ability to provide role-based scorecards, integrated learning & coaching management for staff/agents.

9. "Enhanced Workforce Management" and "Workforce Management" means a common set of performance-based tools to support management, supervisors, managers and workers across the operations. Enhanced Workforce Management includes the additional workforce optimization tools automating entire processes, making key data more visible encompassing all aspects of managing the complete workforce lifecycle.

10. "IMAC" (Installs, Moves, Adds, Changes) means all day-to-day activities associated with the scheduling and installation of hardware and software, changes to configuration, de-installation and relocation of equipment, including connectivity testing, data transfer and user orientation.

11. "Include" and its variants (such as "includes" or "including") means, whether or not capitalized, "including, without limitation".

12. "Integrated Voice Response" or "IVR" means a telephony technology that can read a combination of touch tone and voice input that gives users the ability to access a database of information via phone.

13. "IT Infrastructure Outsourcing" or "IT Infrastructure Services" in this context, includes data center services and telecommunications services but does not include application sourcing or business process sourcing.

14. "HCC" or "Hosted Contact Center" means a system that provides call and contact routing for high- volume telephony transactions, with specialist answering "agent" stations and a sophisticated real- time contact management system. The supporting infrastructure is normally provided as an off-site, dedicated "hosted service" solution; or as an off-site shared resource "software as a service" (SaaS) solution.

15. "Offerors" means the prospective service provider or contractor seeking qualification under an RFP.

16. "Open Records Act" means O.C.G.A. § 50-18-70 *et seq*.

17. "Parent" means the entity which owns more than fifty percent of the voting stock of Prospective Service Provider. In the case of an acquisition, "Parent" means the legal entity that acquired the Prospective Service Provider.

18. "Prime Contractor" means the single legal entity of a group of legal entities that are legally associated for the purpose of delivering Services under a contract that executes the contract with GTA and that is the single point of contact with GTA with respect to the Services being delivered.

19. "Principal Owner" means the entity which holds a ten percent or greater ownership interest in another entity.

20. "Prospective Service Provider"/"PSP" means the contractor / firm seeking qualification under this RFP.

21. "Prospective Service Provider Statement" has the meaning set forth in section 3.2 of this RFP.

22. "PSTN" or "Public Switched Telephone Network" means telephone lines, fiber optic cables, microwave transmission links, cellular networks, communications satellites, and undersea telephone cables, all interconnected by switching centers, thus allowing any telephone in the world to communicate with any other.

23. "Qualified Contractor" means the Prospective Service Provider(s) that has proved and

24. is selected to be qualified to perform the work set forth in this RFP. Only "Qualified Contractors" will receive and be able to submit proposals to the Hosted Contact Center Services "Quoting Process?".

25. "Respondent" means the prospective Service Provider or contractor seeking Qualification under this RFP.

26. "Request for Proposals" or RFP means the Request for Proposals to be developed and issued for the project subsequent to this Request.

27. "Request for Qualified Contractors" or RFP means this Request.

28. "Request Management and Fulfillment" has the meaning set forth in the IT Infrastructure Library (ITIL).

29. "Softphone" means a software program for making telephone calls over the Internet using a general-purpose computer, rather than using dedicated hardware.

30. "Software as a Service" or "SaaS" is a software delivery model in which software and associated data are centrally hosted on the cloud by independent software vendors or application service providers.

31. "Service Level Agreement" or "SLA" means a component of a service contract between a service provider and service recipient where the quality delivery of the service is formally defined.

32. "Service Provider" means the company that is responsible for delivering services under a contract with GTA and that is the single point of contact with GTA with respect to the services being delivered.

33. "State" means the State of Georgia.

34. "Supplier" means a company desiring to do business with the State of Georgia.

35. "Time Division Multiplexing" or "TDM" means a method of transmitting and receiving several telephones conversations over a common signal path by means of synchronized switches at each end of the transmission line.

36. "Telecommunications Services" means all services that are industry accepted telecommunications infrastructure services including network communications services, voice services, video services and wireless services.

37. "Virtual queuing" is a concept used in inbound call centers where systems allow customers to receive callbacks instead of waiting in an ACD queue.

38. VoIP – (Voice over Internet Protocol) means a category of hardware and software that enables people to use the Internet as the transmission medium for telephone calls by sending voice data in packets using IP rather than by traditional circuit transmissions of the PSTN.

EXHIBIT 3B
STATEMENT OF WORK

Core Contact Center Services
Hosted Services
The Service Provider's responsibilities include, and Service Provider shall do the following:

- Is available as "Software as a Service" (SaaS)
- Have the ability to scale up/down full contact center services as needed by request.
- Support multiple contact center partitions and agents with flexibility to interact with other contact centers if possible.
- Provide redundancy for Hosted Contact Center Services.
- Support TDM and VoIP communications to agents.
- o TDM, ability to route calls to PSTN for call termination on Agency provided systems.
- o VoIP, provide choice of hard or soft phone
- o Soft Phone should have minimal impact on existing desktop real estate environment.
- Can leverage any standard 10-digit number
- Provide a hosted contact center solution that is physically located in data centers within the United States.
- Hosted Contact Center supported by staff that is physically located within the United States.
- Provide and support HCC seats in physical Agency locations and remote teleworker locations.
- Administrative functionalities available to the Agencies should incur no fees if performed by the Agencies
- Provide a call disposition tool that caters to the respective business model of the agency.
- Interface with Agency designee on support of End User systems, desktop support, and standard images.

Automatic Call Distribution
The Service Provider's responsibilities include, and Service Provider shall do the following:

- Support multi-channel routing, basic and advanced call routing, skills-based routing and call back/virtual queuing.
- Be compatible with IVR, Chat, Email, BOTS and Virtual Agents
- Ability for Agency to manage the creation, modification and deletion administration of agents.
- Provide Agency with the ability to adjust wrap time and force calls to agents.
- Ability to build not-ready codes, also the ability to automatically interrupt not-ready codes as call volumes increase excluding break codes.
- Email routing for multiple skill sets.
- Agent whisper feature
- Interact with Agency regarding the configuration and scripting of Automatic Call Distribution (ACD), Intelligent Routing, and Predictive Dialing.
- Ability to have agents from multiple agencies in a shared skillset
- Ability to route calls to different agency groups
- Force calls to agents when staffed in without them having to signal to receive a call.
- Provide the ability to change gate - opening or closing
- Provide an alert when an agent is dropped from the ACD queue
- Ability to set thresholds on agent, application, and skillset levels.
- Ability for supervisor to log agents out of the system.

- Ability to integrate with Customer Relationship Manager (CRM)

Auto Attendant and Integrated Voice Response

The Service Provider's responsibilities include, and Service Provider shall do the following:

- Provide for automated speech recognition (ASR) and Text-to-Speech (TTS)
- Include call back/virtual queuing capability.
- Ability to integrate with Customer Relationship Manager (CRM).
- Ability to integrate to agency applications and database systems.
- Setup, support, operate, and maintain the IVR systems and related call routing / mapping logic. This includes caller menu selections, all voice message scripts and prompts, and intelligent call routing or routing to call queues / Agents based on type or characteristics of inbound call. Make changes to the IVR system on a regular basis as required or as requested by Agency.
- Create and record message scripts for call queuing and for information prompts as requested by Customers, including IVR applications that interface with host systems in designated sites.
- Establish and follow Customer approval process for changes to IVR scripts, hold messages, music on hold, predicted wait times, queue messages, schedules and after hours or emergency messages.
- Provide the ability to make emergency (short notice) changes to the IVR systems to address business problems, service issues, outages, or other items that may impact contact volumes.
- Provide 24x7 automated (IVR) support in certain situations, including retrieval/recall
- Allow each state agency the ability if needed to update their own recorded messages, routing messages, etc. without needing to contact their provider.
- Have redundancy capability to an alternate system during a storm/disaster event. This would include alternative messaging, remote phone capability, etc.

Reporting & Analytics

The Service Provider's responsibilities include, and Service Provider shall do the following:

- Provide industry standard reporting for system, agents, ACD and IVR, including real-time, industry standard call metrics and the ability to set SLA's therein.
- Ability to provide base line, canned, ad-hoc, historical and real-time reports supported by dashboards with graphs and charts.
- Ability to support wallboard displays for dashboard performance metrics such as calls/email/chat/etc. answered, service levels, abandon rates, calls waiting, hold times, view all agent's status, and banner messages.
- Ability for Agency to define, build and run custom reports supporting business requirements.
- Provide for real-time access by Authorized User to reporting systems.
- Allow agent to view their individual call metrics (real time, historical and baseline) on their desktop.
- Ability to change reporting metric requirements for different skillsets.
- Ability to prompt messages on agent desktop displays.
- Ability to provide an Agent Report that tracks the entire Agent call flow for any single call.
- Ability to export raw contact center analytics data for use.
- Provide access to application historical data for 37 months, agent historical data for 13 months.

Call Recording & Basic Quality Management

The Service Provider's responsibilities include, and Service Provider shall do the following:

Call Recording

- Manage and maintain call recording systems, voice and screen, including:

- Provide 20% random call recordings and screen capture per agent per day.
- Provide online storage to hold at the minimum two calendar months of recordings per agent.
- Provide interface to archive recordings to GTA or Agency provided storage.
- Provide a method for appropriately adjusting monthly online storage needs.
- Ability to barge-in a call, coach, conference or take over call and record it.
- Ability to listen to a call at any point during the call.
- Ability to record one agent during workday and not impact the 20% recording time
- Ability to listen to recorded calls from any location (web-based call recording)
- Ability to email downloaded recordings.
- Ability for agent to initiate recording their own all
- Ability to search recordings by filters
- Have the ability to administer call center recordings based on agent. Be able to designate 100% recordings or unique amount separate from standard recording environment, per agent.

Customer Surveys

- Provide the ability to initiate, collect, and track information on customer surveys within the system for the support of the contact center service.

Network & Transport

The Service Provider's responsibilities include, and Service Provider shall do the following:

- **Toll-Free service requirements**
o Service Provider needs to include toll-services on a per-minute and inclusive to the per-seat pricing model.
- Provide per-minute inbound and outbound toll-free services
- Provide inclusive inbound and outbound toll-free services

Trunking Requirements

- Provide erlang standard calculations for appropriately sizing inbound trunking requirements and provide quarterly assessments to adjust as needed.
- Trunking can be shared between Agencies but should not impact performance of individual contact centers
- Service Provider may use either TDM or VoIP for trunking for the most efficient performance and price.

Data network requirements

Data network requirements described below are for optional VoIP termination to Agency contact centers.
- Service provider can propose end-to-end data connection for call centers and agents where applicable or leverage existing State protected networks.
- Service Provider will provide a tool(s) for self-assessing bandwidth requirements and voice quality performance.
- Setting up, supporting, operating, and maintaining data circuits and VoIP circuits (if applicable) as required.

VPN / Security for Transport

- Provide end-to-end network security and monitoring
- Provide Virtual Private Network VPN access

Enhanced Contact Center Services
Enhanced Quality Management

The Service Provider's responsibilities include, and Service Provider shall include the following optionally provide;

- Role based score cards with key performance indicators
- Integrated Learning Tools
- Coaching Management Tools
- Enhanced correlation of reporting, optimization and forecasting of key performance indicators.
- Open architecture and APIs to allow seamless and easy integrations to State of Georgia systems and databases, as well as third party systems (REST APIs, SQL. Webhooks, etc.) at low cost
- Integrated with best -or-breed solutions for WFM system with real time data integration between the contact center and WFM to allow seamless data entry and reporting
- Integrated with best-of-breed solutions for ticketing that allows the State of Georgia users/admins to create custom forms with custom fields and integrations, reporting, etc.
- Allow the State of Georgia users/administrators to:
- Easily change or enhance the call routing from point of the phone number through any IVRs, and Queues, including the ability to route calls based on flags, or options set by the administer or data enter by the caller(for chat users)
- Provide guidance and assistance for changes/adds/removes as well as developing customized calls and reports at no additional charge

Enhanced Workforce Management

The Service Provider's responsibilities include, and Service Provider shall do the following:

- Provider should describe the workforce management capabilities within their offering
- Ability to analyze customer interactions
- Leverage call data to adjust scheduling.
- Identify customer and employee behavior
- Ability to perform short term and long-term forecasting
- Provide for skills improvement and coaching
- Provide data to forecast schedules for shift assignments
- Solution Live transcription and Captioning services
- Provide data of the proposed solution accuracy data
- Immediate download of transcripts and notes
- Easily integrated with LMS and customer relation solutions

Customer Relationship Management (CRM)

The Service Provider's responsibilities include, and Service Provider shall do the following:

- Provider should list integrated and separate CRM options as well as ability to leverage existing CRM sources.
- Provider should have the capability to migrate existing CRM data into a replacement option.

Transition Requirements

Setup & Transition

The Service Provider's responsibilities include, and Service Provider shall do the following:

- Setup & Transition Services to Install, manage and maintain Hosted Contact Center Systems used for callers' access to the Contact Centers, including:
- Service provider will provide appropriate technical resources to guide, design, configure and implement all contact center functionality including call scripting and call flows, etc.
- Program network-based routing.
- Configure call prompters.

- Configure transfer connect and advanced features.
- Setting up, supporting, operating, and maintaining IVR, Auto Attendant, after-hours processing, call recording and other associated systems required to process calls and allow end-users to control after initial setup.
- Develop and implement plan to transition in-scope access numbers including toll and toll free numbers and any other specified numbers from the current Agency Customers' current Service Provider.
- Setting up, supporting, operating, and maintaining data circuits and voice over IP circuits (if applicable) as required processing contact center services and supporting features or products.
- Develop, implement, and maintain call routing procedures, which define how calls will be received and allocated across multiple centers (if relevant) and within centers how calls will be distributed to queues. Develop, implement, and maintain process for Agency approval / notification of changes to these procedures.
- Design, build, implement, and maintain call routing tables based on criteria defined by Agency, which route calls to Agents based on Agent skill sets and availability.
- Develop and maintain routing tables, which map inbound numbers to centers and within centers to appropriate queues.
- Provide a certified project manager to work with agencies during implementation phase to plan, document, execute and communicate tasks for the entire implementation process
- Provide build, user application testing, test, and production lifecycle management.
- Develop and implement procedures for re-routing calls in the event of center outages, emergencies, unexpected call volume spikes or overflows, or other unforeseen circumstances during transition. Plan and changes are subject to approval by Agency.

Training and Support Training

The Service Provider's responsibilities include, and Service Provider shall do the following:

- E-learning, browser based, including training materials and./or videos.
- Reference guides for ongoing support.
- Provide onsite training for initial implementation.
- Provide training for supporting Integration, Agent & Supervisors and End-Users for the use of the contact center services systems.

Technical Support

The Service Provider's responsibilities include, and Service Provider shall do the following:

- Service Provider provides a service desk including 24x7x365 coverage accessible through voice, email, web, chat.
- Receive notification of events, system issues, status and updates or can be provided as a web portal.
- Hosted Contact Center supported by staff that is physically located within the United States.

General Requirements

Pricing Model

The Service Provider's responsibilities include, and Service Provider shall do the following:

- Ability to provide a Per Seat subscription model, including quick scalability pricing
- Ability to provide tier volume discounts to individual agencies based on projected enterprise volumes.
- Basic Seat pricing should include all features and functions (seat, email, chat, fax, etc.) with the exception of enhanced workforce management, enhanced quality management, Customer

Relationship Management, and Customer Surveys.
- Provide inclusive toll-free services and per-minute toll-free services for competitive pricing.
- Provide a rate-card for optional professional services.
- Per Seat Pricing should include all installs, moves, adds or changes (IMAC)
- No minimum requirement for the number of seats contact centers required to purchase
- Ability for Agencies to add seasonal seats at any time without implementation or disconnect fees
- There should be no implementation fee or other fees besides the monthly recurring seat charges imposed for upgrading and downgrading solution capabilities
- Ability to provide pricing that can include upfront transition costs within the per-seat price (amortized over the life of the contract) as well as priced separately.
- Provide a-la-carte pricing for other than basic seat, such as Enhanced Quality Management, Enhanced Workforce Management, Customer Relationship Management, and Customer Surveys, etc.

Security Requirements
The Service Provider's responsibilities include, and Service Provider shall do the following:
- Provider must comply with the State and Agencies data integrity and privacy policies for the delivery of the contact center services.
- Provide encryption for VoIP calls that meet or exceed IRS Publication 1075 requirements, if required by Agency.

EXHIBIT 3C
PRICING

Deloitte.

Service Charges

Ref ID	Service Charge	Unit of Measure	Recurring Period	Charge
1	HCC Agent Seat	single named agent		
2	HCC Quality Management Seat	single named agent		
3	HCC Work Force Management	single named agent		
4	Toll Free Services	per minute		

See Assumption 2

Deloitte.

One-Time Charges

Ref ID	Service Charge	Unit of Measure	Recurring Period	Charge
1	HCC Implementation per seat	per seat		
2	HCC Implementation per Contact Center	per HCC		

Deloitte.

Rate Card Charges

Ref ID	Rate Card Charge	Charge per hour	Charge per week	Charge per month
1	Contact Center Consultant	$		
2	Professional Trainer	$		
3	Project Manager	$		

Deloitte.

Equipment Charges

Ref ID	Service Charge	Unit of Measure	Price	Maintenance	Maintenance Period
1	VoIP Adapater (IAD)	each			
2	VoIP Hard Phone	each			

Deloitte.

Service Provider Pricing Assumptions

Service Provider will provide all assumptions used in pricing the Services, notating those assumptions

Ref ID	Price Impact (Y/N)	Description
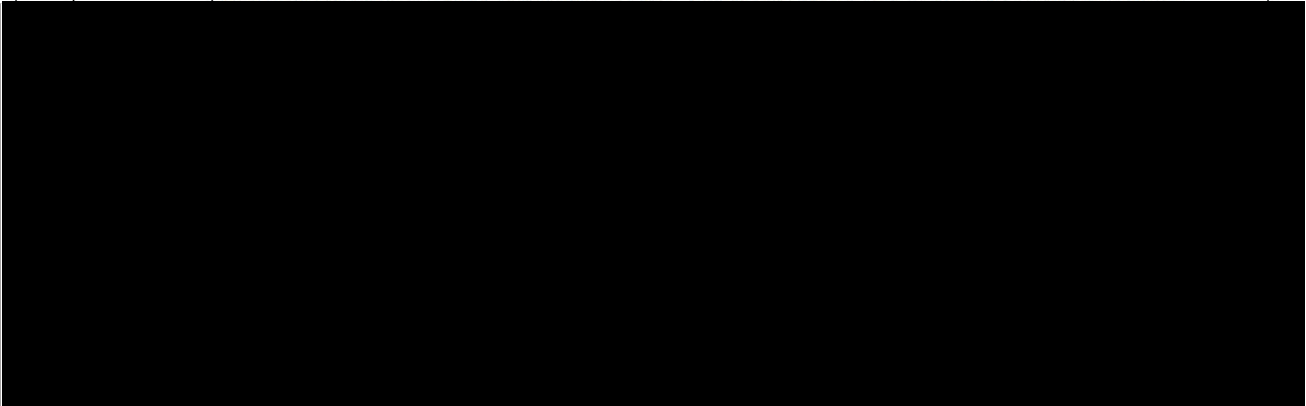
EXHIBIT 3D
STATEMENT OF WORK EXPLAINED SCOPE

Additional Technical Scope
Fully Integrated Solution
The Service Provider's responsibilities include and Service Provider shall do the following:

Describe how your solution is fully integrated, coupled or separated to deliver ACD routing, IVR and QM key components.

Telephony Delivery Design & Capacity
The Service Provider's responsibilities include and Service Provider shall do the following:

Describe how your proposed solution will manage and deliver capacity for telecom trunking services as in TDM, SIP, Data, Toll Free for the anticipated volume in support of the contact centers.

Security for Protected Voice/Data for compliance
The Service Provider's responsibilities include and Service Provider shall do the following:
Describe how your service protects the at-risk data when traversing the voice network to the remote, at home agents

Segmentation of Agency Contact Centers within Multi-Tenant Solution
The Service Provider's responsibilities include and Service Provider shall do the following:
Describe how your proposed solution will ensure State contact centers will not impose performance of other agencies during unexpected surge events.

Proposed Failover Design and Supporting Service Level Agreement
The Service Provider's responsibilities include and Service Provider shall do the following:
Please describe in detail your failover design in support of your proposed uptime SLAs. (How many 9s in support of the solution as a whole and/or for specific components)
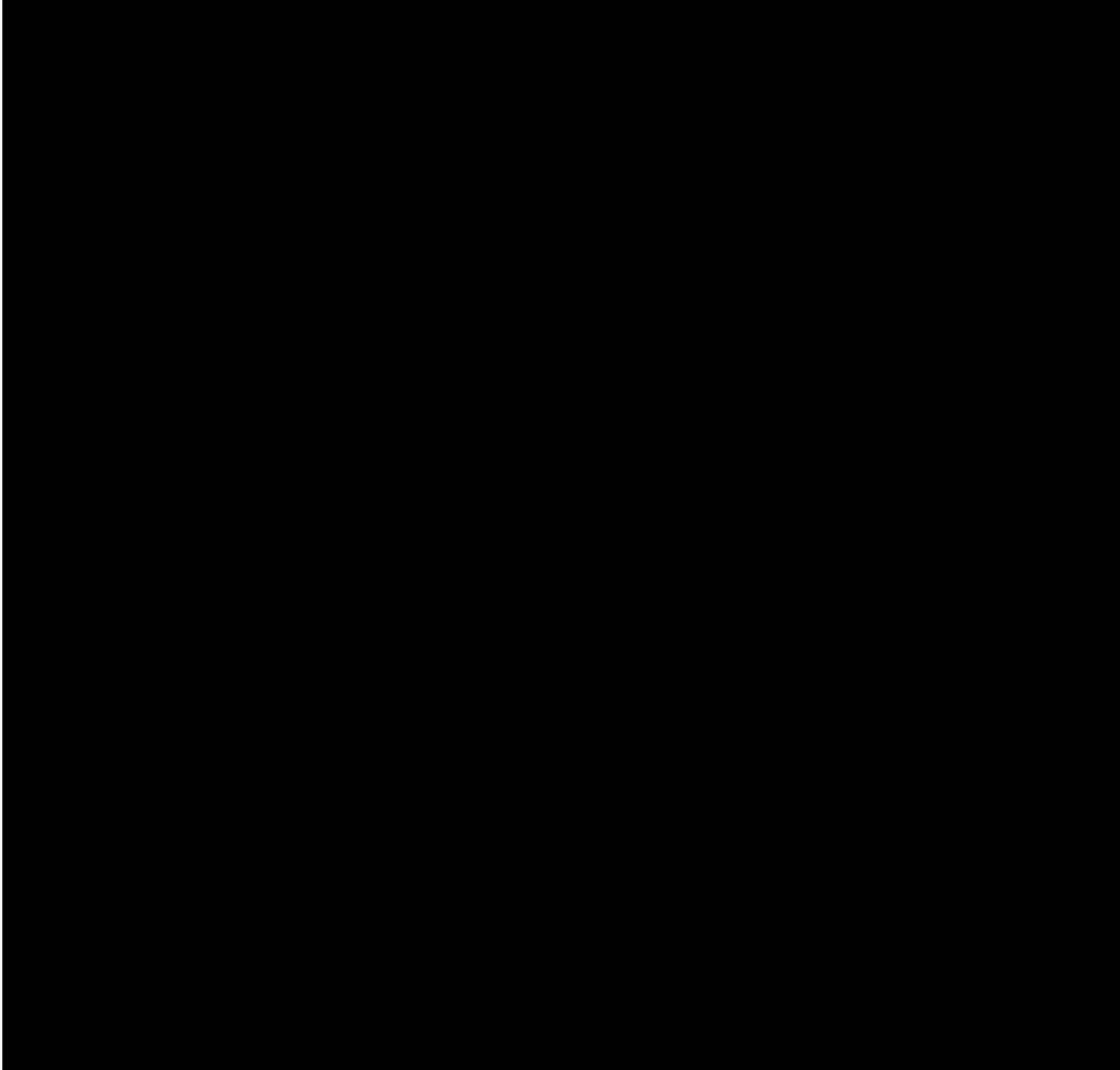
EXHIBIT 3E
CUSTOMER PURCHASE AGREEMENT

N/A
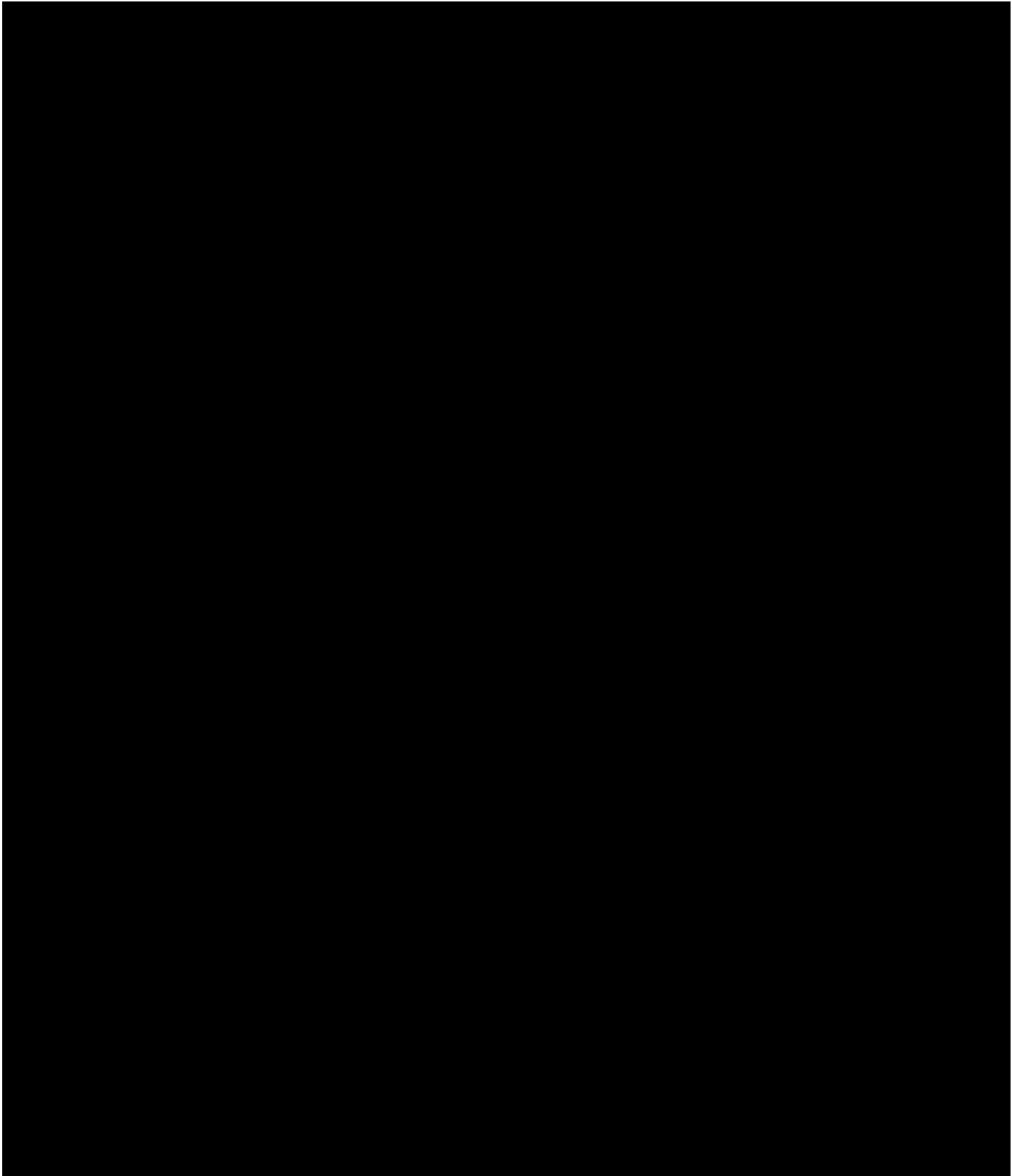
EXHIBIT 3G
SERVICE LEVEL DEFINITIONS
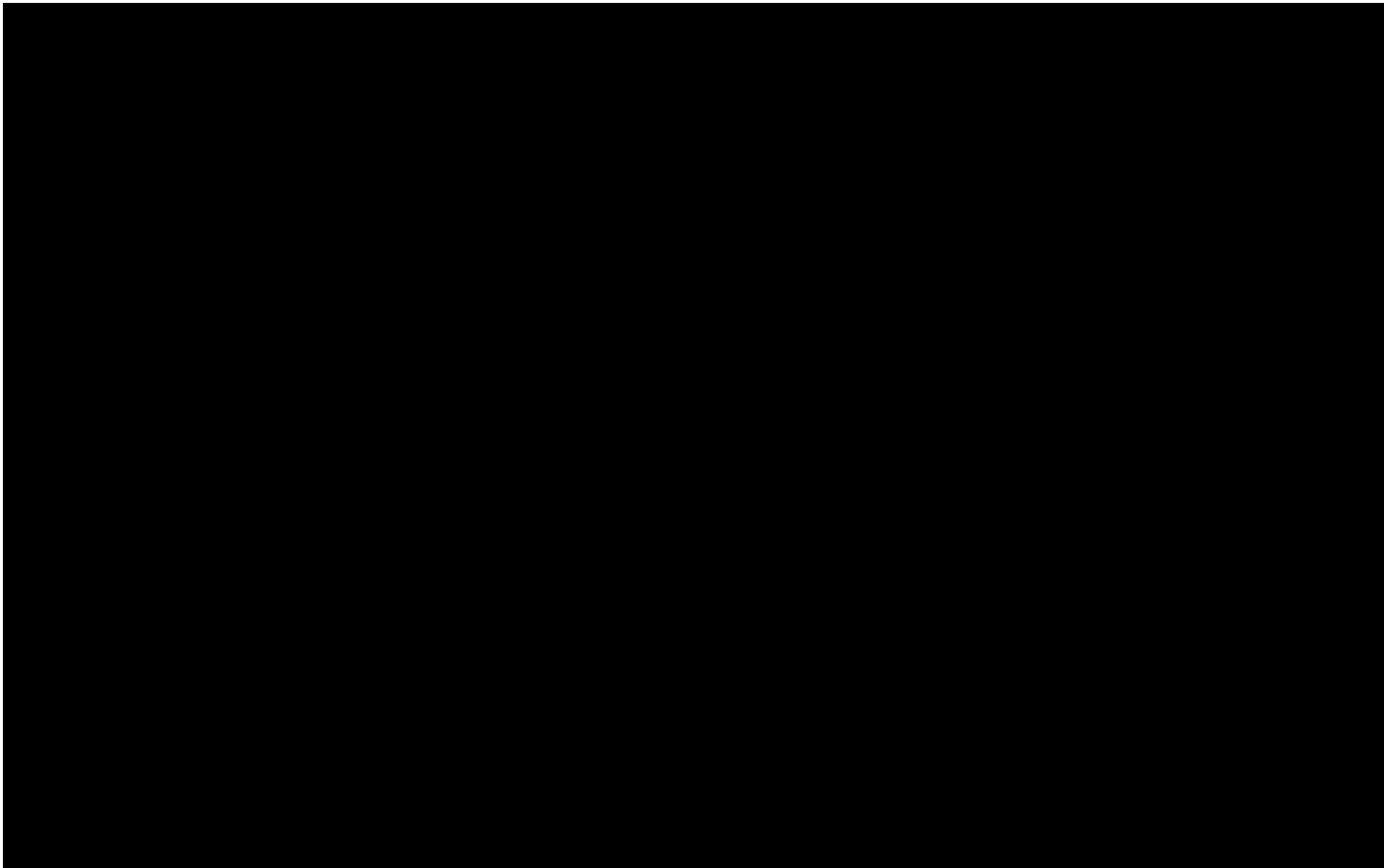
1.0   Critical Service Levels

Critical Service Levels are those SLA measures for which GTA Customers may become entitled to receive Service Level Credits as a result of Service Provider's failure to satisfy the associated ServiceLevel standards.
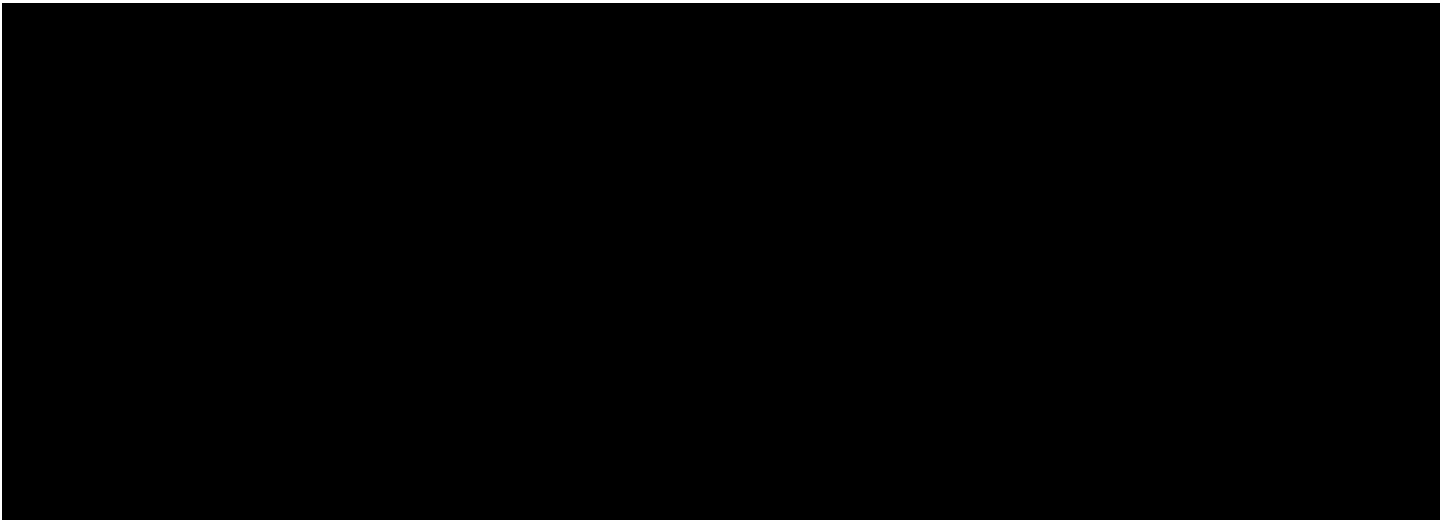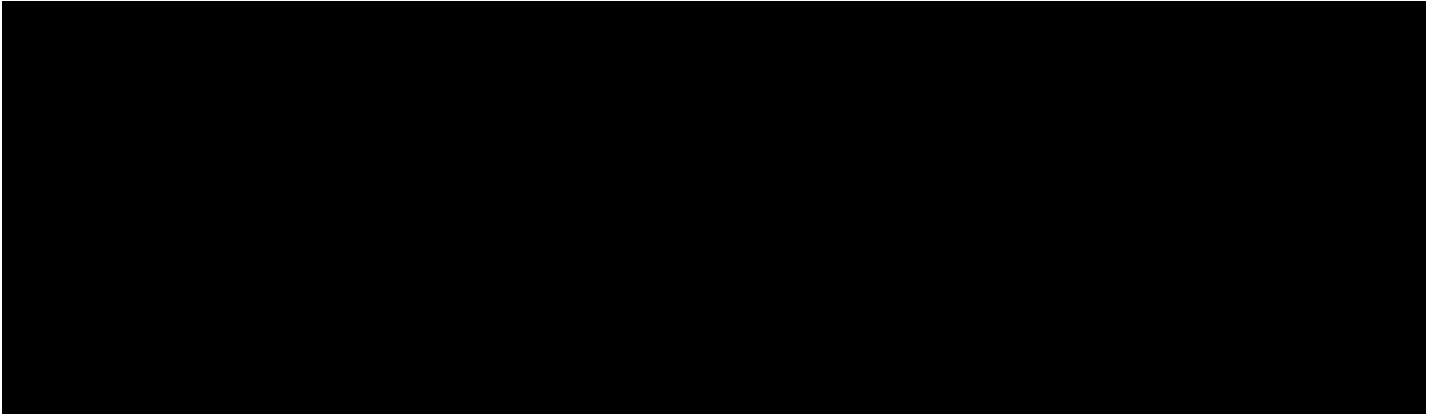
HOURS OF MEASUREMENT	24

2.0   Key Measures

Key Measures are those SLA measures for which GTA Customers are not entitled to receive Service Level Credits as a result of Service Provider's failure to satisfy the associated Service Level standards,but in all other manner are treated as critical SLA measures. GTA has the right to move Key Measures to be Critical Service Levels, through the methodology and
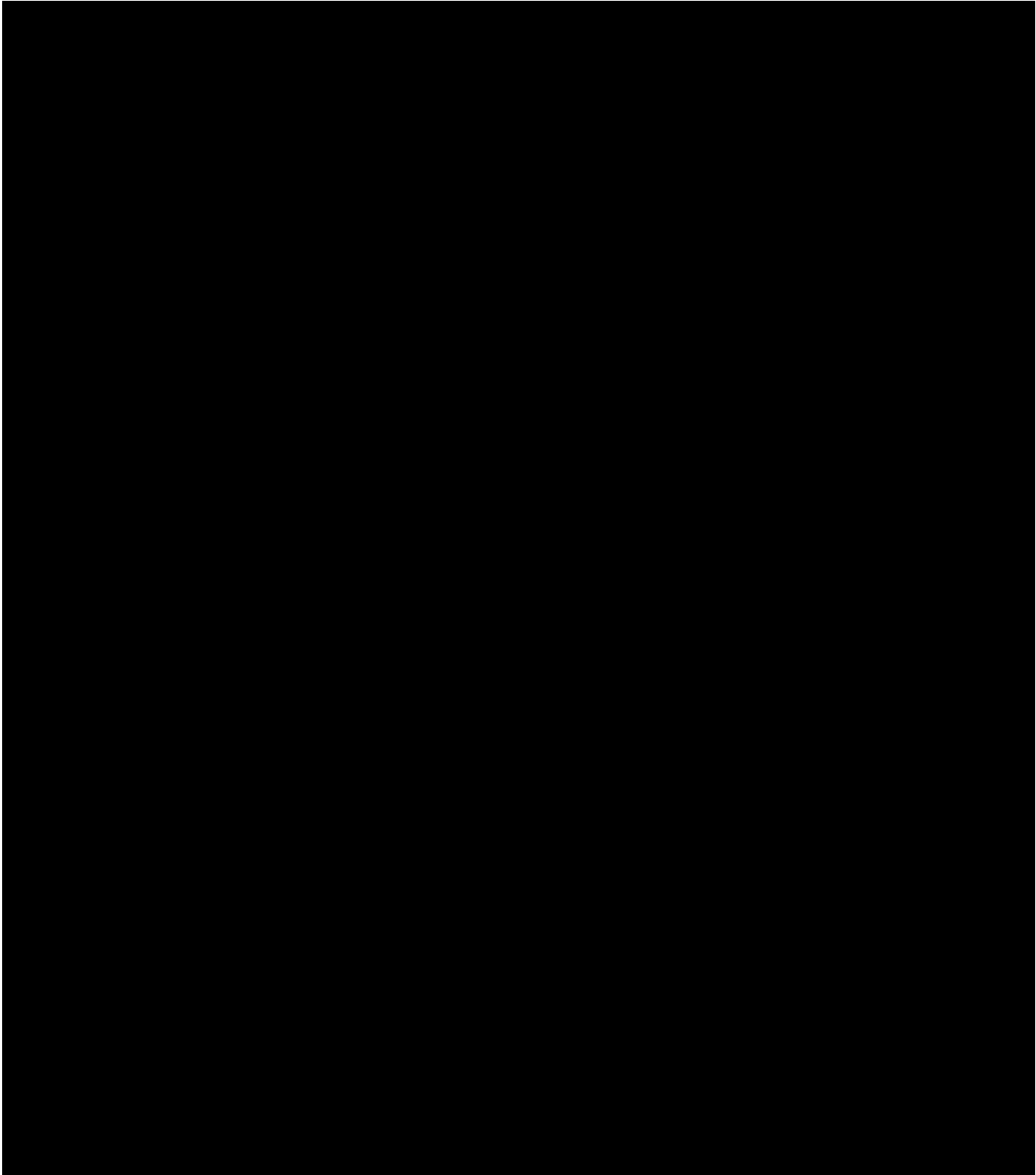
2.2 Operational Reports

Operational Reports are additional reports and measures on the enterprise environment which areprovided to GTA and GTA Customers. Operational Reports are not entitled to receive Service Level Credits as a result of Service Provider's failure and do not specify a Service Level standards.