

## CCSC RFP #19-630-4000-0001 Questions

Question #	RFP Section	Referenced Page	Question	Answer
1.	1. C. Scope of Procurement 1.3 Services and Approach	3 52	<p>Can the State confirm that the CCSC prime contractor is allowed to serve as subcontractor on other MMISR procurements, including the SI contract.</p> <p>On page 3, the State indicates “The selected CCSC Contractor may be a subcontractor on other MMISR procurements”.</p> <p>However, on page 52, the State indicates the ‘Prime Contractor can perform as the Prime Contractor on any other module or BPO except for SI and can serve as a subcontractor in other modules or BPOs except for SI.</p>	Clarified in Amendment 1.
2.	I.MMISR Modules and Service Procurements	8	Does HSD intend to issue a separate RFP for the unified web portal and mobile technologies since there is overlap with the technologies attributed to the CCSC and the web portal where the state may be able to gain some efficiencies in solutions?	HSD requests to keep those technologies separate.
3.	1.Project Timeline	9	Can the state confirm the go live for operations of the CCSS is 3/1/2020 as want to confirm dates against those dates listed in section 2.3.3 phase 3 – Implementation phases for each of individual contact centers.	March 1. 2020 is the target for integration testing.
4.	A.6 Sequence of Events	15	<p>Will HSD please extend the proposal due date one month to February 18, 2019?</p> <p>During the pre-proposal conference on December 5, 2018, the State indicated that it will release Amendments with significant</p>	Clarified in Amendment 1.

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			clarifications and changes to the RFP. An extension will provide bidders more time to incorporate those RFP changes into their proposals.	
5.	13. Prepare, Negotiate and Finalize Contract	18	Will the State please clarify if the potential retainage will be applied for implementation work as well?	Yes. Retainage may be applied for most fixed deliverables for planning, implementation and M&O.
6.	II Conditions Governing the Procurement	20	Will the State please confirm that the contract start date is May 25, 2019?  And can the State clarify what is defined as the implementation period. Does phase 1, 2, and 3 make up the implementation period and that go-live is post Phase 3?	Contract Award is estimated only. It is currently expected but could change with Amendment or other factors.  The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.  The CCSC Go-Live date for CSED is July 1, 2020.  Phase 1, 2 and 3 are defined within the RFP.
7.	V Evaluation	26	The vendor has searched the RFP in order to gain clarity of the work location. Would that State please confirm that it is acceptable to have either part or entirely a work location that is outside of the State of New Mexico?	The State of New Mexico requires the physical contact center operation to be in the State of New Mexico.
8.	III. RESPONSE FORMAT AND ORGANIZATION	29	Will the State please define the use of "secure"?	A format that cannot be altered or changed.
9.	III. RESPONSE FORMAT AND ORGANIZATION	29	Can signed forms be submitted in PDF format (scanned with signatures)?	No. All signed forms must be submitted with original signature. Only the digital copies can be in a secured format.

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10.	III. RESPONSE FORMAT AND ORGANIZATION	29	Is it permissible for Bidders to submit documents not available in Microsoft Office format in Adobe PDF format only (e.g., audited financial statements, insurance documentation, etc.)?	Yes, it is permitted.
11.	III. RESPONSE FORMAT AND ORGANIZATION	29	Several requested documents/samples do not comply with font restrictions and they are not available in a native MS Office format for font adjustments. Please confirm that it is permissible to submit those documents as is.	It is confirmed to submit documents as is.
12.	VII. RESPONSE SPECIFICATI ONS	29	Can the State clarify what is meant by "easily segregated"?	If the potential offeror submits any documents deemed "confidential", those documents must be easily removed from the proposal.
13.	III. RESPONSE FORMAT AND ORGANIZATION	Multiple Locations	Will the State please confirm that due to potential duplication or similar answers the Offerors may cross-reference location of response for requirements: examples: Project Management, Staffing, and Method(ology), Plan, and Approach requirements due to page limitations?	Offerors may cross-reference, cross-referencing must be clear and accurate.
14.	III.3. PROPOSAL FORMAT, 1. Proposal Content and Organization, Binder 1 and 14 Experience and Personnel	29-31	The instructions in the Proposal Content and Organization states that the proposal must be organized and indexed in the following format and must contain, at a minimum, all listed items in the sequence. However, Binder 1 item 14. <i>Experience and Personnel</i> does not have any instructions or requirements for the Offeror to address. Will the State please clarify how Offerors should respond to this section?	Clarified in Amendment 1.
15.	III. RESPONSE FORMAT AND ORGANIZATION	30	In the RFP instructions, the font type is not specified for graphics and tables. Please confirm if the font for tables and graphics can be in Arial.	Fonts for tables and graphics may be in their native font, as the State does not intend for the Offeror to create new tables and graphics.

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16.	III. RESPONSE FORMAT AND ORGANIZATION	31	The RFP requires signed forms: Signed Pay Equity Statement, and Signed Eligibility Statement. These are not included in the RFP. Please supply.	There are no templates for these statements. Statements can be on Offerors letterhead and signed.
17.	III. RESPONSE FORMAT AND ORGANIZATION	32	Provided all RFP text and formatting is preserved and all responses are readable, can Bidders use their own font types and sizes to provide our responses within our proposal responses (i.e., larger font size for paragraph headings or smaller font size for table text, headers/footers, requirements text and graphic captions)	Yes.
18.	IV. RESPONSE SPECIFICATINS, List of References and Appendix D	33 and 46	There is conflicting information regarding who responsibility it is to send the reference questionnaire form to the client. Page 33 IV.B. List of References instructs Offerors to send the Reference Questionnaire Form, Appendix D to each business reference listed. However, the instructions on page 46, Appendix D- Reference Questionnaire Form does not include a questionnaire form and the instructions state that Procurement Manager will send the reference form to each business reference listed. Will the State clarify the applicable instructions that the Offerors should follow?	Clarified in Amendment 1.
19.	III. RESPONSE FORMAT AND ORGANIZATION	33-34	Given the length of our audited financial statements (more than 200 pages), can Bidders provide these documents in electronic format only?	Yes.
20.	III. RESPONSE FORMAT AND ORGANIZATION	33-34	Will the State please consider adding Staffing Tables, Work Plan and Implementation Schedule to the list of response items not included in the three hundred (300) page limit?	Yes.

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21.	IV.B.3 Response Specifications, Financial Stability Documents	33-34	Will the State allow vendors to provide a link to financial documents as a means to limit the file size?	No. As evaluators may not have access to view the documents.
22.	Appendix B	41	Will the State confirm if the Offeror should include implementation pricing in the O&M cost table? Will the State also confirm that the dates included in the chart for O&M are correct? It looks on the third line the state is going back to year 2019. Will the Sate confirm that the volumes included on the tiered tables are monthly or annually?	Clarified in Amendment 3.  Clarified in Amendment 3.  Monthly.
23.	Appendix B- Pricing	42	Can HSD define what is included in the final system integration testing?	That all CCSC systems that are integrated with the Integrated Platform are working as defined in the test plan and error free.
24.	Appendix B – Form 2	43	Please confirm that within the Optional tables the Offeror should assume the same tiered volumes in Maintenance & Operations to price the Option Years	Yes.
25.	Appendix G- SOW section 1.1 Customer Service Strategy	52	What are the other customer-facing channels? Is the CCSC vendor responsible for providing the web portal as part of this RFP or is that a separate RFP?	That CCSC Contractor is not required to develop the State’s web portal but may be required to provide portlets or webforms based on functionality they can provide.
26.	Appendix G Section 1, item 5	52	Please identify which of the CMS certification checklist(s) will be used during the certification process in support of the NM CCSC module.	Please refer to “Addendum 18 - HHS 2020 MITA Business Area to Module Update 11/26” in the HSD Procurement Library
27.	Appendix G Section 2.1 BPO Services,	53	Is the CCSC vendor responsible for providing solutions for document delivered via Post and	No.

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	2.1.1 Connect Stage		providing and Electronic Content Management System (ECMS) as part of their solution?	
28.	Appendix G Section 2.3.2 Phase 2	63	<p>What are the requirements for data conversion? How many years? What type of data would in included in this conversion? Is the vendor responsible for cleansing data?</p>	<p>Current open cases will need to be migrated to the CCSC Contractor's CRM. Historical data will be defined in contract negotiations and JAD sessions. Overall data conversion will be minimal with little or no cleansing activity required.</p>
29.	Appendix G Section 2.3.3 Phase 3 note	64	<p>What are the existing technologies used by current contractor and internal call centers? Will the State provide access to these systems or do we need to include license/implementation costs in our proposal?</p>	<p>Existing technologies used by current Call Center Contractors are ACD, IVR and CRM.</p> <p>The CCSC Contractor is responsible to provide all contact center technologies and services needed for this contract.</p>
30.	Appendix G Section 2.4 CCSC Operations	64	<p>Do these volumes include MAD, CSED and ISD volumes? Please provide the names of the agencies and volumes for the optional agencies as well.</p> <p>Please provide volumes and identify the optional agencies as well of the documents submitted via Fax and USPS that the CCSC would be responsible for as well.</p>	<p>Yes, all volumes include these three. Other State agencies have not been identified at this time.</p> <p>To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p>
31.	Appendix G Section 2.4 CCSC Operations	66	<p>Please confirm that the CCSC vendor is responsible for inbound USPS mail operations including mailboxes, opening, scanning and providing an ECMS.</p>	<p>CCSC is not responsible for inbound USPS mail operations.</p>
32.	2.5. Consolidated Customer Service Center Deliverables	68	<p>Would the HSD consider supplying a full list of required deliverables so that we may plan for</p>	<p>On page 9 of the RFP, Section 2. Project Timeline, <i>"Offerors are to provide their</i></p>

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	and Deliverables Processes		them, and their review times, in the proposed work plan?	<i>estimates implementation schedule...”,</i> which should list deliverables.
33.	2.5. Consolidated Customer Service Center Deliverables and Deliverables Processes	70	While some extensive deliverables may require 15 days for review of the draft copy, it would be very difficult to schedule an implementation whereby all deliverables have such a lengthy draft review period. In order to prepare an efficient work plan for submission with the proposal, is it acceptable that the bidder offer a draft deliverable review period of 5 days, a final deliverable review period of 5 days, and a final re-review period (after comments are incorporated) of 5 more days, totaling 15 days of State review?	Deliverables will be defined and agreed upon during contract negotiations. Deliverable review process will also likely be adjusted during negotiations with a view towards streamlining to account for relatively short setup period.
34.	7.4. Additional CCSC Key Personnel Requirements AND Appendix H	Pg. 76  AND Pg. 113	These requirements seem to conflict on minimum length of time Key Personnel must serve (six months or initial year).	Clarified in Amendment 2.
35.	Appendix G	77	Please confirm the intent of this requirement is the Contact Center is to be staffed 7:00 AM to 7:00PM but the rest of the project operations staff only need to be present 8:00 AM to 5:00PM.  In addition, please clarify the intent of the second statement (“...are in queue before 5:00 PM MST/MDT are served by ...”) on the same page as it appears contradictory to the requirement of operational hours until 7:00PM.	Clarified in Amendment 3.

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			<p>Please consider clarifying the definition of Close Of Business on Page 9 to align with the requirements on this page:</p> <p><b>“Business Hours”</b> means 8:00 AM through 5:00 PM Mountain Time (MT), Monday through Friday.</p> <p><b>“Close of Business”</b> means 5:00 PM MT.</p>	
36.	Appendix H Connect ID 1.05, 1.07, 1.08, 1.09	91	How many State users will need access for text messaging services, chat services and video web-chat services?	The State desires to have a total of 1,700 State staff to have access to these services. State staff are located at various offices throughout New Mexico. Text messaging is to include individual, group and bulk texting.
37.	Appendix H Connect ID 1.08	91	Would the State please clarify how it proposes video web-chat to be utilized and with what stakeholders?	State case workers will use video web-chat as an option to face-to-face meeting with clients and members.
38.	Appendix H Route 3.28	96	How many State staff will the vendor need to supply with softphone capabilities and how many different locations?	At start, approximately one hundred (100) softphone users across seven (7) locations. Offerors should account for growth with additional expansion across more location and staff in future years.
39.	Appendix H Queue, ID 4.18	97	<p>Are the overflow agents required to be 100% dedicated to the CCSC project?</p> <p>Can the overflow staff be located outside of New Mexico?</p>	<p>No.</p> <p>No.</p>
40.	Article 18 (Liability) of the Sample Contract	137	Would the HSD consider adding reasonable limitations on Contractor’s liability such as an exclusion of indirect and consequential damages and a cap on Contractor’s liability equal to the fees paid	Section C. GENERAL REQUIREMENTS explains the exceptions to the Terms and Conditions.



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			to Contractor by the HSD in the thirty six months preceding the claim for damages?	
41.	Appendix K (Performance Measures)	176	Would the HSD consider adding language to Appendix K (Performance Measures) such that the total liquidated damages assessed against Contractor will not exceed ten percent (10%) of Contractor's applicable monthly invoice?	No
42.	I.B	2	<p>This section states that " CCSC Business Services shall integrate with the SI Solution, which consists of a highly reliable, loosely coupled, secure SOA-compliant integration platform for all of HHS 2020 that will provide systems migration capability, core shared services, and an ongoing operational monitoring and management capability."</p> <p>Because the CCSC will be required to integrate with the SI solution for information retrieval, please provide a status of the SI Solution and its readiness for use by CCSC contract award date.</p> <p>If there are any challenges in the SI solution readiness, what is the expected fall back?</p>	<p>The CCSC will only be required to integrate to the SI systems that are in service at the time of CCSC set up activities, and then integrate to other SI systems as they become available. Due date for deliverables represents the final submission date for TP to submit the deliverable. Additional HSD review and approval comes after that date.</p> <p>A deliverable and DED will be due no later than 8:00 AM MST on the next business day following the due date. For example: If a deliverable is due on Friday, 3/30/18, TP must submit no later than Monday, 4/2/18 at 8:00 AM MST or it will be late.</p>
43.	III.3	30	State required forms aren't included in the page count; does this include the Performance Bond Capacity Statement, Pay Equity Reporting Statement, and Eligibility Statement?	Yes.
44.	III. 3	30	Is it acceptable that fonts larger than 12 point are used for headings?	Yes.

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45.	IV.B.2 List of References Appendix D	33 46	IV.B.2 states that "Offers are required to send the Reference Questionnaire Form." However, in Appendix D, it states " The Procurement Manager will send a reference form to each business reference listed." Please let us know if we are to send the reference form or if the procurement manager will send the form.	Clarified in Amendment 1.
46.	IV.B.3 Financial Stability Documents	33	Our financial statements are over 60 pages, and you require 4 years (the current year, plus 3 preceding years). Since this would be a total of over 250 pages, would you consider allowing us to submit these statements electronically only?	Yes.
47.	IV.B.3 Financial Stability Documents	33	Would you prefer the Standalone Financial Statements or the Consolidated Financial Statements Under IFRS?	Consolidated Financial Statements.
48.	Appendix B Cost Response Form #1 Tiered Pricing by Contact Channel Type	41	How is the tiered pricing going to be calculated to compare with others? For example, will each contact channel's tier be multiplied by some pre-determined number to reflect the expected level of service for each and then added together? If so, what are those numbers?	Tiered pricing is based on TOTAL monthly volume and the Offeror will provide their pricing per tier and channel type.
49.	Appendix B Cost Response Form	41, 43	Is it safe to assume that the dates in the tables are incorrect?  On Cost Response Form #1 (page 41), Should be Year 3 – 7/1/21 – 6/30/22 and year 4 – 7/1/22 – 6/30/23.	Clarified in Amendment 3.

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			Then on Cost Response Form #2 (page 43), optional years should begin on 7/1/23?	
50.	Appendix G 2.2.5.3	60	Do you have copies of existing CRM Scripts that can be shared?	To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
51.	Appendix G 2.2.5.7	61	Has your current vendor implemented any AI functionality, please provide details if so.	No.
52.	Appendix G 2.3.2	63	The 7th dot point says, " Loading existing HSD call center contact data into the CRM;" Could you please provide the following information regarding existing HSD call center contact data: Technology used for implementation, to understand the data export formats Volume of data present for uploads Availability of meta data available to segregate the data by functional group? (e.g., eligibility, child support, etc.) Archival requirements for the contact data?	All extracted data from current call centers will be provided through the ESB.  There might be some open record requests with a minimal amount of data to load or pass on. To be determined during JAD session.  The CCSC shall retain all CRM contact data for a period of at least 12 months.
53.	Appendix G 2.4	64	Can you give counts/percentages for the resolution of contacts in each of the four tiers in the current system?	Capability not currently available.
54.	Appendix G 2.3.3.A	64	Please explain why there is such a long window for CSED adoption. Are there challenges in this implementation that the vendor should be aware of?	Current CSED call center contract will end on June 30, 2020.

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55.	Appendix G 7.1	74	How many staff members are currently assigned to provide the services outlined in this RFP?	Current staff is CSED - fourteen (14). MAD & ISD – Client Care Center - fifty-eight (58), Provider Support - Ten (10), Mi Via - Nine (9).
56.	Appendix G 7.5	77	What is the proportion of Spanish language calls/contacts in regards to the overall calls/contacts?	6%
57.	Appendix K SLA OPS3 and OPS4	184	The Disaster Recovery RPO and RTO times are very aggressive and will drastically increase the cost of the solution. Is there a possibility to negotiate these and offer a less expensive solution?	Yes. Offerors are encouraged to submit explanations of less aggressive DR times and their cost impact within their proposal.
58.	Appendix K OPS16	188	On Performance Measurement OPS 16, the daily abandonment is computed hourly. If the average hourly performance fails to meet the performance standard, the contractor is assessed liquidated damages. Is the LD for only those hours that go over the abandonment rate and assessed on those hours only? For example, one hour is over 20%, but the average for the day is 6%, is the assessed LD \$5,000 or is the LD \$1,000 (the LD on the average)? In this scenario is this the total LD or multiplied by the number of business or operational hours in a day? This same question applies to any of those Performance Standards that are applied on an average rate.	Can be addressed by the potential vendors in their response.
59.	Appendix M	202	Of the 1.8 million incoming calls (given in 2.4, page 64), what is the distribution of	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding

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			those calls for each of the business lines defined in Appendix M, e.g., MAD, ISD, CSED, General? Please provide in a distribution over a weeks' time, by hour/day.	contact volumes in files labeled MAD, ISD and CSED.
60.	Appendix M	202	What is the average handle time of the calls, distributed by the business lines as defined in Appendix M?	Capability not currently available.
61.	Appendix M	202	Can you tell us the peak call times and volumes (by hour/day) for each of the business lines as defined in Appendix M. Are there special events that raise call volumes drastically, such as open enrollments, etc.?	<p>To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p> <p>The reports are not broken down exactly by business lines as defined in Appendix M, although the reports do show some calls broken down by category. The reports do not separate calls by special events.</p>
62.	Appendix M	202	Is there follow-up work required after a completed call that needs to be done by the agent? What is the standard follow-up time allowed today?	<p>Current After Call Work is minimal and not being reported.</p> <p>The State would prefer minimal After Contact or Follow-up Work. The intent is to provide the client with all required information during the initial contact, providing a First Contact Resolution outcome.</p>
63.	General		Can you please identify who the incumbent contract agents providing call center services	State contracts are available on the NM Sunshine Portal.

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			are and to what State entity do they provide those services? What services are provided by current State employees?	See Tier 3 in Appendix M.
64.	Appendix 14 Page 3	3	What is the current status of compliance with CMS guidance and MARS-E 2.0 in the current System Security Plan (SSP) and will the call center vendor be required to operate call center security based on the current New Mexico State SSP?	The State is currently in compliance. The CCSC will be required to operate in compliance with the State's SSP.
65.	III.3.1.14 V.A Appendix G. 7.1 Appendix H #2	30 36 74	Section III.3.1.14 lists Experience and Personnel as a mandatory item in the Technical Proposal. In Section V.A., the Evaluation Point Summary has an Experience & Personnel section. Is it the intent of the State that Experience and Personnel are a separate section? Or is it the intent that these items are fulfilled by the response to Section 7.1 in Appendix G and #2 in Appendix H?	Addressed in Amendment 1.
66.	Appendix H CCSC Security/ Privacy Requirements	108	What, if any, interfaces and reporting will be required between the call center vendor and the State CISO (or equivalent) with regard to security compliance within call center operations?	<p>Only those interfaces directly used and identified as in-scope will be required for logging.</p> <p>Any and all required State and Federal compliance reports will be required by the vendor to be provided to the State CISO.</p> <p>Please also refer to “Addendum 14 – HHS 2020 Security Privacy and Standards” and “Addendum 21 – HHS 2020 Security Operational Guidelines” in the Procurement Library.</p>

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67.	III Response Format and Organization	29	The State requests a “secure PDF” on the CD submission. Does this mean password protected?	No. A format that cannot be edited.
68.	III Response Format and Organization	29	The State requests an unsecured Microsoft Word and/or Excel version on the CD submission. This will result in a multiple document submission because the original format of many documents within the submission will not be in Microsoft Word/Excel (i.e. required forms, requested samples/drafts). Will the State confirm it still would like a submission in this format?	Yes. The State must have the ability to organize a comparative review of submitted documents.
69.	General	N/A	Please confirm that there are no experience requirements or requirements for bidders to have expertise with the subject matter or operating call centers for public assistance programs.	While it is not required it is preferred.
70.	Appendix G	N/A	Please explain in more detail the requirements for the vendor’s CRM.	Offerors should provide to the State what capabilities their CRM can provide to fulfill the requirements in the RFP. The State desires the CCSC Contractor to provide advanced cutting-edge technologies and services.
71.	Appendix G	N/A	Please provide more insights on how the vendor will resolve Tier 1 and Tier 2 issues. Many vendors have tremendous health and human service experience and are capable of resolving these issues without an unnecessary transfer to Tier 3. However, according to Appendix M, it appears the vendor is not to resolve issues that would	There are some items that the State and Feds require to be handled only by trained state workers. Offeror should indicate in their responses where they have the experience to provide a lower tier level, how they obtained that experience and how it may reduce overall costs to the State.

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			normally be resolved by a traditional Tier 1 and Tier 2 vendor.	
72.	Appendix M	N/A	Please provide more insight into this Appendix. It appears that the contractor is only to provide inquiry (and edit) services and not to resolve Tier 1 and Tier 2 issues.	Clarified in Amendment 3.
73.	Appendix G	N/A	Contractors' CRMs typically provide continuity of service among Contractors and Tier 3 providers. What service and functionality must the Contractor have in their CRM in order to ensure continuity among service between parties?	The Contractor will provide 1,700 State staff limited access to the Contractor's CRM service.
74.	Appendix M	N/A	How will Tier 3 issues and statuses be communicated with the CCSC Contractor?	The CCSC Contractor will provide Tier 3 staff with limited CRM capabilities to update cases and the contact status.
75.	General	N/A	If the State desires a New Mexico location, how much work and in what circumstances can be performed out-of-state?	The State will only allow for out-of-state work in the event of a DR need as well as any cloud technologies provided by the CCSC Contractor.
76.	General	N/M	Does the State have any metrics defining what work can be performed out-of-state?	The State will only allow for out-of-state work in the event of a DR need and cloud technologies.
77.	II.B.4 Deadline to Submit Questions	16	Given that this RFP represents a new project that includes several complex requirements would the State allow for an additional round of questions and answers? This additional clarification period will allow bidders to more fully understand the State's requirements and develop their solutions accordingly.	No.
78.	V.B Evaluation Factors	36	Please confirm oral presentation points are 50 not 100.	Clarified in Amendment 1.



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79.	V.B Evaluation Factors	37	Given the various tiered pricing levels included in the cost proposal, how will the State arrive at amounts to include in this evaluation calculation?	Clarified in Amendment 3.
80.	V. Evaluation Point Summary	38	How many bidders will be selected for oral presentations?	No set number of offerors.
81.	Appendix B – Cost Response	41	Would the State please provide a sample completed cost proposal using hypothetical contact volumes for various channels?	Clarified in Amendment 3.
82.	Appendix B – Cost Response	41	Please explain how cost proposals will be compared and evaluated based on numerous contact channels and various tiers.	Clarified in Amendment 3.
83.	Appendix B – Cost Response	41	Are the tiers cumulative? For example, if there are 12,000 calls that require manual resolution, will the Contractor be paid 9,999*the Manual Resolution rate on the bottom row + 2,001 * the Manual Resolution rate on the second row? Or, will the Contractor be paid 12,000*the Manual Resolution rate on the second row?	The tiers are not cumulative. Pricing is determined by the total contacts for the channel type per month, multiplied by that tiers price.
84.	Appendix B – Cost Response	41	Are volumes for the tiers for payment purposes calculated on a monthly basis?	Yes
85.	Appendix B – Cost Response	41	Please provide an Amended Cost Response Form with corrected contract term years.	Clarified in Amendment 3.
86.	Appendix B – Cost Response	41	Please confirm the vendor will be paid monthly the sum of two components – a monthly fixed fee for M&O costs plus a per-transaction fee based on the prices proposed for the various contact channels.	Clarified in Amendment 3.
87.	Appendix B – Cost Response	41	Please confirm the tiers are calculated based on contacts handled not contacts received.	Yes, contacts handled.
88.	Appendix B – Cost Response	41	The cost proposal indicates that some communication channels are not required to	All contact channels are components of CCSC.

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			be priced. Please indicate which channels are not required components of the RFP.	
89.	Appendix B - Cost Response	42	Given the detailed work plan submitted in connection with the technical response, can bidders provide high level milestones as part of the cost proposal and reference the work plan for additional details?	Yes
90.	Appendix B – Cost Response	43	The cost proposal for extension years does not provide for tiered pricing – is this correct – does the payment mechanism change for the extension years?	Clarified in Amendment 3.
91.	Appendix D	46	Please clarify the protocols for references. Page 46 (Appendix D) indicates that the Procurement Manager will send a reference form to each business reference listed. However, Section C on page 37 indicates that offerors are required to send the Reference Questionnaire Form to references and then the individuals completing the form are to send it directly to the Procurement Manager.	Clarified in Amendment 1.
92.	Appendix D	46	If bidders are to send the form to the references, please provide the reference form (Appendix D does not have a form included).	Clarified in Amendment 1.
93.	Appendix G – Detailed Scope of Work	50	Does the State have any preferences for the location of the CCSC? For example, does the State desire a New Mexico location? Does the State prefer one location vs multiple?	Clarified in Amendment 1.
94.	Appendix G – Detailed Scope of Work	50	Please provide more details regarding the number of locations and call centers that will be included in the CCSC. Specifically: <ul style="list-style-type: none"> <li>• How many call centers will be transferred from an external vendor?</li> </ul>	State contracts are available on the NM Sunshine Portal.

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			<ul style="list-style-type: none"> <li>• How many call centers will be transferred from the State?</li> <li>• Who are the incumbent contractors for all call centers operated by external vendors?</li> </ul>	
95.	Appendix G – Detailed Scope of Work	50	<p>Please provide monthly volumes and talk times for each call center that will be transferred to the CCSC for the past year, including:</p> <ul style="list-style-type: none"> <li>• Inbound calls</li> <li>• Outbound calls</li> <li>• Text messages</li> <li>• Email correspondence</li> <li>• Web chats</li> <li>• Faxes</li> </ul>	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
96.	Appendix G – Detailed Scope of Work	50	<p>For each of the above, please indicate the portion of handle time that expected to be handled by the call center vendor versus the handle time that will be retained by the State/Other vendors. In other words, what is the expected handle time to be experienced for the project?</p>	<p>While contact handle time is important and should be measured, but the State will not dictate it to the contractor. A focus on individual CSR contact handling time may have a negative effect on customer satisfaction and first contact resolution.</p> <p>To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p>
97.	Appendix G – Detailed Scope of Work	50	Does each call center have its own 800 number?	Currently, yes.
98.	Appendix G – Detailed Scope of Work	50	Will the Contractor be required to secure a new 800 number? If so, how many?	As stated in the RFP, the CCSC contractor will be required to have two (2) toll free

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				numbers, one for the general public and one for providers.
99.	Appendix G – Detailed Scope of Work	50	How many State staff does the State anticipate will use the Contractor’s telephony system?	At start, approximately one hundred (100) Softphone users across seven (7) locations. Offerors should account for growth with additional expansion across more location and staff in future years.
100.	Appendix G – Detailed Scope of Work	50	How many State staff does the State anticipate will use the Contractor’s CRM?	The Contractor will provide 1,700 State staff limited access to the Contractor’s CRM service.
101.	Appendix G – 2.2.1 Connect Stage	55	Please confirm that the State is looking for the vendor to provide a solution that includes all of the components included in Section 2.2.1.1-2.2.1.9.	The RFP states on page 55 of the section: <i>“The components listed below are examples of technologies that provide specific functionality that the HSD desires to include within the CCSC. The component list is not prescriptive. HSD will consider Offeror proposals that include alternative components that provide similar or superior functionality to the components listed below.”</i>
102.	Appendix G – 2.2.2 Recognize Stage	56	Please confirm that the State is looking for the vendor to provide a solution that includes all of the components included in Section 2.2.2.1-2.2.2.6.	The RFP states on page 55 of the section: <i>“The components listed below are examples of technologies that provide specific functionality that the HSD desires to include within the CCSC. The component list is not prescriptive. HSD will consider Offeror proposals that include alternative components that provide similar or superior functionality</i>

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				<i>to the components listed below.”</i>
103.	Appendix G – 2.2.3 Route Stage	57	Please confirm that the State is looking for the vendor to provide a solution that includes all of the components included in Section 2.2.3.1-2.2.3.11.	The RFP states on page 55 of the section: <i>“The components listed below are examples of technologies that provide specific functionality that the HSD desires to include within the CCSC. The component list is not prescriptive. HSD will consider Offeror proposals that include alternative components that provide similar or superior functionality to the components listed below.”</i>
104.	Appendix G – 2.2.4 Queue Stage	58	Please confirm that the State is looking for the vendor to provide a solution that includes all of the components included in Section 2.2.4.1-2.2.4.12.	The RFP states on page 55 of the section: <i>“The components listed below are examples of technologies that provide specific functionality that the HSD desires to include within the CCSC. The component list is not prescriptive. HSD will consider Offeror proposals that include alternative components that provide similar or superior functionality to the components listed below.”</i>
105.	Appendix G – 2.2.5 Resolve Stage	60	Please confirm that the State is looking for the vendor to provide a solution that includes all of the components included in Section 2.2.5.1-2.2.5.7	The RFP states on page 55 of the section: <i>“The components listed below are examples of technologies that provide specific functionality that the HSD desires to include within the CCSC. The component list is not prescriptive. HSD will consider Offeror proposals that include alternative components that provide similar or superior functionality</i>

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				<i>to the components listed below.”</i>
106.	Appendix G – 2.2.6 Review Stage	61	Please confirm that the State is looking for the vendor to provide a solution that includes all of the components included in Section 2.2.6.1-2.2.6.11.	The RFP states on page 55 of the section: <i>“The components listed below are examples of technologies that provide specific functionality that the HSD desires to include within the CCSC. The component list is not prescriptive. HSD will consider Offeror proposals that include alternative components that provide similar or superior functionality to the components listed below.”</i>
107.	Appendix G – 2.2.6 Review Stage	61	Please clarify the recording retention requirements.	Audio retention is 90 days.
108.	Appendix G – 2.2.6 Review Stage	61	Is the Contractor required to provide screen recording? If so, do the screen recording retention requirements differ from voice recording?	No. Screen recording are to be used by the Contractor to determine process and CSR improvement opportunities.  Audio retention is 90 days.
109.	Appendix G – 2.4 CCSC Operations	64	Please identify all external systems (i.e., not owned by the vendor) that the Contractor will need to use and the purposes for each system.	Please refer to Addendum 12 - “HHS 2020 Legacy MMIS Interfaces” and Addendum 18 – “HHS 2020 Legacy Enterprise Partner Interfaces” in the Procurement Library.
110.	Appendix G – 2.3.3	64	Please clarify the required Go-Live and other pertinent dates for each department – there appear to be inconsistencies between page 9, page 42, page 64, and page 113.	The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.  The CCSC Go-Live date for CSED is July 1, 2020.

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111.	Appendix H – CCSC Offeror and Contractor Requirements	90	Please clarify how bidders are to complete Appendix H. Many of the items are duplicative of the requirements in Appendix G. Are bidders to provide a narrative description in response to each requirement, or are bidders to complete the Appendix in a table format with a brief explanation and reference to where the item is described in Appendix G?	Offerors are to respond to all requirements in Appendix G and Appendix H separately.
112.	Appendix H – CCSC Offeror and Contractor Requirements	92	What is the State's robotic service and how is it made available to the contractor?	The State has made investments in chatbots, and wants the CCSC contractor to leverage current State robotics. We are interested in the capabilities that the offerors have and the potential for integration in the future. We will be building Robotic Process Automation Services in the future that we want vendor to integrate to.
113.	Appendix K – Performance Measures	183	<p>Would the State please describe how penalties will be assessed (with the dollar amount of liquidated damages) in the following scenarios:</p> <ul style="list-style-type: none"> <li>• The Contractor's daily abandonment rate is 4.9% for the day; however, there were two hours when the abandonment rate was 6%</li> <li>• The Contractor's daily abandonment rate was 6% and there were two hours when the abandonment rate was 8%; all other hours the abandonment rate was under 5%</li> <li>• The Contractor's daily abandonment rate was 8%; there were two hours when the abandonment rate was</li> </ul>	Clarified in Amendment 3.

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			12%; all other hours the abandonment rate was less than 5%	
114.	Reference Questionnaire Form	46	Can HSD publish online or as a RFP Addendum, the actual Questionnaire that will be sent to Vendor's References?	Clarified in Amendment 1.
115.	2.4	64	HSD to provide monthly Calls Offered, Calls Abandoned, Calls Answered values for last 24 months	<p>To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p> <p>Some of the reports reflect data for the last 24 months, others 12 months. Note, the ISD call center has only been operational for 13 months.</p>
116.	2.4	64	HSD to provide Day Of Week Factor Call Volume % splits eg, 22% Mon, 20% Tues for aggregate 100% total	<p>To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p> <p>Some of the reports contain call volume by day.</p>
117.	2.4	64	HSD to provide Average 30 min calls offered volumes for each operational day/hours of operation	<p>To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p> <p>We are working to provide volume information by hour or partial hours. We</p>



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				will add all such information to the Procurement Library once compiled.
118.	2.4	64	HSD to provide average Monthly AHT (Talk time + Hold Time + After Call Work) for last 12 months	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
119.	2.4	64	HSD to provide monthly Outbound call volumes for the last 24 months	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.  Some of the reports reflect data for the last 24 months, others 12 months. Note, the ISD call center has only been operational for 13 months.
120.	2.4	64	HSD to provide monthly Outbound Call AHT ((Talk time + Hold Time + After Call Work) for last 12 months	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
121.	2.4	64	HSD to provide monthly Email Volumes for the last 24 months	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
122.	2.4	64	HSD to provide monthly Email (end to end) Handling time for last 12 months	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding

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				contact volumes in files labeled MAD, ISD and CSED.
123.	2.4	66	HSD to provide monthly Warm Transfer Call Volumes for last 24 months	<p>To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p> <p>Note, there are no current warm transfer of calls for MAD, ISD and CSED. All transfers are cold transfers.</p> <p>Some of the reports reflect data for the last 24 months, others 12 months. Note, the ISD call center has only been operational for 13 months.</p>
124.	2.4	66	HSD to provide average Monthly AHT (Talk time + Hold Time + After Call Work + Warm Transfer Hold + Warm Transfer Talk Time) for last 12 months	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
125.	2.4	66	Does HSD require any screen recording in support of 100% Voice Recordings and if so, what percentage of calls to be screen recorded	<p>No.</p> <p>Screen recordings are to be used by the Contractor to determine process and CSR improvement opportunities.</p>
126.	2.4	66	How long do Voice and potentially any Screen Recordings need to be stored on behalf of HSD by the successful vendor?	Screen recordings are to be used by the Contractor to determine process and CSR improvement opportunities and the State does not require them to be stored.

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				Current audio retention is 90 days.
127.	2.4	67	Can HSD publish the current training material used for CSR's current training plan?	The State's expectation is that the awarded contractor would have a solid approach to training. Appendix H and M provides a list of those services desired for the contractor to provide and trained on.
128.	2.4	67	Will HSD supply an accredited HSD trainer to assist the successful Vendor in creating best in class training materail?	The State does have trainers, but they are not accredited
129.	10	88	HSD to supply detailed documentation of BCP requirements	For CCSC project, BCP requirements have not been defined. Vendors are encouraged to summarize their BCP approach.
130.	General	General	To ensure CCSC vendors provide the most accurate pricing for their proposal response once answers to questions are posted on December 19, would the State please consider extending the proposal due date to February 19, 2019? Given the delay on receiving the data library information, CCSC vendors will not even be able to begin building up their pricing until that information is released. Additionally, most CCSC vendors will need to adjust their solutions based on the State's responses to questions. Providing CCSC vendors with an extension on the proposal due date not only provides them with more time to deliver a comprehensive and innovative response,	Addressed in Amendment 1.

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			but ensures accuracy in the responses and ultimately reduces risk to the State.	
131.	General	General	We did not find any reference in the RFP to inbound or outbound paper mail requirements for the CCSC vendor. Can the State please confirm that the CCSC vendor will not have responsibility for developing, printing, postage or receipt and processing of mailed correspondence?	The CCSC Contractor is not responsible for inbound USPS mail operations.
132.	General	General	What application will the contact tracking data be migrated from?	The CCSC Contractor's CRM will be the primary repository of "tracking" data as will the Enterprise data warehouse. Other data will come from and be stored in various modules that have integrated with the IP/USB. It all depends on the modules data needs and requirements.
133.	General	General	Is the application that the contract tracking data will be migrated from State owned or CCSC vendor owned?	The CCSC Contractor's CRM will be the primary repository of "tracking" data as will the Enterprise data warehouse. Other data will come from and be stored in various modules that have integrated with the IP/USB. It all depends on their data needs and requirements.
134.	General	General	Can the State provide file format of the migrated form?	Specific form not identified in the question, so this is unanswerable.
135.	General	General	Can the State support SFTP (ftp over ssh) for secure data transmission?	Transmittal of documents are in physical form for this procurement.
136.	General	General	It is our understanding that a contract will not form upon award but only after the parties have entered into good faith negotiations of all contractual terms and	Correct. Contract will not execute until CMS, HSD, Offeror, DoIT, and DFA approval.

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			conditions, including the RFP General Requirements. Please confirm that is accurate.	
137.	Section II.B.13	15	RFP Section II.B.13 states that the Performance Bond will be discussed during contract negotiations. Therefore, it is our understanding that the State may remove the requirement or reduce the bond amount if the Offeror shows sufficient financials, a strong performance record and comprehensive E&O insurance. Please confirm that our understanding is correct.	Yes.
138.	Section II.B.13	15	In the event that a Performance Bond is required, how will the State determine the required bond amount (i.e. 5% of the annual contract value)?”	A performance bond with be evaluated based off performance, financials.
139.	Section III.3	30	<p>RFP Section III.3 states that “Response must be no more than three hundred (300) pages in length, excluding the title page, table of contents, tabs, pricing, resumes, financial statements, the mandatory State required forms and examples of documents.”</p> <p>Can the State confirm the 300 page requirement is limited to the following items:</p> <ul style="list-style-type: none"> <li>• Summary of Offeror’s Approach</li> <li>• List of References</li> </ul>	Correct.

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			<ul style="list-style-type: none"> <li>• Response to Specifications (Appendix G)</li> <li>• Response to Specifications (Appendix H)</li> <li>• Experience and Personnel</li> <li>• Additional Items</li> </ul> <p>And does not include:</p> <ul style="list-style-type: none"> <li>• Response to Questions (Appendix L) – This could be considered a form</li> </ul>	
140.	Section III.	31	Under Section III Response Format and Organization, the Proposal Content and Organization instructions include a Section for Experience and Personnel. Can the State clarify what specific information you are looking for Offerors to provide in the Experience and Personnel section that is not covered in Appendix G, Appendix H, and Appendix L?	Clarified in Amendment 1.
141.	Section IV.B.2.	33	Page 33 of the RFP states that Offerors will send the reference questionnaire to their references. However, no questionnaire is provided, and appendix D states that the procurement manager will send the questionnaire. Would the State please advise on how Offeror's should proceed in order to be compliant?	Clarified in Amendment 1.
142.	Section V.A.	36	How will scoring for 'Tiered Pricing by Contact Channel' be calculated?	Tiered Pricing will not be used in scoring, but the State still wishes to review the Offerors Tiered Pricing as a Cost sub-factor.

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143.	Section V.A.	36	How will the extension years be scored?	They will not.
144.	Section V.A.	36	Typically, an operation has their costs distributed 70% towards resolution of contacts (variable) and 30% towards Maintenance and Operations cost (fixed). With only 75 points available for resolution and 160 points for M&O, an incumbent has a massive advantage over any challenger. Will the state consider flipping the point distribution to better align with the distribution of expected costs?	No.  This procurement is of a larger size and complexity than any of HSD's current contact center contracts. As such, the incumbent advantage is not serious. The build out of a larger center will be required by any awardee and connectivity to HSD systems will be entirely different (through an ESB) than current contact center connectivity.
145.	Appendix B Cost Response Form #1	41	Will the State please confirm that CCSC vendors should provide a fixed fee for the M&O costs in addition to a per transaction cost based on the "Tiered Pricing by Contact Channel Type", making the contract a "Fixed + Variable" model?	Yes
146.	Appendix B Cost Response Form #1	41	Please confirm that the Contract Term/Years should be for 7/1/19 – 6/30/20; 7/1/20 – 6/30/21; 7/1/21-6/30/22; 7/1/22 – 6/30/23.	Clarified in Amendment 3.
147.	Appendix B Cost Response Form #1	41	Please define 'Manual Resolution' for each channel type. For phone, is a call that is transferred from tier 1 to tier 2 a single resolved call or two resolved calls?	"Manual Resolution" means that the contact was resolved by a human and not automation.  If and contact is manually transferred without a resolution provided by tier 1 or tier 2, it is not considered resolved until it is. The intent is a "first contact resolution" by a single CSR without the need to

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				transfer unless only State Staff is authorized to resolve.
148.	Appendix B Cost Response Form #1	41	Will transferred calls to State workers be considered resolved calls? Does a call that requires a call back count as 1 resolved call or 2?	<p>Contacts “required” to be transferred to State workers will be considered a “resolved” by the CCSC Contractor.</p> <p>CCSC contacts requiring an additional contact, to or from the requestor, to resolve will not be considered “resolved” until the requestor indicates so.</p>
149.	Appendix B Cost Response Form #1	41	For email, is each response to an email string considered a resolved email?	It is considered resolved, unless the requestor responds back within an agreed upon duration, the case flips to unresolved.
150.	Appendix B Cost Response Form #1	41	For fax, what documentation is necessary to confirm resolution?	The requested documentation made either by the CCSC or requestor or a response to the FAX resolves the case.
151.	Appendix B Cost Response Form #1	41	For text/instant messaging, if it results in a connection to a CSR is it considered resolved as a text and then resolved as a call?	All contacts are considered “resolved” when the specific inquiry is finalized to the inquirer’s satisfaction. These will be fleshed out and determined during CCSC JAD sessions with the Contractor.
152.	Appendix B Cost Response Form #2	41	Is the payment terms for the extension years expected to switch from fixed + variable to a completely fixed contract?	Fixed price is not required. Vendor should define how they would price extension years.
153.	Appendix B Cost Response Form #2	41	Does ‘All Components/Solutions’ pricing replace the tiered pricing per channel?	Clarified in Amendment 3.
154.	Appendix B Cost Response Form #1	42	It is our understanding that the costs incurred to implement the CCSC prior to M&O should be folded into M&O. Since this clearly provides the incumbent CCSC vendor	<p>No.</p> <p>This procurement is of a larger size and complexity than any of HSD’s current call</p>



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			with an advantage in the evaluation of Cost, would the State consider separating the implementation costs out so that they are not evaluated as part of M&O. This will afford the State more competitive proposal responses.	center contracts. As such, there is little advantage to the incumbents.
155.	Appendix B Cost Response Form #1	42	<p>In Appendix B – Cost Response Form, states, “Offerors are expected to be ready for final system integration testing no later than July 1, 2019.” If the contract is not awarded until May 24, 2019 and there is a 15-day protest period, this would give CCSC vendors, other than the incumbent, about five weeks to be ready for final system integration testing. A more reasonable implementation period is more like 6 months for this type of project.</p> <p>Is it the State’s expectation that the CCSC vendor’s solutions and all of the requirements gathering, design, development, and coordination with HSD be completed by July 1, 2019? As many elements of establishing a systems integration environment are outside of the CCSC vendor's control (for example new data lines, telecom, and facilities) and require a minimum of 90 days to establish, this seems to unnecessarily favor existing HSD call center vendors.</p>	<p>The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.</p> <p>The CCSC Go-Live date for CSED is July 1, 2020.</p>

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156.	Appendix C Response Form #2	43	Please confirm that the Optional years should reflect 7/1/23 – 6/30/24; 7/1/24-6/30/25; 7/1/25-6/30/26; 7/1/26 – 6/30/27.	Clarified in Amendment 3.
157.	Appendix C, Letter of Transmittal CCSC Offeror and Appendix H Contractor Requirements	44	<p>Appendix C requires Offerors to list subcontractors and any other entity that will provide services under this contract. We assume that staffing agencies should be listed in #6 as an “entity.” Please confirm that our assumption is correct.</p> <p>For the contact phases in Appendix H, the State is asking the CCSC vendors to “describe how its proposed services makes use of artificial intelligence (AI) and the State’s robotics service” for each phase.</p> <p>Would the State please describe in more detail what its robotics services entail? Which of the State’s systems use robotics services? How are those robotics services being used?</p>	<p>Yes</p> <p>The State has made investments in chatbots, and wants the CCSC contractor to leverage current State robotics . We are interested in the capabilities that offerors have and the potential for integration in the future.</p>
158.	Appendix C, Letter of Transmittal CCSC Offeror and Appendix H Contractor Requirements	44	<p>Appendix C requires Offerors to list subcontractors and any other entity that will provide services under this contract. We assume that staffing agencies should be listed in #6 as an “entity.” Please confirm that our assumption is correct.</p> <p>For the contact phases in Appendix H, the State is asking the CCSC vendors to “describe how its proposed services makes</p>	Yes

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			<p>use of artificial intelligence (AI) and the State’s robotics service” for each phase.</p> <p>Would the State please describe in more detail what its robotics services entail?</p>	
159.	Appendix C, Letter of Transmittal CCSC Offeror and Appendix H Contractor Requirements	44	<p>Appendix C requires Offerors to list subcontractors and any other entity that will provide services under this contract. We assume that staffing agencies should be listed in #6 as an “entity.” Please confirm that our assumption is correct.</p> <p>For the contact phases in Appendix H, the State is asking the CCSC vendors to “describe how its proposed services makes use of artificial intelligence (AI) and the State’s robotics service” for each phase.</p> <p>Which of the State’s systems use robotics services?</p>	<p>Yes</p> <p>Currently none.</p> <p>The State has made investments in chatbots, and wants the CCSC contractor to leverage current State robotics . We are interested in the capabilities the offerors have and the potential for integration in the future.</p>
160.	Appendix C, Letter of Transmittal CCSC Offeror and Appendix H Contractor Requirements	44	<p>Appendix C requires Offerors to list subcontractors and any other entity that will provide services under this contract. We assume that staffing agencies should be listed in #6 as an “entity.” Please confirm that our assumption is correct.</p> <p>For the contact phases in Appendix H, the State is asking the CCSC vendors to “describe how its proposed services makes use of artificial intelligence (AI) and the State’s robotics service” for each phase.</p>	<p>The State has made investments in chatbots, and wants the CCSC contractor to leverage current State robotics . We are interested in the capabilities the offerors have and the potential for integration in the future.</p>

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			How are those robotics services being used?	
161.	Appendix C Letter of Transmittal	44	Appendix C requires Offerors to list subcontractors and any other entity that will provide services under this contract. We assume that systems CCSC vendors do not need to be listed on this form because they are only supplying systems components and will not be providing any services. Please confirm that our assumption is correct.	That is correct.
162.	Appendix G Detailed Statement of Work	5050	<p>Regarding the overall requirement “The CCSC services must integrate with the Integration Platform (IP):”</p> <p>If all the activities discussed in this requirement need to take place within less than a month as the timeframe suggests, it seems as though these requirements support the current incumbent. Would the State please reconsider the very aggressive time frame? Other factors for consideration are that the acquisition and build out of a facility, in addition to providing adequate training to management staff in advance of the training that has to be administered to line staff. All of these tasks will take longer than the currently provided 5-week period. The extension of the implementation timeframe would reduce both risk and overall cost to the State.</p>	<p>The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.</p> <p>The CCSC Go-Live date for CSED is July 1, 2020.</p>

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163.	Appendix G Detailed Statement of Work	50	Regarding the overall requirement “The CCSC services must integrate with the Integration Platform (IP):”  Do API's already exist on the State's side or do APIs still need to be created?	Out of box API’s will be provided by ESB and custom API’s will be provided as needed.
164.	Appendix G Detailed Statement of Work	50	Regarding the overall requirement “The CCSC services must integrate with the Integration Platform (IP):”  Would the awarded CCSC vendor need to provide the presentation layer?	The CCSC Contractor will be required to provide all components associated with their CCSC products and services.
165.	Appendix G Detailed Statement of Work	50	Regarding the overall requirement “The CCSC services must integrate with the Integration Platform (IP):”  Based on the coordination, design, development, and testing that needs to be done, would the State consider giving CCSC vendors 6-8 months to ensure all business services are planned, tested and executed?	The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.  The CCSC Go-Live date for CSED is July 1, 2020.  These dates are due to end of contract terms with the current call center contractors
166.	Appendix G Detailed Statement of Work	50	Regarding the overall requirement “The CCSC services must integrate with the Integration Platform (IP):”  Based on the diagrams provided in the RFP, are there detailed interfaces specifications (i.e. exposed API’s for use by the CCSC) provided for each arrow as seen connecting	Interface specifications are not available at this time and will be provided to the CCSC Contractor prior to CCSC setup phase.

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			through the ESB, and are these API's currently available for Offer's reference at this time?	
167.	Appendix G Detailed Statement of Work	50	Regarding the overall requirement "The CCSC services must integrate with the Integration Platform (IP):"  When does the State expect to have each of these exposed API's available for use by the CCSC in both Testing and Production environments?	Interface specifications are not available at this time and will be provided to the CCSC Contractor prior to CCSC setup phase.  Out of box API's will be provided by ESB and custom API's will be provided as needed.
168.	Appendix G, Section I.	51	Would the State please provide a copy of the HHS 2020 PMO project management processes and standards?	The PMO project management processes and standards follow the Project Management Institute (PMI) standards and processes within the Project Management Body of Knowledge (PMBOK).
169.	Appendix G, Section I.	51	Would the State please provide a list of the required documentation / planning / project management deliverables?	That State requires the CCSC Contractor to follow the PMI standards.
170.	Appendix G, Section 2.2.1.1	53	Would the State please remove two-way texting as a form of inbound and outbound communications as text messaging is not a HIPAA compliant solution and CCSC vendors cannot control what type of information the client sends which could contain PII and/or PII information.	No, texting must be implemented by the CCSC Contractor using a secure manner that is HIPAA compliant.  Additionally, offerors should consider that communication channels will be available to all NM population, including Medicaid Members.
171.	Appendix G, Section I.2.2.1	54	The RFP states: "4. Comply with the versions in use, at the time of CMS Certification, of the MECT,	Offerors should determine certification effort and resource requirements based on its previous experience.

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			<p>MITA and the SCS; and work with HSD to achieve MITA Maturity Level 4;”</p> <p>How many hours should CCSC vendors allocate to support the States MITA Maturity Level 4 efforts?</p>	
172.	<p>Appendix G, Section I.2.2.1.3, Section I.2.3.1 and</p> <p>Appendix H Connect Stage ID # 1.02</p>	55, 63, 91	<p>Can the State please provide clarification regarding how many toll-free numbers are required for the CCSC? Appendix G requirements indicate that “For this CCSC BPO project, the State wishes to use a single toll-free number” and also refers to “Implementing new single toll-free numbers while systematically phasing out multiple existing call centers numbers” as part of Phase One Implementation activities. Appendix H states, “Offeror shall describe how its proposed services provide two toll-free numbers to manage all services. One dedicated for Providers and another for the public.”</p>	<p>The CCSC Contractor will be expected to provide two (2) toll-free numbers. One (1) for New Mexico population and one (1) for providers.</p>
173.	Appendix G, Section 2.2.1.7	56	<p>RFP Requirement “Enables clients the ability to directly communicate with a live CSR or chatbot by keyboard via a chat link within the State’s website.”</p> <p>Is the virtual assistant (chatbot) feature required in addition to the webchat functionality or is it an enhancement? If required, is the state open to delaying the implementation of the chat bot until data</p>	<p>The CCSC Contractor may delay or provide reduced services to be implementation with their chat bot until data can be derived and analyzed from webchat and text usage. Offerors must provide information in their proposal indicating the amount of time it will take to obtain enough data to implement this service.</p>

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			can be derived and analyzed from webchat usage to inform topics and responses within the virtual assistant functionality?	
174.	Appendix G, Section 2.2.1.7	56	<p>RFP Requirement “Enables clients the ability to directly communicate with a live CSR or chatbot by keyboard via a chat link within the State’s website.”</p> <p>Will the CCSC vendor have direct communication with the web vendor in order to provide code for the webpages that are designated to contain the webchat widget?</p>	Yes
175.	Appendix G, Section 2.2.1.7	56	<p>The RFP states that Web Contact Chat “Enables clients the ability to directly communicate with a live CSR or chatbot by keyboard via a chat link within the State’s website.”</p> <p>Does the State expect that chatbots will access other HSD back end systems to pull information from?</p>	All data will be accessed through the IP/ESB which will provide the needed data from all other systems and modules.
176.	Appendix G, Section 2.2.3.3 & Section 2.2.3.6	57	<p>Regarding: The ability to route a call to a CSR who is the most competent in handling the call by looking at the attributes of a CSR. (e.g., Spanish speaking caller and all CSRs who are primary Spanish speakers are occupied. The call will route to an available CSR whose secondary language is Spanish.) The ability to route a customer to a specific IVR script and/or CSR with specialized skills</p>	The State wants Offerors to consider all services that the CCSC Contractor will provide as “New and Enhances Features and Functionalities”. The State does not wish for the CCSC Contractor to use the current IVR or ACD scripts for these do not leverage state of the art automation.



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			<p>(i.e. English, Spanish, etc.) by having the customer pressing a numeric key or speaking an option.</p> <p>Question: Please provide current IVR/ACD scripts for both Spanish and English language.</p>	
177.	Appendix G, Section 2.2.4.7	59	<p>RFP Requirement 2.2.4.7. Predictive Dialer states, "...Predictive dialing is applicable across channels: mobile, text, social, chat and email. It detects a customer's channel of choice and delivers the interaction directly to a CSR upon answer. It can also be used to deliver proactive outreach in the case of an emergency or to educate a customer on where their case is in the queue. How does the State envision the predictive dialer to work via chat, SMS, social, and email? Does the state require outreach via these channels?</p> <p>How does the State envision the predictive dialer to work via chat, SMS, social, and email? Does the state require outreach via these channels?</p>	<p>The section referred to is not a requirement. Section 2.2 Consolidated Customer Service Center Components states:</p> <p><i>"The components listed below are examples of technologies that provide specific functionality that the HSD desires to include within the CCSC. The component list is not prescriptive. HSD will consider Offeror proposals that include alternative components that provide similar or superior functionality to the components listed below."</i></p>
178.	Appendix G, Section 2.2.4.7	59	<p>Can the State please confirm Social Media is not part of the of the CCSC procurement?</p>	<p>While Social Media is not required for the procurement, Offerors may use it as part of their Workforce Management component. If so, they should indicate so.</p>

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179.	Appendix G, Section 2.3.1	62	<p>What is the expected timeframe and dates associated with Phase One?</p>	<p>The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.</p> <p>The CCSC Go-Live date for CSED is July 1, 2020.</p>
180.	Appendix G, Section 2.3.2	63	<p>What is the expected timeframe and dates associated with Phase Two?</p>	<p>The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.</p> <p>The CCSC Go-Live date for CSED is July 1, 2020.</p>
181.	Appendix G, Section 2.3.2, Bullet 7	63	<p>The RFP states in Phase Two, activities include:</p> <ul style="list-style-type: none"> <li>• Loading existing HSD call center contact data into the CRM;</li> </ul> <p>To determine level of effort, will the State please provide all of the data fields captured in the existing CRM? The CCSC vendor will need to map fields correctly to help ensure all relevant data is transferred successfully in to the CCSC vendor's proposed CRM.</p>	<p>Current open cases will need to be migrated to the CCSC Contractor's CRM. Historical data will be defined in contract negotiations and JAD sessions. The State feels that the overall data conversion and associated level of effort will be minimal. The fields of current call center CRM's will not be provided at this time.</p>
182.	Appendix G, Section 2.3.2	64	<p>What is the expected timeframe and dates associated with Phase Three?</p>	<p>The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.</p> <p>The CCSC Go-Live date for CSED is July 1, 2020.</p>

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183.	Appendix G, Section 2.5, First Bullet	64	The requirement states "...For the purpose of responding to this RFP, use an annual growth rate of five (5) percent."  Does the State expect CCSC vendors to assume an annual growth rate during the four base contract years and each of the four option years as well?	Yes. Offerors should consider and account for this estimated 5 percent growth is for inbound only. At this time the State is unable to estimate outbound growth.
184.	Appendix G, Section 2.5, First Bullet	64	Would the State confirm it expects a 40 percent growth rate by year over the course of the eight (8) year contract period?	Yes. Offerors should consider and account for this estimated 5 percent growth is for inbound only. At this time the State is unable to estimate outbound growth.
185.	Appendix G, Section 2.4.	64	Could the State please provide a breakout of the 1.8 million incoming calls by program type (i.e. MAD, ISD, CESD, and General)?	To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
186.	Appendix G, Section 2.4.	64	Could the State please provide the call handle times and % resolved through the IVR.	Current resolution via IVR is only offered by CSED's Kidsline with 100% of all calls resolved.
187.	Appendix G , Section 2.4	64	Are there any branding/style guidelines that the web form will need to adhere to?	Yes
188.	Appendix G, Section 2.4.	65	How are inquiries received from the Electronic Content Management System (ECMS)?	That has yet to be determined
189.	Appendix G, Section 2.4.	65	What technology would a CCSC vendor use to access the (ECMS) system remotely?	That has yet to be determined
190.	Appendix G, Section 2.4.	65	Will the state allow a network communication using an internet site secure VPN tunnel for accessing the (ECMS) state system?	Requests for secure VPN tunnel will be handled on a case by case basis.

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191.	Appendix G, Section 2.4	65	<p>The RFP states, “Integrate with the SIs IP, for all current and historical customer contact information, including inbound and outbound phone calls, faxes, email, SMS text, webchats, historical recorded conversations and client resolutions;”</p> <p>Is the contractor expected to migrate historical data into its solution?</p> <ul style="list-style-type: none"> <li>• If yes, what is the file size of the historical data / size of the data the CCSC vendor would be ingesting?</li> </ul>	<p>This data is available and can be made available to the selected Contractor but cannot be currently quantifiable. This will be dependent on configuration elements of selected CCSC Contractor’s systems.</p>
192.	Appendix G, Section 2.4	65	<p>The RFP states, “Integrate with the SIs IP, for all current and historical customer contact information, including inbound and outbound phone calls, faxes, email, SMS text, webchats, historical recorded conversations and client resolutions;”</p> <p>Is there a historical cutoff date in which the CCSC vendor will not need to pull in historical customer contact information?</p>	<p>The CCSC vendor will not need to pull in any historical customer contact information beyond 12 months. Again, the focus will be on open records.</p>
193.	Appendix G, Section 2.4	65	<p>The RFP states, “Integrate with the SIs IP, for all current and historical customer contact information, including inbound and outbound phone calls, faxes, email, SMS text, webchats, historical recorded conversations and client resolutions;”</p> <p>Will there be a data dictionary on existing systems for data migration?</p>	<p>Yes.</p>

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194.	Appendix G, Section 2.4	66	<p>Regarding the following requirements:</p> <ul style="list-style-type: none"> <li>• Perform all call transfers to outside agencies or individuals in accordance with State-defined policy or business rules that direct how transfers will be conducted.</li> <li>• Perform call transfers to any crisis line only as a “Warm Transfer”.</li> <li>• Perform call transfers to MCOs or providers as a “Warm Transfer” even when an “On Hold” occurs.</li> </ul> <p>Can the State please provide volumes &amp; metrics associated with call transfers to aid in the estimation process as they are not provided in the procurement library?</p>	<p>To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p> <p>The reported contact volumes do include cold transfers and the Offeror is directed to these numbers and the categories of calls provided to estimate future warm transfer requirements.</p>
195.	Appendix G, Section 2.5	68	<p>“The CCSC Contractor must provide CCSC business service documents to the SI Contractor, which will enable the SI Contractor to update the Expedited Performance Life Cycle (EPLC) deliverables for CMS.” Please provide the list of the applicable CMS EPLC deliverables.</p>	<p>CCSC Contractor may be required to submit addendums to the Master EPLC deliverables managed by the System Integrator (SI)</p> <p>For additional information, please refer to CMS website:  <a href="https://www.cms.gov/research-statistics-data-and-systems/cms-information-technology/xlc/index.html">https://www.cms.gov/research-statistics-data-and-systems/cms-information-technology/xlc/index.html</a></p>
196.	Appendix G, Section 2.5	68	<p>Please provide the State’s Project Process Agreement (PPA) with CMS.</p>	<p>That State does not have a PPA for this RFP.</p>
197.	Appendix G, Section 2.6.4	71	<p>The RFP states, “4. Document how the CCSC Contractor will adopt and use the SI’s-defined transmission, security, and</p>	<p>Will be defined during contract negotiations.</p>

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			<p>integration requirements and processes throughout the life of the contract.”</p> <p>Would the State please post the SI’s-defined transmission, security, and integration requirements and processes to the Data Library?</p>	
198.	Appendix G, Section 2.7	71	<p>The RFP states, “The Contractor must define its data integration approach to comply with the MMISR schedule. The Contractor must remain compliant with the standards of the SI platform for loading or exposing data to CCSC and sourcing all necessary data prior to productive use.”</p> <p>Would the State please publish the most current MMISR schedule to the Data Library?</p>	The selected Vendor will be given access to current MMISR schedule at contract award.
199.	Appendix G, Section 2.7.1	71	<p>The RFP states, “1. Identify the data to be integrated, provide data maps of data sources and destinations for each field that will form an approved Data Sharing Agreement, in accordance with Data Governance Council’s directives and policies;”</p> <p>Would the State please publish the Data Governance Council's policies and directives to the Data Library?</p>	<p>Please refer to Addendum 6 – HHS 2020 Data Flow in the Procurement Library and Addendum 9 – HHS 2020 Activity Data</p> <p>No</p>

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200.	Appendix G, Section 2.7, Section 11.9	71 and 112	Can the State provide the format(s) expected to be used by the SI's IP and other State systems for data ingestion and transmission?	Data protocols will be established during system development and connectivity.
201.	Appendix G, Reports "Contacts and ACD"	80	<p>The RFP references reports that address:</p> <ul style="list-style-type: none"> <li>• Number and percentage of disconnected contacts</li> <li>• Number and percentage of abandoned contacts</li> </ul> <p>Can the state please define what a disconnected contact is versus abandoned?</p>	<p>"Disconnected" contacts are those that left the IVR without selection an option or information.</p> <p>"Abandoned" contacts are those that drop while waiting in queue.</p>
202.	Appendix G, Section 9.2	87	<p>The RFP states, "2. Provide qualified support via a help desk function available during all State business hours for State Users and for other MMISR contractors to address questions or issues involving its services and interaction across the MMISR Solution;"</p> <p>Would the State please elaborate on the scope of the Help Desk function to be performed by the CCSC contractor?</p>	The CCSC "Help Desk" is to provide technical support to State Users and MMISR contractors having issues or problems that relate to the CCSC or its systems. This allows the CCSC Contractor to be quickly notified of any service affecting problems.
203.	Appendix G, Section 9.2	87	<p>The RFP states, "2. Provide qualified support via a help desk function available during all State business hours for State Users and for other MMISR contractors to address questions or issues involving its services and interaction across the MMISR Solution;"</p> <p>Will the CCSC contractor have access to other backend systems outside CCSC to</p>	The CCSC Contractor will work directly with other module contractor to resolve issues that occur between them. Access to other modules will be determined based on agreed upon need and access to secured and sensitive data.

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			support questions on other MMISR solutions?	
204.	Appendix G, Section 9.2	87	<p>The RFP states, “2. Provide qualified support via a help desk function available during all State business hours for State Users and for other MMISR contractors to address questions or issues involving its services and interaction across the MMISR Solution;”</p> <p>Does the State expect other MMISR contractors will have questions regarding the CCSC solution? If yes, does this mean the CCSC contractor will need to provide other MMISR contractors with access to the CCSC’s solution?</p>	<p>The CCSC “Help Desk” is to provide technical support to State Users and MMISR contractors having issues or problems that relate to the CCSC or its systems. This allows the CCSC Contractor to be quickly notified of any service affecting problems.</p> <p>The CCSC Contractor will work directly with other module contractor to resolve issues that occur between them. Access to other modules will be determined based on agreed upon need and access to secured and sensitive data.</p>
205.	Appendix H, Connect 1.11	91	<p>The RFP states, “The Offeror shall describe how its proposed services provide web form services that integrate with the State’s public facing Web portals.”</p> <p>Is it the State’s expectation the CCSC vendor may create web forms that will be posted on the awarded CCSC vendor’s Unified Web Portal and Mobile Technology website?</p>	<p>The CCSC will not be responsible to for the Unified Web Portal and Mobile Technology website.</p>
206.	Appendix H, Connect 1.11	91	<p>The RFP states, “The Offeror shall describe how its proposed services provide web form services that integrate with the State’s public facing Web portals.”</p>	<p>A client may be requesting to apply to a State service and be required to complete a web form and attach needed documentation. Additionally, web forms may take the shape as a secured email with dropdowns allowing the user to</p>



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			What is the state's intention for the web forms?	select the type of message and recipient to allow proper routing.
207.	Appendix H, Connect 1.11	91	The RFP states, "The Offeror shall describe how its proposed services provide web form services that integrate with the State's public facing Web portals."  What web pages is the State expecting the CCSC vendor to integrate with?	Not yet determined.  The States Unified Portal (UP) is currently in development. The CCSC Contractor may be
208.	Appendix H, Connect Stage - ID 1.17	92	Is the CCSC vendor required to use the State's robotic service to implement automated processing? If so, please provide details on the robotics service the State is using.	The State has made investments in chatbots, and wants the CCSC contractor to leverage current State robotics. We are interested in the capabilities the offerors have and the potential for integration in the future.  We will be building Robotic Process Automation Services in the future that we want vendor to integrate to.
209.	Appendix H, Connect 1.19	92	Can the State provide the format expected to be used by the SI's IP for transmission of paper and electronic content correspondence?	The SI will specify any interface constraints during integration SDLC.
210.	Appendix H, Route	94	Can the State please confirm that they are comfortable with CCSC vendors assuming that all emails will be received in the form of web forms, in order to ensure that any PHI/PII is communicated in a secure channel?	No, seeing that some email may not contain PHI/PII. Additionally, some email may come from a "Secure Email" generated by a client using the State's web portal.
211.	Appendix H, Route 3.25	95	In order for CCSC vendors to accurately plan and price for integration with these systems, would the State please provide	The current State systems are Avaya VOIP but the CCSC RFP states that the State

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			more details regarding its existing voice systems?	wishes to use Soft Phone functions for call transferred to State Staff
212.	Appendix H, Route 3.28	96	<p>The RFP states the “Offeror shall describe how its proposed services will provide softphones capabilities and CRM access for contact transfers and routing from the CCSC to appropriate State staff or such designee determined by the State. Softphone and CRM capabilities will be provided to these users at no additional cost to the State.”</p> <p>For planning purposes, how many softphones and CRM licenses need to be provided to State staff?</p>	<p>At start, approximately one hundred (100) Softphone users across seven (7) locations. Offerors should account for growth with additional expansion across more location and staff in future years.</p> <p>The Contractor will provide 1,700 State staff limited access to the Contractor’s CRM service.</p>
213.	Appendix H, Resolve 5.03	98	Will all contact tracking, including those transferred to Tier 3, be handled in the CCSC vendor CRM?	YES
214.	Appendix H, Review 6.17	103	<p>The RFP states, “Offeror shall describe how its proposed services supports supervisor dashboards that provide real-time data on, at a minimum:...”</p> <p>Would the State please provide the number of State users that would need access to real time Supervisor dashboards?</p>	<p>A minimum of 2 (primary/secondary) for each division the CCSC is supporting.</p> <p>Additionally, the CCSC dashboard may be incorporated as a widget into the User Portal that obtains data from the DS and various other modules.</p>
215.	Appendix H 6.11	103	With regard to this requirement: “Offeror shall describe how its proposed services tracks dropped calls/contacts to identify at what point they are abandoned”, how does	A dropped contacted is any that does not reach a CSR or an automated resolution is provided.

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			the State define dropped contacts for channels other than telephone (chat, email, text)?	<p>Chat: At any time before a resolution is provided. Customers disconnects or chat session times out.</p> <p>Email: Email is received but was not completed by the customer. Sent before completed.</p> <p>Text: No response from customer before resolution and text session times out.</p>
216.	Appendix H, Review 6.14	103	<p>The RFP Requirement states, "Offeror shall describe how its proposed services supports electronic desktop messaging of the queues of all channels for State staff."</p> <p>Can the State please elaborate what they mean by this requirement? Can the State confirm that we need to be able to report on the number of contacts in queues based on channel?</p>	The feature allows authorized State Staff to monitor the current contact volume, contact durations and wait durations of all channels. This is not a report requirement but a real time monitoring capability.
217.	Appendix H, Review 6.26	104	<p>Offeror shall describe how its proposed services provide ad hoc reporting and creation capabilities to authorized State staff.</p> <p>What type of ad hoc reports are to be expected?</p>	The State's definition of ad hoc for this RFP means "formed, arranged, or done for a particular purpose only". These are one-time reports based on whatever the user wants or is needing, and the system can provide.
218.	Appendix H, Review 6.26	104	Offeror shall describe how its proposed services provide ad hoc reporting and creation capabilities to authorized State staff.	Unknown.

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			What is the estimated volume of ad hoc reports that will need to be created on a monthly basis?	
219.	Appendix H, Strategy and Project Management 10.05	109	<p>The RFP states the “Offeror shall describe how its proposed services allow for and implement changes, enhancements and updates to CCSC business services, workflows and business processes for efficient alignment with the HHS 2020 Architecture and the needs of the State at no additional cost to the State and without degradation to core responsibilities or negative impact to other systems, service modules and BPO Contractors.”</p> <p>Would the State please clarify what timeframe the State is talking about for the CCSC vendor to implement changes, enhancements and updates to the CCSC business services?</p>	This all depends on the nature, type and complexity of the change or changes. They could take place at any point during the contract and for any reason.
220.	Appendix H, Strategy and Project Management 10.05	109	The RFP states the “Offeror shall describe how its proposed services allow for and implement changes, enhancements and updates to CCSC business services, workflows and business processes for efficient alignment with the HHS 2020 Architecture and the needs of the State at no additional cost to the State and without degradation to core responsibilities or	Yes, both.

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			<p>negative impact to other systems, service modules and BPO Contractors.”</p> <p>Would these changes, enhancements or updates take place during the implementation period or after go-live?</p>	
221.	Appendix H, Service Expectations 11.01	110	<p>The RFP states, “Offeror shall acknowledge that full access to its services and data will be made available to the State, Stakeholder partners, State Contractors and modular Contractors without a fee or charge throughout all stages of development and operations.”</p> <p>Would the State please provide the number of State users, Stakeholder partners, State Contractors, and modular Contractors that would need access to the CCSC vendor’s solution?</p>	Approximately 1,700 State users + other modules. Estimate license needs to each module vendor.
222.	Appendix H, Expectations 11.01	110	Would the State please provide the number of State users that would need access to the contractor's solution?	Approximately 1,700 State users.
223.	Appendix K	176-184	Given the number of performance measures outlined in Appendix K, and the stringent nature of those performance measures compared to industry standards, is the State open to negotiating liquidated damages upon contract award?	Yes
224.	Appendix J,	179	It appears that this crosswalk was developed for the yet-to-be released Benefit Management Services (BMS) RFP.	Clarified in Amendment 2

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	Crosswalk BMS RFP to CMS Draft RFP Template		Is this crosswalk still applicable to the CCSC RFP?	
225.	Appendix J, Crosswalk BMS RFP to CMS Draft RFP Template	179	<p>It appears that this crosswalk was developed for the yet-to-be released Benefit Management Services (BMS) RFP.</p> <p>Are there any changes relevant to the CCSC RFP of which CCSC vendors should be aware?</p>	Clarified in Amendment 2
226.	Appendix K, Performance Measures	181	<p>Would the State consider removing performance standard 17, to answer 80% of calls in 20 seconds, in favor of performance standard 18, average speed to answer will not exceed 60 seconds? This will result in a minimum of a 25-30% cost reduction for the State.</p> <p>Additionally, if the State is willing to reduce the performance standards to be assessed weekly or monthly as opposed to hourly, this would drive significant overall cost savings. The CCSC vendor and the State would still have the ability to monitor and take action on performance standards on an hourly basis, but would provide the opportunity to take corrective action to accommodate unforeseen volumes.</p>	Clarified in Amendment 3.

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227.	Appendix K – Performance Measures #19	182	How does the State define an hourly average contact overflow for each contact channel?	Clarified in Amendment 3.
228.	Appendix K – Performance Measures #19	182	What is the State’s definition of overflow trigger for each contact channel?	Clarified in Amendment 3.
229.	Appendix K – Performance Measures #19	182	Given the variability of contact volume through different channels during different hourly intervals throughout the day, what percentage contacts above the average number of contacts by channel does the State foresee invoking the overflow trigger?	This should be calculated by wait time not by number of contacts. Wait time should determine overflow trigger those channels that have customer holding, while other will use volume
230.	Appendix K – Performance Measures #19	182	How does the State’s calculation of an hourly average of contacts account for varying contact volumes at different hour intervals throughout the day?	Clarified in Amendment 3.
231.	Appendix K – Performance Measures #19	182	Given variability of staffing hour-to-hour based on forecasted call volumes, what is the State’s requirement for being informed of whether an overflow trigger has been invoked by the contractor?	This should be part of the configuration of the ACD and provided to the DS as a report and data.
232.	Appendix K – Performance Measures	182	Considering the following Performance Standards:  16: The CCSC Contractor shall ensure that the daily abandonment rate does not	Clarified in Amendment 3.

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			<p>exceed five (5) percent, to be computed hourly and, at a minimum, reported monthly.</p> <p>17: The CCSC Contractor shall answer eighty percent (80%) of daily calls within twenty (20) seconds, to be computed hourly and, at a minimum, reported monthly.</p> <p>18: The CCSC Contractor’s monthly average seconds to answer will not exceed 60 seconds (amount of time after the customer chooses option in IVR to speak to customer service rep), to be computed hourly and, at a minimum, reported monthly.</p> <p>What outcomes is the State seeking to achieve with the inclusion of Performance Standard 19?</p> <p>19: The CCSC Contractor shall provide an hourly average contact overflow within five minutes of the overflow trigger. For each contact channel.</p>	
233.	Appendix K Performance Measures	183-191	<p>Would the State consider assessing performance metrics on a monthly basis rather than an hourly basis? This will help reduce the overall CCSC vendor program cost to the State of New Mexico without degradation to the project’s performance. The State would still have expectations</p>	Clarified in Amendment 3.



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			around hourly and real-time reporting so that issues can be addressed in a timely manner.	
234.	Appendix K, Ops, 20, Resolve	189	<p>The RFP states, "The CCSC Contractor shall not exceed one percent of daily unresolved contacts past one week, to be computed on a weekly basis and, at a minimum, reported monthly."</p> <p>Would the State please define "unresolved contacts"?</p>	Clarified in Amendment 3.
235.	Appendix K, Ops, 23, Resolve	190	<p>The RFP states, "The CCSC Contractor shall provide responses for those items that need research within 24 hours of any contact during days of operation, to be computed daily and, at a minimum, reported monthly."</p> <p>To help ensure CCSC vendors propose sufficient staff, what is the estimated volume of research tasks per month and the average handle time (AHT) associated with this task?</p>	<p>Current After Call Work is minimal and not being reported.</p> <p>The State would prefer minimal After Contact or Follow-up Work. The intent is to provide the client with all required information during the initial contact, providing a First Contact Resolution outcome.</p>
236.	Appendix M Section 3 Child Support Enforcement Div	215	<p>Since paper correspondence from clients is not listed in the methods for contacting the service center (Section G.2.1), Can the State please confirm that the CCSC vendor will not have responsibility for developing, printing, postage or receipt and processing of mailed correspondence?</p>	<p>CCSC is not responsible for inbound USPS mail operations.</p> <p>Although the CCSC will receive mail correspondence via the Enterprise EDM system and be expected to handle as a contact.</p>

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			If so, can the State provide a rough estimate of the number of mailings processed each year?	
237.	Bidders Library 14 HHS 2020 Security, Privacy and Standards	1-3	Given that we are not the system of record, and the CCSC vendor is simply storing consumer contact data, what is the applicability of FedRAMP to this contract?	If the Contractor is using any cloud-based solutions, all applicable FedRAMP requirements must be implemented by CCSC Contractor.
238.	Bidders Library 14 HHS 2020 Security, Privacy and Standards	1-3	Since FedRAMP certification requires CMS or appropriate federal agency sponsorship as a first step, is FedRAMP certification required or is FedRAMP compliance sufficient, and if certification is required will CMS be the sponsoring agency?	If the Contractor is using any cloud-based solutions, all applicable FedRAMP requirements must be implemented by CCSC Contractor.
239.	Bidders Library 14 HHS 2020 Security, Privacy and Standards	1-3	If FedRAMP certification is required, should CCSC vendors include those significant extra certification costs in their proposal?	Yes
240.	Bidders Library 14 HHS 2020 Security, Privacy and Standards	1-3	Would the State please clarify if platforms or services absent of ETI information and critical data elements (such as PHI/PII) can exist outside the boundary without FedRAMP status? Examples of these platforms include Microsoft Word and training programs that are not traditionally housed in a FedRAMP environment.	If the Contractor is using any cloud-based solutions, all applicable FedRAMP requirements must be implemented by CCSC Contractor.

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241.	Bidders Library 14 HHS 2020 Security, Privacy and Standards	3	Are there any specific state or federal security audits that the CCSC vendor is responsible for incurring costs for?	CMS and IRS audits as determined by data classification. Additionally, Addendum 14 and 21 in the Procurement Library describe HHS 2020 Security Privacy and Standards.
242.	V.C.2 References	37	In reviewing RFP # 19-630-4000-0001 it is unclear whether Offerors are responsible for sending the Reference Questionnaire Form (APPENDIX D) to business references or is the Procurement Manager? If the Offeror is responsible, where is that form located? Thank you.	Clarified in Amendment 1.
243.			To ensure that vendors can provide the most comprehensive proposal response, and in order to give vendors time to adjust and accurately incorporate the State's answers to questions, would the State please consider extending the proposal due date to February 15, 2019?	Clarified in Amendment 1.
244.	Appendix B		Cost Response Form, it says "Offerors are expected to be ready for final system integration testing no later than July 1, 2019." This provides vendors about five weeks from Contract Award to be ready for final system integration testing. Given the requirements outlined in the RFP, would the State consider extending the timeline for final system integration testing? This would provide time for the vendor to collaborate with the State and its existing vendors to fully understand the State's systems and the APIs that need to be built to integrate with those systems, as well as give the vendor adequate	The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.  The CCSC Go-Live date for CSED is July 1, 2020.

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			<p>time to complete system development and testing.</p> <p style="padding-left: 40px;">a. Is it the State’s expectation that the vendor’s solutions and all of the requirements gathering, design, development, and coordination with HSD be completed by July 1, 2019?</p>	
245.			<p>Would the State consider assessing performance metrics on a monthly basis rather than an hourly basis? This will help reduce the overall vendor program cost to the State of New Mexico without degradation to the project’s performance.</p>	<p>The performance metrics will be clarified within Amendment 3.</p>
246.			<p>Would the State please provide a breakout of the 1.8 million incoming calls by program type (i.e. MAD, ISD, CESD, and General) as well as provide the call handle times and containment rates for each program? This will ensure that vendors are able to provide an adequate level of staffing to ensure quality service. This will also ensure that all vendors are providing pricing based on the same staffing assumptions, enabling the state to make an apples to apples comparison of the vendor offerings.</p>	<p>To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p>
247.			<p>Please define ‘Manual Resolution’ for each channel type, as designated in the table in Appendix B, Cost Response Form #1. This will ensure that vendors all provide their pricing the same way.</p>	<p>“Manual Resolution” means the contact was resolved by a human, not automation.</p>
248.		33	<p>Page 33 of the RFP state’s that offeror’s will send the reference questionnaire to their</p>	<p>Clarified in Amendment 1.</p>

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			references. However, no questionnaire is provided, and appendix D states that the procurement manager will send the questionnaire. Please advise on how Offeror's should proceed in order to be compliant.	
249.			Will the state please provide documentation around what API's exist with the IP and what APIs the vendors will need to plan for? If the State can provide additional detail around the system(s) we are expected to integrate with, that would allow vendors to develop more accurate systems pricing.	Out of box API's will be provided by ESB and custom API's will be provided as needed.
250.			1) Would the State please identify what the Performance Bond amount is, as noted Appendix I – Sample Contract, Article 3, E?	The State will not identify the Performance Bond amount. This will be determined during contract negotiations.
251.	Section IV, Response Specifications, subsection 2 Section V, Evaluation, subsection 2 Appendix D, Reference Questionnaire Form	33, 37, 46	Could the State please clarify the delivery requirement for the Reference Questionnaire Form? Is the Offeror required to send the Reference Questionnaire Form to client references, or will the Procurement Manager submit the Reference Questionnaire Form to the Offeror's client references? There is conflicting information in the RFP, as follows: <ul style="list-style-type: none"> <li>▪ Section IV, subsection 2 states, "Offerors are required to send the Reference Questionnaire Form, APPENDIX D, to each business reference listed ... It is the Offeror's responsibility to ensure the completed forms are received on or before</li> </ul>	Clarified in Amendment 1.

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			<p>the proposal submission deadline for inclusion in the evaluation process.”</p> <ul style="list-style-type: none"> <li>▪ Section V, subsection 2 states, “Offerors are required to send the Reference Questionnaire Form, APPENDIX D, to each business reference listed.”</li> <li>▪ Appendix D states, “The Procurement Manager will send a reference form to each business reference listed.”</li> </ul> <p>Additionally, while referenced throughout the RFP, no Reference Questionnaire Form is provided in Appendix D.</p>	
252.	Appendix G Section 2.1.1	53	<p>Appendix G, Section 2.1.1 of the RFP states, “Connect Stage - The point of entry for a client’s contact. Requestor can use any of several methods to contact the service center. This includes, but is not limited to, ... Post provided via the Electronic Content Management System (ECMS).” Is the ECMS referenced an existing ECMS currently being used? Will the State provide the Contractor’s employees with the necessary software and licenses? Who currently receives, scans, and indexes these documents? Please provide information about the ECMS product and version.</p>	EDM will be provided by the SI/IP and will be made available to the selected Contractor.
253.	Appendix G Section 2.2.2.1	56	<p>Appendix G, Section 2.2.2.1 of the RFP references identifying a caller in the IVR by using a customer-specific Personal Identification Number (PIN). Is there a PIN being used today, or does the Contractor</p>	PINs are not currently being used. This will be developed during JAD sessions.

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			have to create and administer a PIN system? If the PIN already exists, how would the IVR integrate to it (e.g., web service)?	
254.	Appendix G Section 2.3.2	63	Appendix G, Section 2.3.2 of the RFP references “data integration with the SI/ESB.” What kind of integration is this (e.g., flat files, web services, etc.)? Does it exist today, or will the Contractor work with the SI vendor to create the integration?	The CCSC Contractor will work with the SI to create the integration.
255.	Appendix G Section 2.3.3	64	Appendix G, Section 2.3.3 of the RFP states, “The State’s systems needed for implementations will, most likely, need be rolled-out in a staged approach where the contractor will be required to use similar processes, systems and technologies used by the exiting contractors. This may be required until all new modules are fully integrated and in production. Offeror must acknowledge that they fully understand this approach.” Since the Contractor is required to submit a fixed fee for price, how will the speed of the new systems (versus the old systems) affect average handle time?	That State is expecting the Offerors to provide how “new systems” affect “average handle time” based upon their experience, background, and expertise.
256.	Appendix G Section 2.4	64	In Appendix G, Section 2.4, the RFP provides the total annual number of inbound and outbound calls handled, as well as emails handled. Can the State please provide the following for each division (CSED, ISD, and MAD): <ul style="list-style-type: none"> <li>▪ Total number of calls offered;</li> <li>▪ Average speed to answer;</li> </ul>	To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.

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			<ul style="list-style-type: none"> <li>▪ Percentage of calls abandon;</li> <li>▪ Average handle time for calls; and</li> <li>▪ Average handle time for emails?</li> </ul>	
257.	Appendix G Section 7.5, subsections 1 & 3	77	RFP Appendix G, Section 7.5.1 indicates the hours of operation for the CCSC are Monday through Friday, 7:00 AM through 7:00 PM Mountain Time (MT). However, RFP Appendix G, Section 7.5.3 states that callers who reach the CCSC and are in queue before 5:00 p.m. MST should be served by a live representative. These sections seem to conflict. Could the State clarify the hours of operation for the CCSC?	Clarified in Amendment 3.
258.	Appendix H, Subsection 2 Appendix G, Section 2.3.3	113, 64	<p>Could the State please clarify the implementation/start-up time allowed and start dates for each division? The RFP contains conflicting information as follows. Appendix H, section 2 on page 113 states, "Describe how you will have sufficient resources and staff to start CCSC module operations within thirty (30) calendar days of contract award and to be operational within sixty (60) calendar days of award." However, Appendix G, Section 2.3.3 provides the following go-live dates (which do not align with 30- and 60-day timeframes after contract award):</p> <ul style="list-style-type: none"> <li>▪ CSED - July 1, 2019 but no later than July 1, 2020;</li> <li>▪ ISD – December 31, 2019; and</li> <li>▪ MAD – December 31, 2019.</li> </ul>	<p>The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.</p> <p>The CCSC Go-Live date for CSED is July 1, 2020.</p>



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259.	Appendix H, subsection 2 Section V.A	113, 36	Appendix H, subsection 2 requests proposed staffing and key personnel models for the project. However, on page 36, the evaluation summary places the “Staffing Model” under the Experience & Personnel section, not Appendix H. Where would the State like for the Offeror to provide this information?	Clarified in Amendment 1.
260.	Appendix K OPS #9	185	Appendix K of the RFP states, “HSD may assess liquidated damages per day as specified below when the average daily performance fails to meet the performance standard” which the state desires to be 99.999%. However, industry-leading cloud service providers like Genesys, Citrix, and Microsoft Azure Government cloud only offer SLAs of 99.95% - 99.99% availability. In addition, the rebates those service providers would issue to a contractor would cover only a fraction of the state’s penalties. In our opinion this punitive system is likely to result in Offerors simply baking a large number of penalties into their price and driving up costs to the State. We would recommend an SLA more in line with what the industry leading providers can actually achieve, perhaps 99.9% and then incentivize the successful Offeror if they obtain a higher level of uptime.	Clarified in Amendment 3.
261.	Appendix K OPS number #17	188	Appendix K of the RFP states, “The CCSC Contractor shall answer eighty percent	Clarified in Amendment 3.

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			<p>(80%) of daily calls within twenty (20) seconds, to be computed hourly and, at a minimum, reported monthly.” This requirement is very aggressive and has considerable costs to ensure that the CCSC has adequate staffing to meet this SLA. This SLA is also inconsistent with other SLAs in Appendix K, including:</p> <ul style="list-style-type: none"> <li>▪ OPS #18 states “The CCSC Contractor’s monthly average seconds to answer will not exceed 60 seconds...” and</li> <li>▪ OPS # 16 states, “The CCSC Contractor shall ensure that the daily abandonment rate does not exceed five (5) percent, to be computed hourly and, at a minimum, reported monthly.”</li> </ul> <p>Could the State please clarify that all SLAs are correct as written? Are these service level requirements and damages negotiable?</p>	
262.	General		<p>Would the State consider granting a 2-week extension for responses to this RFP, making the final date for submissions January 30, 2019?</p>	<p>Clarified in Amendment 1.</p>
263.	General		<p>Please provide the daily, weekly, and monthly volumes for incoming mail and outgoing mail for the last 12 months, if applicable.</p>	<p>To the best of the State’s ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.</p>
264.	General		<p>What is the SI vendor’s required Uptime SLA?</p>	<p>Uptime SLA for the SI is 99.999.</p>

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			Also, how will the State provide assurance that the SI vendor's future product does not negatively affect handle time?	If an unacceptable contact handling time is caused by the Integrated Platform (IP) or other modules, the CCSC Contractor will not be penalized.
265.	General		Please provide actual service levels for the last 12-month period for any contractor supporting work or services that are being solicited in this RFP, as well as the contractually required service level and/or performance measure. Please provide information on any penalties or liquidated damages that have been assessed under the current contract.	<p>Current contracts, including any associated SLA's, can be found on NM Sunshine Portal.</p> <p>Service levels and liquidated damages for this procurement can be found in Appendix K and Amendment 3.</p> <p>SLA's and liquidated damages for this procurement will be substantially different in nature from current contracts and so the State feels that penalties assessed under current contracts are not relevant to this procurement.</p>
266.	General		What are the training requirements and timeframes for each division (CSED, ISD, MAD)?	To the best of the State's ability, the requested information has been uploaded to the Procurement Library. See corresponding training requirements in files labeled MAD, ISD and CSED.
267.	III.3	30	Do draft plans and appendices count against the 300-page limit? For example, will Offeror's Draft Work Plan or Draft Business Continuity/Disaster Recovery Plan, placed in an appendix, count against the page limit?	No, it does not count.
268.	I.INTRODUCTION / MMISR APPROACH	Page 7/8	What APIs are available currently for the backend systems, including IE systems, child support systems, and current and future MMIS? Can the State provide a workplan or	Out of box API's will be provided by ESB and custom API's will be provided as needed.

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			timeframe in which APIs will become available considering for use of automation?	
269.	APPENDIX H - CCSC OFFEROR AND CONTRACTOR REQUIREMENTS	Page 93	The RFP states, "Any Offeror proposing services whereby script changes can only be affected at an off-site location or only by the Offeror or a third-party, will be considered non-compliant." Could the State please clarify what objective is envisioned by this requirement? Specifically, design of scripts can have a significant impact on the call center agents' productivity and quality. Therefore, it may be beneficial to have the selected CCSC vendor manage the scripts and obtain approval from HSD.	The State would prefer to have ability to change or update scripts. Vendor is encouraged to provide an approach to allow the State this capability.
270.	E. MMISR APPROACH	Page 9	What are the obligations of existing call center contractors and the State to support the transition?	All State contracts are uploaded to the NM Sunshine Portal.
271.	III. RESPONSE FORMAT AND ORGANIZATION, 3. PROPOSAL FORMAT, 1. Proposal Content and Organization	Page 31	The RFP does not provide instructions on what should be included in "Binder 1: Technical Proposal, 14. Experience and Personnel." Can the State provide direction on the response required for this section?	Clarified in Amendment 3.
272.	2.7. Integration Plan	Page 71	What are the data migration requirements from existing tools and systems? How much history is required to be migrated?	This data is available and can be made available to the selected Contractor but cannot be currently quantifiable. This will be dependent on configuration elements of selected contractor's systems.
273.	APPENDIX B - COST RESPONSE FORM #1	Page 42	It is stated in the RFP that " Offerors are expected to be ready for final system integration testing no later than July 1, 2019". As per the Sequence of Events shared in the RFP, the target contract award date is May 24th, 2019. Does the State intend to sign an Letter of Intent (LOI) with the selected vendor to kickstart the integration project to meet the expected timeline of July 1st?	The State expects the CCSC Go-Live date for ISD and MAD to happen on or before January 1, 2020.  The CCSC Go-Live date for CSED is July 1, 2020.

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274.	General question regarding volumes and metrics		Please share who the caller group(s) are for each call center. If more than one caller type (e.g. Member), can you please estimate the percentage mix? Example: Providers - 30%, Members - 60%, OIG - 10%.	To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.  Examples of providers vs members can be found in the MAD reports. The CSED call center takes no provider or 3 <sup>rd</sup> party calls. ISD call center takes minimal provider and 3 <sup>rd</sup> party calls.
275.	General question regarding volumes and metrics		Please share performance data over the last 12 months for the following call center metrics for MAD, CSED & ISD: 1) Avg Handle time 2) Abandon rate 3) Avg hold time 4) Answer rate (% of calls answered in 20 secs) 5) CSAT 6) First time resolution.	To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
276.	APPENDIX B - COST RESPONSE FORM #1. Tiered Pricing by Contact Channel Type	Page 41	Our understanding is that the M&O price table reflects the fixed baseline costs including facilities, technology, maintenance, upgrades, and PMO. And that the tiered pricing drives actual channel-based variable pricing. Can the State please confirm this?	Clarified in Amendment 3.
277.	APPENDIX B - COST RESPONSE FORM #1. Tiered Pricing by Contact Channel Type	Page 41	Please share the group(s) and the inquiry types that leverage the fax channel today. Additionally, can the State provide the fax volume by month for each group / inquiry type?	To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.
278.	General question regarding volumes and metrics		Can the State please provide the Inbound Call and Email volume breakdown by queue, by center, by month for each Division?	To the best of the State's ability, the requested data has been uploaded to the Procurement Library. See corresponding contact volumes in files labeled MAD, ISD and CSED.

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279.	APPENDIX G – DETAILED STATEMENT OF WORK. Section 2.4. CCSC Operations	Page 64	Can the State please clarify the drivers for the Outbound Call volume and what Division segment(s) are making these calls? For example, is this volume related to follow up calls to an Inbound inquiry, a Campaign driven activity, or Other?	Outbound calls for ISD and MAD involve technical support for our customer eligibility portal, YesNM. Volumes of these calls will be added to the Procurement Library. CSED call center makes no outbound calls.
280.	General question regarding skillsets		Is there any specific certification or education criteria required for the staff in any of the call centers? As an example, a certified RN?	No
281.	General question regarding document management		Do the call centers respond to physical mail today? If so, what imaging and document management tools exist for the incoming docs received? What is the approximate volume by Division for physical mail?	The CCSC Contractor will be required to respond to mail scanned to EDMS. Contractor will not be required to handle any physical mail.
282.	APPENDIX G – DETAILED STATEMENT OF WORK. Section 2.1. The BPO Services	Page 53/54	Of the requested features in technology from Connect Stage to Review Stage, what features are "desired" versus "must have"?	With the advent of new emerging technologies used by modern contact centers, New Mexico is seeking a contractor that can provide innovation through the utilization of these technologies and its own experience. The State encourages the offerors to demonstrate their level of innovation by describing what they have and can offer.
283.	General question regarding integration		Please share the names of the system of records/applications used in all the call centers to which the vendor applications (CRM) need to be connected? In addition, what integration points exist between those applications?	This question is not relevant as current connectivity is not the Future State connectivity. In the future state, all data from the various systems will be obtained via the IP/ESB.
284.	APPENDIX G. Section 8. Training	Page 86	What is the existing training duration currently for the agents in all the call centers and is that training duration currently effective?	To the best of the State's ability, the requested information has been uploaded to the Procurement Library. See corresponding training requirements in files labeled MAD, ISD and CSED.

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285.	General question regarding technology		Does the State currently utilize a VDI application such as Citrix in order to secure data for call center agents that work at home?	No. At home agents are not currently being used.
286.	APPENDIX G – DETAILED STATEMENT OF WORK. Section 2.4. CCSC Operations	Page 64	What is the State's forecast for Members supported by the In-Scope contact centers over the next 4 years? The RFP indicates "an annual growth rate of five (5) percent". Does this growth come from the member or provider base?	Both. Offerors should consider and account for this estimated 5 percent growth is for inbound only. At this time the State is unable to estimate outbound growth.
287.	General question regarding facilities		Can any State facilities be leveraged for the future Contact Center? If so, how much space is available and what can the offeror expect in terms of available infrastructure?	No
288.	General question regarding volumes and metrics		Can the State provide current staffing levels for each of the call centers?	Current staff is CSED - fourteen (14). MAD & ISD – Client Care Center - fifty-eight (58), Provider Support - Ten (1)0, Mi Via - Nine (9).
289.	General question regarding schedule of events		Based on the Bidder's Conference questions and answers, we understand we will receive new information in the form of an Amendment, will the State consider adding an additional period for submitting Questions based on that new information?	No.
290.	General question regarding access		Please describe how the existing contact center that includes State staff is expected to be incorporated into the consolidated center (e.g., access to CRM, etc., )	The CCSC Contractor is expected to provide CRM and Softphone capabilities to State staff. Contacts that are provided to State staff (Tier 3) as outlined in Appendix M. State staff will not reside at the CCSC Contractor's facility.