



# 22nd Century Technologies, Inc.

CMMI Level 3 | ISO 27001 | ISO 20000 | ISO 9001



## Response to Request For Proposal REQ-353-26-JJ

**Citywide Professional Answering and Informational Service**

**Due Date: November 26, 2025, 3:00 PM**

**Submitted to:**  
**City of Hollywood, Florida**  
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TSCTI claims that information contained in our proposal is confidential and proprietary. We believe that the data contained in the proposal like contact information of proposed staff, technical and management approach, proposed subcontractor and price quote. Disclosure of these information can be used by our competitors to under-price us on future bids, reverse-engineer aspects of TSCTI's approach, lure away subcontractors or key employees. Thereby we request the government to provide us the opportunity to provide a redacted copy of our response for FOIA and protecting the undue advantage of FIOA disclosure.



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## Executive Summary

22nd Century Technologies, Inc. (TSCTI) is pleased to respond to the City of Hollywood, Florida (City), for the Request for Proposal (RFP) REQ-353-26-JJ, titled Citywide Professional Answering and Informational Service.

TSCTI is a Certified National Minority Business Enterprise with 10,000+ people supporting our customers in all 50 states. With a strong focus on the public sector, TSCTI currently holds government contracts with 14 out of 15 Federal Cabinet Executive agencies, including DoD, 37 other Federal agencies, 39 states, and 115+ local agencies. As part of our unrelenting focus on quality and compliance, TSCTI's delivery is based on a process-oriented organization with **ISO 9001:2015, ISO 20000-1:2018, ISO 27001:2022, CMMI for Development (CMMI-DEV) Level 3 (L3), and CMMI for Services (CMMI-SVC) L3 certifications**. TSCTI has a **Top-Secret facility clearance from DoD and DHS and a SOC type 2 Audited Call Center system** backed by **FEDRAMP-certified AWS Connect**. Our commitment to quality is evident in the D&B Customer Satisfaction rating of 95. Recognized as a "**Best Company to Work For**" by Forbes, TSCTI consistently exceeds client expectations by focusing on their absolute satisfaction with jobs while keeping our employees motivated.

With more than 02 decades of experience supporting government agencies nationwide, TSCTI fully understands the City's objective to enhance accessibility, responsiveness, and service quality for its residents, businesses, and visitors. The City requires a dependable partner that can manage approximately 31,000 calls per month, ensure that no call goes unanswered, and provide seamless support during regular hours, after hours (6:00 p.m. to 7:00 a.m.), weekends, and holidays. TSCTI is fully prepared to meet and exceed these expectations through our robust infrastructure, proven methodologies, and dedicated service delivery model. TSCTI operates a fully established **24x7x365 call center with a 60,000 sq. ft. facility in West Virginia** and a backup center in **McLean, VA**. Our facilities include more than 800 workstations, management offices, conference rooms, dedicated training rooms, and secure IT and telecommunications environments designed to support continuous operations. Currently, TSCTI has a workforce of over **150 active agents**, including **50+ bilingual and multilingual professionals** who provide services to various government agencies. With a robust resume database of more than 1 million call center agents, we can deploy a dedicated, trained, reliable, and scalable team capable of delivering courteous, accurate, and high-efficiency customer support to the City. We will assign agents specifically trained in the City's operational procedures to ensure each interaction reflects the City's community values, service standards, and communication protocols.

To support the City's commitment to innovation, TSCTI proposes its proprietary, AWS-based, AI-enabled CXConnect platform. CXConnect improves call routing, enhances knowledge management, enables intelligent self-service, and supports real-time monitoring of service quality. The platform integrates seamlessly with the City's Hollywood Connect CRM to ensure accurate logging, complete documentation, and transparent reporting of all calls. It also incorporates Language Line for comprehensive multilingual support and enables sentiment analysis, automated workflows, and AI-enhanced call handling capabilities. As requested by the City, TSCTI will provide separate AI pricing options to ensure clarity, flexibility, and cost transparency.

TSCTI's telecom architecture, including AWS IVR, multichannel ACD, redundant cloud environments, and four geographically dispersed U.S.-based data centers, ensures operational continuity, system uptime, and scalability during call surges. Advanced capabilities such as screen pops, caller data capture, and automated workflows allow our agents to deliver fast, accurate, and personalized service. Workforce Management tools provide real-time visibility into call trends, enabling proactive staffing and resource allocation to maintain high performance standards and prevent busy signals or extended wait times. TSCTI is committed to delivering a modern, technology-driven, and resident-centric call center operation that aligns with the City's vision of providing prompt, dependable, and high-quality public service. With our advanced AI-enabled platform, proven operational excellence, robust infrastructure, and experienced team of professionals, TSCTI is fully prepared to serve as the City's trusted partner in delivering exceptional customer service to the community.



## Qualification and Experience

### Firms Qualification and Experience

*Overall corporate experience, technical capability, and proven performance in providing Professional Call Center Answering and Informational Services or customer service operations of similar size, scope, and complexity. This criterion focuses on the firm’s ability to demonstrate reliability, competence, and a history of delivering successful outcomes for comparable clients.*

TSCTI is a Certified National Minority Business Enterprise with 10,000+ people supporting our customers in all 50 States. With a strong focus on the public sector, TSCTI currently holds government contracts with 14 out of 15 Federal Cabinet Executive agencies, including DoD, 37 other Federal agencies, 39 states, and 115+ local agencies. As part of our unrelenting focus on quality and compliance, TSCTI’s delivery is based on a process-oriented organization with **ISO 9001:2015, ISO 20000-1:2018, ISO 27001:2022, CMMI for Development (CMMI-DEV) Level 3 (L3), and CMMI for Services (CMMI-SVC) L3 certifications.** TSCTI has a **Top-Secret facility clearance from DoD and DHS and a SOC type 2 Audited Call Center system** backed by **FEDRamp-certified AWS Connect.** Our commitment to quality is evident in the D&B Customer Satisfaction rating of 95. Recognized as a “**Best Company to Work For**” by Forbes, TSCTI consistently exceeds client expectations by focusing on their absolute satisfaction with jobs while keeping our employees motivated.

Why Us	
<b>Large Scale and Depth</b>	
<ul style="list-style-type: none"> <li>Revenue – 545M+ (FY - 2024)</li> <li>Award Value – \$2B+ with 95% government contract</li> <li>Dedicated Call Center (60,000 Sq. Ft.) in West Virginia</li> <li>Customer Satisfaction – D&amp;B Rating of 95%</li> </ul>	<ul style="list-style-type: none"> <li>Innovation – Center of Excellence (CoE) and iHub</li> <li>Best Practices – ISO 20K, 27K, 9K, CMMI L3, HDI, ITIL</li> <li>Presence – 40+ Offices with 10,000+ employees across the US</li> </ul>
<b>Who We Serve</b>	
<ul style="list-style-type: none"> <li>Gov Contracts – 350+ State &amp; Local Contracts</li> <li>Federal – 14 out of 15 Cabinet Agencies, 130+ Contracts, DOD - 73+ Contracts</li> <li>Large Contracts – Multiple Large Single Contracts \$130M+ with 200 FTEs+</li> <li>20+ Similar scope and size contracts providing call center services, including 4 CMHA Contracts, MN-DOH, MI-DHHS, State of NJ, DMV-VT, USPTO, VA-DOH, US Marine, etc.</li> </ul>	
<b>Employees and Credential</b>	
<ul style="list-style-type: none"> <li>Certified Staffing Center - 500+ recruitment professionals to ensure continuity of services</li> <li>Corporate staff with similar skills – 150+ FTEs</li> </ul>	<ul style="list-style-type: none"> <li>Total US CONUS – 10,000+ FTEs</li> <li>Staffing – 1M+ Resume Database Call Center Agents with 1,000+ local Agents</li> </ul>
<b>Industry Recognition</b>	
<ul style="list-style-type: none"> <li>Recognized as a top employer &amp; best workplace by Forbes &amp; CIO Review</li> <li>Awarded by CIO Review – Most Promising Managed IT Services Companies</li> <li>Top Diversity–Owned Business in the U.S.</li> <li>11th Year Inc. – Fastest Growing Company</li> <li>Awarded by CIO Review – Most Promising Cloud Service Companies</li> </ul>	

As a leading Call Center services provider for various government agencies, we are handling **2,500 to 3,000+ per day** for more than 20 government clients through **150+** call center agents, including **50+ Bilingual and Multilingual agents.** Our CXConnect is a complete package that offers Inbound and Outbound Live Operator Services, Multi-channel support (phone, email, chat); Automatic Call Distributor (ACD); Interactive Voice Response (IVR) Support; Voice mail; Chat Support (Live Chat, Email, or Text Messaging), Multilingual Services; CRM, Script creations; Call Routing Capabilities; Handling Surveys & Questionnaires; AI-based ChatBot that offer Dialog Management, Natural Language Processing, Text-to-Speech, Multilingual Support, Knowledge Base Integration, Customization and Personalization. TSCTI has implemented robust remote work capabilities, ensuring employees can securely access systems and perform their duties from any location. This includes secure VPN access, cloud-based communication tools, and remote monitoring systems to maintain productivity and security.

TSCTI is a leader in delivering high-quality Professional Answering and Informational Service powered by AWS-based AI-enabled CXConnect Systems, designed to elevate customer experience with efficiency, security, and accuracy. We have over 12 years of experience in providing Call Center services, specializing in high-volume call center operations for various government clients. With a strong track record in meeting stringent Service Level Agreements (SLAs), TSCTI ensures rapid response times, low hold times, high call resolution rates, and minimal abandonment rates. We excel in staff training, quality assurance, and seamless integration with our clients’ existing systems.

Our teams are trained to handle sensitive member information securely while supporting government engagement initiatives. Across all TSCTI call center programs, we maintain robust multilingual capabilities to ensure equitable service access. Through integration with Language Line and our CXConnect system, TSCTI provides real-time interpreter support in over 200 languages, which include English, Spanish, Vietnamese, Farsi, Korean, Mandarin, Arabic, Russian, and more.



## Citywide Professional Answering and Informational Service

Being an experienced call center services provider to various government agencies, we deploy dedicated agents to our clients to ensure personalized, consistent, and high-quality service delivery. Our dedicated agent model promotes accountability and a deep understanding of the client's processes, resulting in faster issue resolution and superior customer satisfaction. TSCTI carefully assigns agents based on specific client requirements such as call volume, operating hours, and language needs. For example, bilingual agents (English/Spanish) are designated by the City to ensure inclusive and effective communication with all residents. Each agent undergoes project-specific training covering call handling procedures, CRM (Hollywood Connect) data entry, escalation protocols, and service-level expectations. In addition, we maintain a pool of cross-trained backup agents to provide seamless coverage during peak hours, absences, or emergencies, ensuring uninterrupted service and adherence to the City's 24/7 operational requirements.

### Innovation and Continuous Improvement

TSCTI's Call Center solutions drive innovation through the use of advanced technologies, proven program expertise, and a compassionate, customer-focused service approach. We tailor our solutions to the specific needs of each public-sector client, resulting in measurable performance improvements, stronger reporting visibility, and higher customer satisfaction. Our call centers consistently deliver courteous, accurate, and efficient service, going well beyond simple call handling to provide a seamless resident experience. This innovation-driven approach positions TSCTI to fully support the City's objectives for responsive after-hours coverage, bilingual assistance, AI-enabled interactions, and compliance with strict performance metrics.

- **Call Center Tools:** TSCTI has its proven "**CXConnect**," a state-of-the-art, cloud-based, secure technology solution that allows us to rapidly configure our system as per the City's needs. Our call center platform is highly flexible & feature-rich, enabling integrated multi-channel communications. Agents can have direct access to online help tools & guides, as well as immediate access to Managers & specialists to assist in call handling. CXConnect can seamlessly integrate with the City's Hollywood Connect CRM, ensuring that all resident inquiries are logged, tracked, and reported in real-time. This integration provides City staff with transparent dashboards, allowing performance tracking and prompt follow-up on open cases.
- **TSCTI's Facility:** TSCTI offers services across the U.S., covering time zones from EST to PST, as we have a pre-established **24x7x365** Call Center Support to meet the needs of all our clients. TSCTI has a suitable **60,000 sq. ft. Call Center** facility located in West Virginia. Our 24x7x365 operation includes dedicated overnight and weekend teams, fully aligned with the City's schedule of 6:00 p.m. to 7:00 a.m. coverage. We can support both dedicated and shared agent models to efficiently manage call volumes while maintaining cost-effectiveness.
- **Certified Staffing Center:** We bring an **ISO 9001:2015 certified staffing center (SC)** consisting of **500+** recruiting professionals to ensure continuity of services, personnel retention, and supply of qualified staff from day 1.
- **Relevant Technical Experiences for Reduced Risk:** Invaluable lessons learned with **28+ years** of experience across **20+** contracts providing similar services to public sector clients.
- **Highly skilled Resources:** TSCTI brings in a team of qualified and experienced professionals for all tasks led by our experienced Engagement Manager, who has transitioned and managed more than 20 similar programs for TSCTI. Our proposed personnel bring an average of 7+ years of experience that delineates the breadth and depth of expertise we can bring to the City contract.
- **Seamless Transition:** TSCTI will provide a seamless migration and continuity of service delivery of the City processes, procedures, tools, and technologies, thus ensuring 100% knowledge retention and an already in-process, efficient incumbent capture strategy (if required).
- **Best Certified Practices:** ISO, CMMI, ITIL, and HDI-based standardized support that brings optimized service delivery and advanced call center support through innovation, automation, increased transparency, quality reporting, and change management support.
- **Transparent Technical Performance:** Continually track KPIs and baselines using metrics-based management to identify improvements to services/baselines, increase customer satisfaction, reduce costs, and continually measure progress. TSCTI's reporting engine generates automated daily and monthly reports summarizing call volumes, service levels, abandoned calls, and customer satisfaction scores, ensuring full transparency and accountability to the City.
- **Dedication to Quality/Continuous Improvement:** Our years of experience operating call centers have honed our quality assurance/quality control capabilities, allowing us to continuously refine our world-class recruiting and training processes to achieve ever-improving outcomes. We have focused corporate resources on building expertise in Business Process Management (BPM) tools and techniques, augmenting our analytics capability and understanding of the targeted populations we serve.
- **Minimized Risk:** TSCTI offers the City two unique attributes that will reduce the risk associated with this implementation. First, we have over ten (10) years of experience helping consumers with various queries and concerns. Second, we have a track record of proven performance in on-time, on-budget implementations. In addition, TSCTI offers sustained financial strength, stability, and extensive corporate resources during significant demands on government budgets and personnel. We have demonstrated flexibility critical to the City's success and will continue to evolve as the program matures.
- **Staffing and Training:** We can hire quickly, have low turnover rates, and have a corporate Center for Employee Development (CED) that oversees and guides our training methodologies and tools. We have tools to model trends to manage our call center staffing in a way that consistently meets desired performance standards and ensures prompt service for consumers.
- **Organization Structure with Dedicated Client Engagement and Delivery Office (CEDO):** Clearly defined organizational structure for all tasks and has an open flow of communication to appropriate levels with clear lines of authority, and a single point of contact with the customer. TSCTI's proposed method is based on a dedicated service delivery model and leverages its best resources to fully support the City's mission and objectives.



Citywide Professional Answering and Informational Service

TSCTI will assign a CEDO for the City contract to provide regular and after-hours support. CEDO will empower TSCTI to respond quickly to all City requirements and queries, with a turnaround time of as little as 24 hours for the requirements. Our CEDO team has a collective experience of 70+ years in handling similar contracts.

- Center of Excellence (CoE): TSCTI has established a Center of Excellence (CoE) to support our customers with better solutions at our Office. This office will support all the clients with a) white papers on new trends, b) solution prototyping with integration with new tools, and c) SME support for assessing our Call Center services. The CoE is an excellent source for returning technical know-how for client site employees.

Experience working with the State of Florida: TSCTI has been working with the State of Florida since 2007 and is currently serving as the Managed Service Provider (MSP) to the Florida Department of Management Services. TSCTI has approximately 1,500+ employees who are providing range of services to various clients in State of Florida. We have developed a strong bond with the state and currently hold the following 40+ contracts where are providing range of services:

- Florida Department of Management Services (3 contracts)
Melbourne Airport Authority
University of Central Florida
Miami-Dade County Expressway Authority
Pinellas County
Miami-Dade County
Lee County
Polk County
St. John County
Santa Rosa County School
Broward College
Palm Beach County
Escambia County
School Board of Broward County
City of Clearwater
City of Sunrise
School District of Palm Beach County
Seminole County
Sumter County
City of Weston
Brevard Workforce Development Board
City of Jacksonville
City of Deerfield Beach
City of Ocala
City of Coral Gables
City of Dania Beach
City of Homestead
City of Hallandale Beach
Town of Palm Beach
School Board of Miami-Dade County
Brevard Public Schools
St. Johns County School District
School Board of Volusia County
District School Board of Pasco County
St. Johns County School District
Brevard County Board of County Commissioners
CareerSource South Florida

Call Center Experience

Table with 3 columns: Client Name, Contact Name, Duration. Lists various clients and their call center service durations.

An overview of services provided to some of our prestigious clients is as follows:

Table with 4 columns: #1. Client Name, Program Name, Duration, and a value. Shows details for Cincinnati Metropolitan Housing Authority.



## Citywide Professional Answering and Informational Service

**Services Description:** TSCTI delivers call center support for the Housing Choice Voucher (HCV) Department, serving applicants, participants, landlords, community stakeholders, and the public. Our team handles inquiries related to program status, procedures, payments, events, and updates. To improve service levels, we increased staffing from 6 to 9 FTEs, reducing average hold time from 60 to 7 minutes and call handle time from 10 to 5 minutes, efficiently managing up to 1,000 calls daily. After-call work time is under 2 minutes, and call referrals to CMHA remain below 1%. We helped CMHA achieve cost savings by transitioning from Cincinnati Bell (Five9s) to an AWS Connect-powered phone system. Our solution includes call-back and chat functionalities and extended service hours from 8:00 a.m. to 6:00 p.m. Agents log memos in Yardi for all interactions and escalate unresolved issues to CMHA staff. TSCTI tracks and reports on call volume, wait times, outcomes, and more—providing tailored daily, weekly, monthly, and annual reports as needed.

<b>#2. Client Name</b>	<b>Virginia Department of Elections (ELECT)</b>		
<b>Program Name</b>	Call Center Services	<b>Duration</b>	02/2025 – Present
<b>Services Description:</b> TSCTI is providing call center services to the ELECT for all election-related questions from the Commonwealth Voters going to the Virginia Department of Elections. We are utilizing the CXConnect system to provide the services and have provided real-time access to ELECT to monitor the type of calls received and call volume. We deployed 7 CSRs and 1 supervisor who are responsible for handling over ~7000 phone calls, with an average call time is 3:22 minutes. We are responsible for increasing or decreasing the daily service hours upon ELECT's request on an as-needed basis with a four (4) hour lead time. Our system offers real-time telephone translation services for callers with limited English proficiency, ensuring seamless communication between agents and non-English speakers. We integrated a Language Line with our system that allows us to communicate with 100+ languages, including English, Spanish, Creole, French, Korean, Russian, Chinese, Vietnamese, etc. We are responsible for providing customized weekly progress reports and final reports after each election for review and approval by the ELECT. Our customized reports for ELECT covers number of calls that come into the call center broken down into the Categories: (Absentee Ballots, Registration Status, Polling Locations, Registration Card Not Received, Candidates, Restoration of Rights, Complaints, QA Calls, Other, and Polling Hours); Total calls answered by the Call Center; Calls that had to be directed to the Department of Elections; and Calls utilizing foreign language (not English). ELECT has provided scripts to ensure accurate, standardized responses to customer queries. Our system offers advanced scripted information dissemination functionality that allows our agents to follow predefined scripts during interactions.			

<b>#3. Client Name</b>	<b>Illinois Secretary of State's office - Department of Motor Vehicles (DMV)</b>		
<b>Project title</b>	Call Center Services	<b>Duration</b>	10/2023 – Present
<b>Services Description:</b> TSCTI has been awarded the contract to provide Call Center services for the Illinois Secretary of State's office (ILSOS) - Department of Motor Vehicles (DMV) for handling calls related to driver's licenses, vehicle registrations, and corporate filings. TSCTI has set up an AWS-based system called CXConnect and implemented IVR self-service, call routing strategies, and call scripting to provide the best services to the DMV. We have deployed 35 call center agents to handle an average of 2,500 daily calls related to Driving Licenses Written & Road Test, Motorcycle Written & Road Test, Non-CDL Written and Road Test, Renewal of Driving Licenses & ID, Updating and changing Driving Licenses, ID & Real ID. To increase our productivity, we have also offered a chat solution that integrates with the Automated Call Distributor (ACD) for automated chat session routing and integrated call and chat routing based on Call Center Agent skill sets. TSCTI has also established a Knowledge Management Database (KMDB) for DMV to empower our call center agents with the information needed to respond promptly and accurately to caller inquiries. Deployed experienced and trained agents enable us to maintain a 95% SLA by answering calls within 20 seconds and providing resolution within 5 minutes. This quick response time not only enhances the caller experience but also demonstrates the DMV's dedication to efficiency and customer-centric service. Our CXConnect platform allows TSCTI and DMV staff to monitor each call quality, and accuracy of the information, and other performance measures. To maintain transparency and facilitate effective communication, TSCTI generates and shares daily and weekly status reports directly with the DMV management. These reports offer insights into call center performance, highlighting key metrics and achievements, further establishing TSCTI as a reliable partner in supporting the critical functions of the DMV.			

<b>#4. Client Name</b>	<b>The Charter County of Wayne, MI</b>		
<b>Program Name</b>	Call Center Services	<b>Duration</b>	02/2023 – Present
<b>Services Provided:</b> Under this contract, TSCTI is providing on-site staffing and management services for the Department of Public Services (DPS) centralized call center activities. The County has recorded an annual volume of 35,000 approx. Calls from all divisions with approximately 25,000 request tickets annually. To meet the need, TSCTI has deployed 4 call center representatives and 1 supervisor who is utilizing the County's internal software called Cityworks. TSCTI is responsible for assessing the customer's issues and recommending valid solutions, as well as escalating unresolved issues to the appropriate Wayne County Manager, Director, or Assistant Division Directors. Furthermore, we are responsible for Input service requests (SR) into the Cityworks Asset Management System; Look up the status of service requests; Creating and tracking SR tickets; Initiate permit requests; Follow up with division contacts regarding service requests and inquiries; Coordinate follow-up emails with customers to ensure their issues have been addressed; Answer in-bound calls and dispatch to appropriate personnel; Record details of each customer interaction with any actions taken; Provide information on various activities in the department; Provide customer service for the entire Department of Public Services; Maintain adequate knowledge of all internal software and systems; Make calls notifying managers for Snow and Ice operations; Work with night patrol and On-call Wayne County staff; Report to On-site Department Manager with issues and problems.			

<b>#5. Client Name</b>	<b>United States Patent and Trademark Office (USPTO)</b>		
<b>Program Name</b>	Call Center Services – Patent Center Support	<b>Duration</b>	09/2017 – Present



Citywide Professional Answering and Informational Service

**Services Provided:** TSCTI has been awarded a contract with the USPTO to provide the Patent Center Support for their Patent Electronic Business Center (EBC). USPTO's EBC supports a customer base of all patent attorneys, support staff, and pro se inventors. TSCTI 24x7 call center handling an average of 10,000 monthly inbound calls, 1,400 emails, and 2,100 clerical forms per month. This allows us to meet the EBC SLAs, i.e., 92% of calls answered within two minutes on a call volume under 7,000; 90% of calls answered within two minutes on a call volume of 7,000-8,000; 88% of calls answered within two minutes on a call volume of 8,000 – 10,000. TSCTI offers online electronic filing information, instructional material, and support to assist users through one-on-one support. We utilize EBC as a liaison in directing customers of the USPTO to address their specialized business issues and needs. TSCTI has set up an AWS-based system called CXConnect and implemented Interactive Voice Response (IVR) self-service, call routing strategies, and integrated a Chatbot to provide callers with updates on their queue position, estimated wait times, and offer self-service options for common inquiries. TSCTI assists customers with the various Patent Electronic Systems, which include filing their electronic patent application submissions via the Electronic Filing System (EFS-Web) and with the review of patent applications in Public and Private PAIR, as well as supporting customers while searching the Patent and Application Full-Text Image Databases. TSCTI is maintaining a Continuity of Operations Plan to ensure continuous service to customers in the event of inclement weather and similar emergencies. EBC Management is performing quality assurance by scoring samples of calls and emails, conducting call calibration sessions with reviewers, and analyzing customer satisfaction survey results. TSCTI's Patent Center Support Team is assisting the EBC in the development of the Patent Center, a project to improve the electronic patent application process by modernizing its filing and viewing systems.

<b>#6. Client Name</b>	<b>Agency of Transportation, Department of Motor Vehicles, VT</b>		
<b>Program Name</b>	Call Center Support Services	<b>Duration</b>	09/2021 – 08/2025
<b>Services Provided:</b> TSCTI has been awarded the contract to provide appointment scheduling services for all branch offices as call center support services to the Agency of Transportation, Department of Motor Vehicles (DMV). TSCTI has set up a call center that is used by the State for routing its calls to the TSCTI agents. We have established a call center solution for the DMV, where we have installed an AWS system and telephony infrastructure that provides live telephone coverage from our trained agents. We have designed and maintained information reports and logs while handling the average daily call volume of 700 calls. While offering the services, we are maintaining a weekly percentage of incoming calls answered during call center hours at 90%. Providing a project governance infrastructure, including status reporting, operations reports, and other project artifacts needed to support activities. Conducting training activities to ensure agents are sufficiently prepared to support DMV appointment scheduling and respond to other Frequently Asked Questions (FAQ). TSCTI is evaluating agent productivity, average call length, and forecasted work volume in determining amendments to staffing levels through our system. TSCTI is providing, after the commencement of operation, reporting sufficient for the State to monitor contract compliance and call center staffing levels.			

<b>#7. Client Name</b>	<b>US Office of Personnel Management, DC</b>		
<b>Program Name</b>	IT Help Desk Call Center Services	<b>Duration</b>	10/2020 – 02/2025
TSCTI was awarded a contract by the Office of Personnel Management (OPM) Office of the Chief Information Officer (OCIO) to provide an enterprise-wide IT Help Desk responsible for supporting OPM's operating environment, infrastructure, and end-user computing devices. We provided an externally hosted 24x7x365 (366) IT Help Desk Call Center, along with on-site technical support services for OPM. The IT Help Desk served as the primary point of contact for all IT and security service requests, resolving issues directly or coordinating with third-party providers or designated OPM staff. Support activities included password resets, troubleshooting, fault isolation, problem management, hardware/software evaluation, testing, installation, root cause analysis, and hardware maintenance. TSCTI was responsible for delivering Tier 0 through Tier 4 support. Using the CXConnect platform, TSCTI created an integrated call center environment that enabled efficient ticket intake, skill-based routing, escalation management, and real-time performance monitoring. Our technical team handled all service requests directly or oversaw coordinated remediation to maintain continuity and reliability across OPM's IT ecosystem. By combining advanced AWS-powered CXConnect capabilities with highly trained technical support personnel, TSCTI delivered a robust, scalable, and secure Help Desk operation supporting OPM's mission-critical IT systems and end-user needs. Our help desk handled 11,000+ inbound calls per month, including complex and time-sensitive IT incidents. Based on trending data across multiple years and ticket categories, the Average Handle Time (AHT) for OPM calls ranged from 6 to 12 minutes, depending on issue severity, authentication requirements, and escalation pathways. This AHT range reflected the high-complexity, multi-step troubleshooting involved in federal IT systems and security protocols.			

**Organizational Profile and Project Team Qualifications**

***Organizational capacity, experience, and the qualifications of the project team and technology to manage and operate a Professional Call Center Answering and Informational Service.***

TSCTI has an ISO-compliant process and a well-defined management plan for delivering orders to respective clients. Our Project management practices incorporate the approach of the Project Management Institute (PMI) and ensure the task will be effectively managed and delivered to the client. TSCTI's service delivery model is fully U.S.-based, ensuring compliance with all municipal, state, and federal regulations, including data privacy, accessibility, and language standards. Our long-term stability and experience with local and regional government agencies ensure reliable service continuity for the City.



Citywide Professional Answering and Informational Service

Our Project Management Methodology is based on our strong commitment to and use of process and process improvement. Our project management practices incorporate the approach of the Project Management Institute (PMI) and ensure that the task will be effectively managed. Our focus on continuous improvement has led to a mature management model. We have applied our proven management approach to large, similar contracts, including our work in the Department of Motor Vehicles, VT, Cincinnati Metropolitan Housing Authority, OH, United States Patent and Trademark Office, US Office of Personnel Management, DC, and more. TSCTI achieves the technical vision by deploying comprehensive project life cycle process support in a manner consistent with the client's existing procedures, the Project Management Body of Knowledge, and other industry best practices. Our project management efforts will yield high-quality deliverables, successful milestones, Authority to Operate (ATO), and final transition to Exchange support on time, on budget, and within the scope while ensuring effective communications, managing risk, and ensuring quality. TSCTI's certified project management staff executes a full project lifecycle process, emphasizing quality, communication, milestone tracking, and risk mitigation.

TSCTI's approach is fully aligned with the City's operational requirements. We will provide seamless after-hours (6:00 p.m. – 7:00 a.m.) and weekend call answering, along with overflow support during business hours. Our centralized command center operates 24/7, supported by advanced scheduling and monitoring tools that ensure continuous coverage and real-time call routing. This structure allows us to maintain responsiveness and reliability even during unplanned volume surges or emergencies. The City averages approximately 31,000 monthly calls. TSCTI's scalable contact center model is designed to handle such volumes efficiently while maintaining compliance with the City's 20-second response target and call abandonment thresholds.

**Project Management Approach Overview:** TSCTI brings an approach to project oversight and management that emphasizes a full lifecycle management process and is supported by both corporate and project-level performance monitoring and continuous quality improvement. Our approach helps ensure certain project operations, whether occurring at our Virginia facility or in applicants' homes across the City, are overseen and managed to promote prompt, sensitive, and accurate services. We provide an overview of our approach in the table below:

Project Management Features	Benefits to the City
Full lifecycle project management philosophy	Effective project oversight from implementation through the end of the contract.
Approach to project oversight that is founded upon both corporate and individualized project strategies	Project management is guided by experience-based best practices while also meeting individual project needs.
Staffing approach in which many personnel support the Answering project during both the Implementation and Operations phases	Seamless transition from implementation to ongoing project operations, facilitating consistent and informed Professional Answering and Informational services.
Structured Knowledge Transfer program used on over 500 government contract transitions	A smooth transition with minimal disruptions. Potential efficiencies identified at the commencement of the new contract
Transition the "Engagement Team" to support during the transition	Comprehensive support and a fluid transition were completed on schedule
Non-billable PMO staff to facilitate administrative functions	Allows technical staff and managers to focus on baseline operations and assume operational responsibility
Committed Executive Leadership	Hands-on executive leadership with established lines of communication with City stakeholders and regular reporting from TSCTI management

Our Project Manager maintains close supervision of the ongoing process of assignment and careful selection of the person best suited and qualified to meet the City's mission and expectations. The success of our management team in providing high-quality, on-schedule service delivery is borne out by our high Customer Satisfaction scores (averaging over 95%) and the fact that our contracts have been renewed/extended on option years by various clients. For example, under our Virginia DMV and CMHA contracts, TSCTI consistently achieved over 98% of calls answered within 20 seconds and maintained a call abandonment rate below 3%. These outcomes demonstrate our ability to meet or exceed the City's performance targets. Our team has the capability and experience to deliver quality work on time and within budget. TSCTI has assisted similar projects in developing a PMO structure that coordinates across projects to identify integration opportunities, manage the portfolio of solutions, manage costs, and mitigate program risks.

**Scope Management:**  
We maintain our focus on doing what the City has contracted with us to do while remaining open to possible changes to that scope. Our management team also includes a Call Center Manager who has the knowledge and expertise, as well as corporate resources, to work with appropriate City staff



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to discuss, clarify, and document expectations and contract expansions or modifications. When City is ready to change the project's scope, we anticipate some or all of the following steps:

- Work with the City to delineate the expectations of all entities involved.
- Identify all contract deliverables, milestones, and deadlines, thereby avoiding misunderstandings during project operations.
- Define and sequence project activities, develop a project schedule, and assign resources.
- Use appropriate tools, such as Microsoft Project, to create work plans and track progress in an efficient and automated manner.
- Define and control the scope of work so we know and can complete the required work.
- Negotiate changes to scope, timeframes, and resources, as needed, to continue to provide the City with satisfactory outcomes.

**Human Resource Management:**

TSCTI has established policies for human resource management, and our project management for the Reception Services must comply with these corporate and project human resource policies. Some of the key tasks associated with human resource management are:

- Determine and communicate clear roles and responsibilities, and report on relationships.
- Hire and train qualified staff to successfully meet project requirements.
- Use workforce management to make sure that staff are fully tasked and utilized according to individual skills and work capacity.
- Actively build and support teamwork among staff and functional units
- Promptly address performance issues through counseling, coaching, training, corrective action, reassignment, or termination in alignment with TSCTI and City policies.
- Track staff performance, provide feedback, and resolve issues that inhibit productivity and employee satisfaction.
- Promote an inclusive workplace and actively seek diverse viewpoints.

Perhaps the most critical element in meeting Reception Services' performance standards is to match staffing levels to the workload. It is through effective workforce management that we manage to achieve high levels of performance and create an environment that allows our staff to provide patient and respectful service to all service requestors.

**Communication Management:**

Throughout the term of the contract, and particularly during the implementation period, effective and reliable communication with the involved City entities is critical. TSCTI will formalize a communication plan with the City as soon as possible after the contract signing. In addition to formal communication, this plan recognizes the value of unscheduled, informal communications as well. We are committed to the continual flow of information to City customers. Our communication plan covers the following TSCTI "must do" protocols for communication with the City and, as appropriate, the City's staff:

- Have regularly scheduled status meetings.
- Have established reporting relationships with City staff.
- Produce and deliver regular status reports.
- Establish options for continual contact between City & TSCTI management.

Further, we maintain an online project library in our Key Management Services (KMS) that contains all key correspondence information (for example, memorandums, meeting minutes, and work plan updates), as well as other written products developed as part of the Reception Services Contract. This set of project documentation provides easy access to project data when needed, as well as an audit trail of decisions and determinations made during the project. TSCTI relies on management reporting capabilities from our various systems as an additional means of communication to keep the City informed of our ongoing progress.

**Risk Management:**

Through our well-defined corporate best practices and experience-based knowledge of what risks are probable in a Reception Services project targeted to the City, gained from our management of similar projects around the country, we have a risk management process that encompasses all phases of the project from implementation onward.

**Project Management Standards and Guidelines:**

Our commitment to exemplary project management is evidenced by our conformance to external standards and guidelines. By building upon publicly recognized management best practices, we strengthen our approach to project management and oversight of the Reception Services Contract. TSCTI continually incorporates lessons learned at the project level into our company-wide approach to project management. From handling changes to programs & City systems to earning external certifications, the experiences at one project led to a stronger project management discipline throughout all TSCTI projects. In this section, we discuss the benefits TSCTI has gained through compliance with criteria set by external entities.

**City's KPI's**

TSCTI is committed to achieving and maintaining service level objectives defined by the City. Our operations will target a 20-second or less average speed of answer, less than 5% call abandonment rate, optimized average handle time (AHT), and high first-call resolution (FCR). Daily and monthly performance reports will be shared to ensure transparency, accountability, and continuous improvement. All daily, weekly, and monthly reports will be generated from our CRM and workforce management systems, shared securely with City representatives through a dashboard that provides visibility into performance metrics, call trends, and agent productivity.

**Key Team Professionals**

TSCTI has applied our proven management approach to similar large contracts. Our experienced *Engagement/Project Manager, Mr. Jagan Pakkirisankar*, leads our Program Management team. He has over 12 years of experience managing



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the overall operations of a more than 300-seated call center and a bilingual team. Mr. Jagan holds the authority to negotiate and sign contracts and modifications.

The Program Management Office (PMO) is responsible for corporate oversight, reviews, staffing resources, and ongoing improvement of best practices. Our Engagement Manager will report directly to the **Engagement Director/Client Services Director, Mr. Sandeep Singh**, who will provide Executive Leadership to our Program Management team. Mr. Sandeep will perform internal quality assurance checks and guide our management team to ensure service commitments. He will solicit feedback from the City’s key stakeholders as part of our continuous improvement initiative. Our executive leadership can also be called upon to assist in resolving issues at the highest level, as warranted. This hands-on approach to our Senior Management will ensure prompt resolution of all issues that might arise and demonstrate TSCTI’s total commitment to the success of the contract. Our talented and enthusiastic experts guide the City through the process to ensure transparency and efficiency. In addition to the Engagement Director/Client Services Director and Project Manager, TSCTI will also assign **Mr. Hemant Sharma, Quality Assurance Manager**, and **Ms. Tracy Ford, Trainer**, to this contract. Mr. Hemant Sharma brings over 10 years of experience as a Call Center Quality Assurance Manager, specializing in developing and implementing QA programs that drive continuous improvement in customer service. He will oversee agent interactions, ensuring quality, compliance, and adherence to standards through routine audits of calls. Ms. Tracy Ford is an expert in training call center agents, ensuring they possess the necessary skills and knowledge to deliver exceptional customer service. She will develop and update training materials while customizing programs to address specific needs and skill gaps. Our key personnel will be available throughout the engagement from implementation and ongoing operations. Below, TSCTI has provided the position descriptions as well as a write-up for each person dedicated to the City program.

<p><b>Mr. Sandeep Singh, Engagement Director</b></p> <p><b>Education/Qualification</b></p> <ul style="list-style-type: none"> <li>PGDIM, International Marketing, Clerendon Business College, 2001</li> <li>Project Management Professional (PMP) Certified from the Project Management Institute</li> </ul> <p><b>Summary:</b> An innovative and resourceful Engagement Director with a strong experience of 15+ years of experience in managing similar projects of equal or greater scope for the client's call center Contact. Experienced in outsourced and in-house operations and complex system implementations. Results-oriented, strategic, adept at identifying and solving problems, building and focusing teams, and implementing change. Strong experience in implementing Call Center Solutions for various Federal and State clients such as the <b>United States Patent and Trademark Office, Cincinnati Metropolitan Housing Authority, OH, and more</b>. Proven experience in implementing and handling Call Center Operations related to Transportation, IT, Healthcare, Election, and Educational sectors. Management and development of supervisors and all other operational management associated with day-to-day Call Center operations. Hands-on experience in the development and implementation of all operational strategies ensures that performance, culture, &amp; overarching Call Center controls &amp; processes are aligned with client objectives. Effectively communicates technological ideas with engineers, customers, &amp; all levels of executive management. Proven track record of completing numerous complex customer support/call center projects on time &amp; within budget. Proven ability to work with key stakeholders in the management and implementation of current and emerging technologies as well as their applications. Expertise in achieving business strategy objectives, standardized processes, &amp; oversight of Quality, Operational metrics, and service level goals in the Call Center. Strong understanding of the Health Insurance Portability and Accountability Act of 1996 (HIPAA) as it pertains to disclosures of Protected Health Information (PHI). He also worked as a Process Manager/Owner for 6 years in HCL – BPO, where he helped SPRINT with Order Management, Directory Listing services, and Project management. Achieved Business Excellence through Measuring and Analyzing performance by application of International Standards (COPC, PCMM). He maintained full operational responsibility, including resource utilization, materials management, equipment, assets, and inventory management, and internal control. Achieved Business Excellence through Measuring and Analyzing performance by application of International Standards (COPC, PCMM).</p>
<p><b>Mr. Jagan Pakkirisankar, Engagement Manager/Project Manager</b></p> <p><b>Education/Qualification</b></p> <ul style="list-style-type: none"> <li>BS in Computer Science</li> <li>Certified as an Internal Auditor for Quality Systems as per ISO 9000</li> <li>Certified CMMI Auditor</li> </ul> <p><b>Summary:</b> 15+ years of experience managing and providing Call Center services for Federal, State, and local government agencies. Managed Call Centers for various government agencies, including the <b>United States Patent and Trademark Office, the Virginia Department of Motor Vehicles, the Virginia Department of Health, and more</b>. Hands-on experience with customer service center technologies, including customer relationship management systems; telephony and network systems, quality control in a customer service center environment, and reporting procedures. Experienced in leading and managing overall operations of more than 300-seat call centers and Multilingual Teams. Managing 24x7 operations and leading a large call center team of 100 to 300 who handle inbound and outbound phone calls, webchat, and email inquiries. Demonstrated success in a contact center environment (65% voice, 35% non-voice), managing teams and individual employees in a call center environment while effectively balancing resources to achieve desired Service Levels. He was involved in strategic planning, efficient recruitment, practical scheduling, and continuous monitoring to ensure a well-staffed and high-performing call center operation. Responsible for designing and implementing staffing strategies to meet the client's service level agreements (SLAs) and operational requirements. He analyzed call volume trends,</p>



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forecasted staffing needs, and developed recruitment plans to attract and hire qualified call center agents. Collaborate with HR and recruitment teams to source, screen, and onboard candidates, ensuring a smooth and efficient hiring process and working closely with workforce management teams to create and maintain accurate schedules that align with call volume patterns, minimizing wait times, and maximizing agent productivity. He established and monitored key performance indicators (KPIs) to track agent performance, attendance, and adherence to schedule. Implementing technology solutions, such as workforce management software and automated scheduling tools, to streamline staffing processes and optimize resource allocation. Expertise in managing and enforcing secure handling of PII and sensitive customer information.

Mr. Hemant Sharma, Quality Assurance Manager

Education/Qualification

- Master's in Computer Applications, Aryans in Management and Technology (AIMT)
- Project Management Professional (PMP) from the Project Management Institute
- Microsoft Certified IT Professional (MCITP); Microsoft Certified Solution Associate (MCSA)
- Microsoft Certified Professional (MCP); Microsoft Certified Technology Specialist (MCTS)

**Summary:** Mr. Hemant Sharma brings 10+ years of extensive experience in Call Center quality assurance, having successfully led quality management initiatives for organizations such as the **United States Patent and Trademark Office, the Virginia Department of Motor Vehicles, Cincinnati Metropolitan Housing Authority, OH.** He is responsible for ensuring the delivery of high-quality services while maintaining strict compliance with the client's standards. Mr. Sharma oversees the evaluation of both inbound and outbound calls, assessing agent performance and adherence to our client's guidelines. He performs routine audits of call recordings and customer interactions, providing actionable feedback to agents for improvement. Collaborating closely with training and development teams, he designs tailored training programs to address performance gaps, focusing on enhancing communication skills, product knowledge, and customer service. Through his strategic oversight, he has successfully identified operational inefficiencies, analyzed data to detect trends, & recommended improvements to optimize call center processes. His commitment to quality assurance & continuous improvement has led to increased customer satisfaction, enhanced agent performance, & more efficient call center operations for clients in the Transit Call Center space.

Ms. Tracy Ford, Trainer

Education/Qualification

- High School Diploma

**Summary:** Ms. Tracy Ford has more than 8 years of experience as a Call Center Trainer. Worked with prominent clients such as the **Virginia Department of Motor Vehicles and the United States Patent and Trademark Office.** Ms. Ford has extensive experience in scripting and reviewing call center scripts to ensure they are aligned with policies, service requirements, and best practices. She works closely with subject matter experts and department managers to develop, update, and refine training materials, ensuring agents are equipped with the latest information and skills. Additionally, Ms. Ford collaborates with quality assurance teams to ensure that training outcomes meet excellent service standards, provides ongoing coaching and feedback to agents, and maintains accurate training records to ensure compliance and continuous performance improvement.

TSCTI's Staffing Capability

TSCTI's staffing strategy brings the lowest risk of turnover to the contract through robust and multi-faceted hiring, training, and retention capabilities that have been successfully applied to over 20 similar call center contracts. Our staffing approach is to supply a highly qualified team of Call Center Services agents from day 1. Our management quickly fills any gaps through our qualified and ready internal resources and looks to bring on pre-vetted qualified candidates through our ISO 9001:2015 compliant staffing process. This process allows us to hire qualified Call Center Agents to meet the City's needs.

Using our unique Staffing Resource Assessment (SRA), we can identify the tangible and intangible skill sets required for a successful fit for the call center contract. Our SRA approach considers business goals, organizational structure, future staffing needs, contracts, and other elements to find the Right Match. Candidate Discovery is the next critical step in the process. Using our extensive industry resources, including both active and passive channels, we identify and attract the top Call Center agents/supervisors for the City project. Our proven ISO-compliant staffing process accomplishes the task. This process breaks staffing down into ten identifiable steps, and this gives us leverage to recruit and regent the Call Center agents at a fast pace, thus minimizing the project start time. The factors that make this process unique are the way we execute these steps and showcase TSCTI's long-established, proven staffing experience. Determining the qualifications and skills of each Call Center agent continues to be a central part of our disciplined process. After weighing all the factors involved, we start the process of selecting the optimal Call Center agents. During this Talent Assessment, we only match those Call Center agents who possess the right skills for the City's specific needs. We then formulate and deliver a shortlist of Call Center agents who are motivated and committed to the assignment length. We monitor our Call Center agents to ensure they are getting the results they deserve. We also encourage client feedback with surveys and inspection calls to verify the City's satisfaction.





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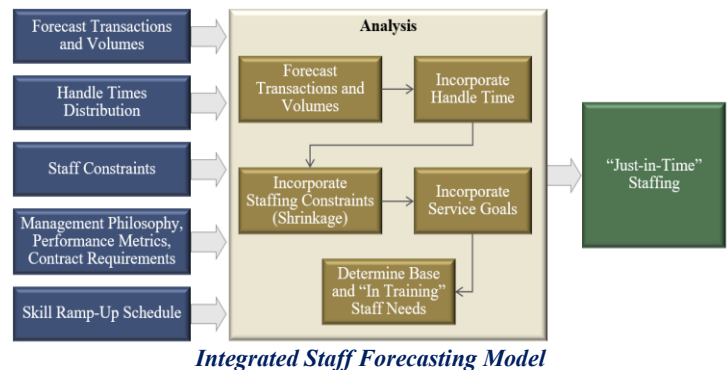
Our Staffing Center (SC) consists of **500+** trained domain-specific recruiters, data miners, and research analysts, a proprietary resume database of **1M+** call center professionals, along with our internal **150+** call center professionals that includes **50+ Bilingual and multilingual** agents. With these abilities, hire and train professionals with a quick turnaround time. We always keep a dedicated pool of 20 to 30 Call Center agents in backup for each client in case of emergency, such as sudden termination, resignation, leave of absence due to an extraordinary personal circumstance, incapacitating injury, illness, or physical condition, or death of such personnel. TSCTI maintains a strong bilingual workforce of 20 to 30 agents fluent in Spanish and additional multilingual staff available as needed. For the City, we will ensure dedicated bilingual coverage across all shifts, enabling efficient, empathetic, and culturally responsive communication with both English- and Spanish-speaking residents. Our bilingual quality assurance leads will monitor call recordings and reports to ensure consistency and accuracy across languages. For the City, we will create a dedicated backup pool of call center agents in case of emergency.

Furthermore, to augment the capability of our recruiters, we have a premium account on all the popular job websites, such as LinkedIn, Monster, Dice, Indeed, CareerBuilder, etc. Since our inception, we have successfully acquired, managed, and delivered a variety of call center projects on diverse platforms to both Government and Commercial agencies. We have productively handled and completed projects and benefited the respective agencies by providing professionals with the skill sets as per their requirements. In the process, TSCTI has come to be considered a trusted partner by many diverse organizations. Hence, we would be able to collaborate with the City and provide Call Center services with the right mix of qualified resources, along with TSCTI’s extensive Local, State, and Federal experience.

TSCTI also integrates AI-enabled technologies into our contact center operations. Our intelligent routing and virtual assistant tools enhance first-call resolution by supporting agents in real time, automating simple informational requests, and predicting caller intent. These tools integrate seamlessly with CRM platforms, including the City’s “Hollywood Connect” system, to log, categorize, and escalate service requests while maintaining strict data security and privacy controls. For the City, our AI-driven tools will intelligently triage after-hours and informational calls, reducing average handle time while ensuring accurate data capture in the Hollywood Connect CRM. These tools also generate automated call summaries and intent tagging, supporting the City’s reporting and analytics needs.

#### Integrated Staff Forecasting Model for scaling up/down the resources

TSCTI will use real-time data from the CXConnect to verify that we are meeting contract requirements and providing optimal service to the City as well as to adjust staffing levels to reduce wait time by focusing on key metrics, such as the number of calls in queue, how long a caller has been waiting in the queue, and how long a caller has been on a call with a Call Center professional. This data is essential in enabling our managers to quickly respond to changes in call activity and to efficiently use staff. Our integrated forecasting and staff estimation model, which builds on our quality management principles and leverages our operations research capabilities, is depicted in the figure: Integrated Staff Forecasting Model. The goal of this model is to support a "just-in-time" staffing approach where the right number of staff come on board exactly when they are needed, working cost-effectively while ensuring we can fully support program needs. This model uses current and historical data from our other similar projects, handling time distributions, shrinkage elements, performance metrics, contractual requirements, training constraints, and a skill ramp-up schedule as inputs for forecasting transaction volumes and estimating future staff and training needs.



A key component of our integrated staff forecasting model is that all functional areas of the project take ownership to provide operational input, such as work patterns and program changes. Analytical tools, including process modeling and statistical methods, are combined with experience and judgment to maintain staffing levels appropriate to contractual service level requirements. We use information from this model to synchronize recruiting efforts and classroom training schedules to coincide with forecasted spikes in workload, as well as to address attrition factors. With this predictive model, we can realistically scale and optimize resources with project needs and plan for staff and training needs based on the work demands of each functional area. This model promotes flexibility, scalability, and stability in all our operations and makes certain that we meet the City’s approved performance metrics.



**Training Program:** TSCTI recognizes the importance of comprehensive training for Call Center agents to effectively support the City Call Center program. We will leverage the materials provided by the City to ensure that all agents are well-versed in relevant processes, technology, and services. Although we will prioritize hiring agents with established behavioral expertise and familiarity with call center operations, it is essential to provide targeted training on the specific complexities and requirements of the City’s program.

Our training program will encompass both initial and ongoing curricula, developed and delivered by TSCTI’s training specialists. This includes training in Call Center service skills, confidentiality, data security, de-escalation techniques, and proper phone etiquette such as answering calls within three rings, clearly introducing oneself, & actively listening to callers. Each new hire will participate in a structured orientation aligned with their job description, ensuring they understand the systems they will utilize and how to engage effectively with individuals seeking assistance. To facilitate a smooth transition into their roles, all Call Center agents will receive a “Get Started Guide” highlighting functions essential to their positions. Additionally, they will have unlimited access to our Customer Support Help Desk during their training, providing the necessary support to maximize their proficiency in utilizing our systems. TSCTI is committed to continuous improvement, & any City-specific training developed by us will be submitted for pre-approval prior to delivery, ensuring alignment with the City’s standards. Our training curriculum will also incorporate City-specific protocols, scripts, and escalation workflows to ensure that every interaction aligns with the City’s public communication standards and departmental service expectations. The following text provides an overview of the types of training we provide by position:

- **New Hire Call Center Agent Training:** We provide a comprehensive Call Center Agent training program that spans approximately four weeks. New hire training for agents begins with orientation. This includes our culture, policies and procedures, ethics, general business practices, office conduct, and client confidentiality. New employees receive a handbook and/or access to our intranet site containing company information and policies. After orientation, agents receive training in soft skills. New agents engage in scenario role-play to ensure they can make practical application of these skills. Accent and cultural neutralization are required of all new Call Center agents. We also incorporate the City’s current training processes, materials, and methodologies. And finally, we train Call Center Agents regarding systems and procedures.
- **Language and Cultural Training:** We have in-house capabilities for phonetic, linguistic, and cultural training. We can provide accent neutralization that includes phonetics, syntax, and culture. This enables us to have a staff call center with better-prepared agents, ensuring higher customer satisfaction.
- **Supervisor/Team Lead Training:** Each new supervisor attends a three-day training program that is designed to develop superior managers and train them in the necessary tools needed to do their jobs. The program is designed for both new supervisors as well as agents looking to advance into the supervisor role. In addition to client-specific training, new managers receive training in:
  - Floor supervisory duties
  - Agent counseling
  - Call management
  - Leadership and management skills
  - Achieving client goals and program objectives
  - Information Technology
- **TSCTI Trainers:** The trainers attend professional classes and seminars during implementation and throughout the contract term to improve their techniques. To prepare for implementation, we establish a schedule as part of our training plan to ensure that agents complete training by the start of operations. We have found that learners respond best to multi-media and small group learning with problem-solving and application of the topic. We employ such approaches to training delivery to improve retention of material beyond the classroom and into the work setting, where the training can be put to immediate use.
- **Ongoing Training and Monitoring:** Ongoing training addresses training gaps, individual training needs, and changes to systems and policies. We view training as a continuous process that includes quality assurance and monitoring, refresher training, and career development. The goal of our training program is to provide courses that enhance each participant’s work experience. Training evaluations and feedback give us the best insight into the ways our courses can be improved and are a vital part of the training process. Quality and training staff assess both individual and call center trends for training gaps and prepare a plan for refresher training. When a trend appears to impact multiple staff members, training materials are reviewed for accuracy and clarity before rolling them out as a refresher training module. Follow-up and corrective actions are monitored closely to verify their effectiveness in achieving expected outcomes. Ongoing and refresher training are incorporated into our training program regularly. Our training approach includes multiple checkpoints to gauge the effectiveness of our training program. When we identify training gaps, individual training needs, or when systems & policies change, we take swift action to provide retraining or develop new training.



## Approach to Scope of Work

### Approach and Methodology

*Overall understanding of the City's objectives and the soundness, effectiveness, and feasibility of the proposed approach and methodology for providing Professional Call Center Answering and Informational Services.*

#### Understanding of the City's objectives

Based on our two decades of experience in providing similar services to various government agencies, we understand that the City is looking for a qualified vendor who can provide call center services to enhance accessibility, responsiveness, and service quality. Being a qualified and experienced call center services provider, we are capable of providing services to the City by delivering efficient, accurate, and courteous support to residents, businesses, and visitors. We understand that the City has an objective to ensure that every caller receives timely assistance and that no inquiry goes unanswered, whether during regular business hours, after hours, weekends, or holidays. To achieve this, the City requires a reliable, fully staffed operation capable of handling approximately 31,000 monthly calls, including both informational requests and service-related reports. TSCTI has a well-established call center that offers 24x7x365 services to various government agencies. TSCTI has a suitable 60,000 Sq. Ft. dedicated Call Center facility located in West Virginia, supported by our backup facility in McLean, VA. Our facilities have available call center cubicles, management offices, conference rooms, training rooms, and the necessary computer and Internet infrastructure to establish the necessary connectivity. This includes furniture, telephones, computers, and other necessary operational infrastructure components for more than 800 employees. TSCTI has more than 150 active call center agents who are currently providing 24/7 call center services to various government agencies. 50+ Bilingual and Multilingual agents.

TSCTI has the proven capability to meet the City's needs of handling overnight calls (6:00 p.m. to 7:00 a.m.) and weekend inquiries with the same professionalism and accuracy as daytime operations, adhering to strict performance metrics such as answering 90% of calls within 20 seconds, maintaining a low abandonment rate, and maximizing first-call resolution. We understand that these goals directly support the City's mission to provide prompt and efficient communication channels for its residents. TSCTI will ensure our agents are fully trained on City operations, terminology, and communication standards so that every interaction reflects the professionalism and community values of the City itself.

We understand that the City is also seeking to leverage technology and innovation to improve customer interactions. Our AWS-based AI-enabled tool, CXConnect, has the proven capability to offer call routing, knowledge management, and self-service functions, ensuring faster response times and consistent data accuracy. Our system can integrate with the City's Hollywood Connect CRM to ensure all calls are logged, tracked, and reported accurately, enabling City staff to monitor trends, follow up on service requests, and measure overall satisfaction levels. Our system is integrated with *Language Line* to provide interpretation services. This allows us to offer multilingual support. In alignment with the City's vision for innovation, TSCTI will provide AI services that complement live agent operations. These capabilities include intelligent call routing, sentiment analysis, and knowledge-base automation to enhance caller engagement and improve resolution speed. We will present AI pricing and service options separately, as requested, to ensure cost transparency and flexibility.

We understand the vendors need to supply daily and monthly reports detailing call volumes, service levels, and quality metrics, allowing the City to monitor outcomes and identify opportunities for continuous improvement. We understand the importance of maintaining complete call documentation and transparency. TSCTI will maintain detailed call logs, including call time, caller information, agent name, service type, and actions taken, and securely store these in the cloud for a minimum of 60 days, ensuring easy retrieval by authorized City personnel. Additionally, we will incorporate City-provided training materials into our internal training programs to continuously educate our agents on Hollywood-specific services, processes, and emergency protocols. TSCTI has the capability to share the daily and monthly reports with the City, just like we are sharing the same with other clients such as CMHA, DMV, VT, and others. With our proven capabilities, AI-enabled tool, and experienced team of professionals, we will achieve the City's objectives of delivering an exceptional resident experience through a professional, technology-driven, and customer-focused call center operation.

#### TSCTI's Proven Tools and Technologies

TSCTI uses its *AWS-based system called "CXConnect,"* which we employed in multiple existing small-scale and large-scale call centers. Our AI-enabled CXConnect solution and suite can provide strategically designed superior flexibility, scalability, uptime, and outage prevention. The operational infrastructure, both hardware and software, is proactively constantly monitored to ensure that hardware and software are healthy and operating as expected. As it is our in-house system, we regularly patch security and





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software updates and release regular maintenance, including enhancements to current features as well as new features and functionality. CXConnect also offers a rich set of views, workflows, reports, and dashboards to track plans, resources, and schedules. It has endless capabilities, including content collaboration, dashboards, integrations, projects, and resource management. It offers security, privacy, and reliability, and complies with *FedRAMP, HIPAA, DOD, and IL4*.

Using the enhanced CXConnect, the TSCTI solution accepts incoming calls from members and other stakeholders, routing calls to an appropriate Call Center Staff or selection prompt placed at the beginning of the call tree. CXConnect is extremely flexible and supports easy queue manipulation. For example, CXConnect allows the assignment of agents according to the volume within a specific queue. In times of high call volume, the TSCTI supervisor adjusts the assigned level of a particular agent so he or she receives more calls from within a specific queue. The supervisor also adds agents to a specific queue to handle the increased call volume. In the call volume hierarchy, the solution routes calls to the agents designated as “highest” within that hierarchy first. Each Call Center Staff is assigned to multiple split/skill sets, or call types, in descending order. Assignment by split/skill set allows the most experienced agents to answer the most difficult call types. Additionally, support from the Workforce Management tool provides supervisors insight into the peaks and valleys of the project, so we proactively allocate sufficient resources as required for call responsiveness for misdirected calls and prevent any member from receiving a busy signal.

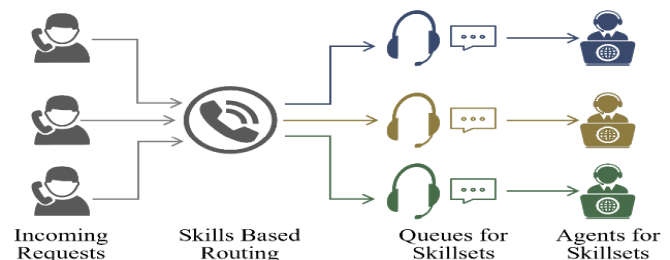
Our system is integrated with *Language Line* to provide interpretation services. This allows us to offer multilingual support. It also has the capability to handle and track the number of both English and non-English-speaking calls. Additionally, support from the Workforce Management tool provides supervisors insight into the peaks and valleys of the project, so we proactively allocate sufficient resources as required for call responsiveness for misdirected calls and prevent any member from receiving a busy signal.

**Automated Call Distribution:** TSCTI builds our telephony environment using multichannel Automatic Call Distributor (ACD) technology that includes a suite of call routing and resource selection capabilities. This design helps Customer Service Agents handle calls effectively and boosts overall productivity. For example, information passed by the IVR to the ACD supports “screen pops” of captured caller information. Instead of spending time asking for the same information again, the Customer Service Agents focus on understanding the caller’s needs and providing the right information.

The CXConnect acts as a single point of control and intelligence for defined contact types. The open standards-based architecture simplifies the design, deployment, and maintenance of CXConnect and can be easily integrated with data, applications, and switching systems. The ACD works with CXConnect to route calls and other interactions to Customer Service Agents based on defined routing and distribution rules. This serves as the base of the City's infrastructure. A centralized multi-channel processing tool, ACD/CXConnect, facilitates inbound/outbound call blending in addition to administration and reporting for the City. The ACD assigns incoming calls to available staff efficiently and equitably, with consideration to specialized tasks, language proficiency, or other skills using “queues.” We also incorporate an interface between the ACD and our data analytics environment to integrate ACD data into reporting and analysis at least daily.

The TSCTI solution provides triage capabilities to redirect callers to other agencies as appropriate, without callers having to hang up and call another number. Pre-defined telephony thresholds (such as wait times) determine if a caller would benefit from being offered the option of a callback, as discussed earlier, when City wait times are lower or when Customer Service Agents are available.

**Call Routing:** TSCTI call centers offer a suite of call routing capabilities strategically designed to deliver superior flexibility, scalability, uptime, and outage prevention, as illustrated in the figure. TSCTI not only designs its solution to get the caller to the next Customer Service Agent quickly, but we also want to make sure the caller gets to the right person. Our ACD structure reflects updated Customer Service Agent skill information maintained in the system; the first available, trained agent with the appropriate skillset receives the call and is an appropriate match to the caller’s specific search for information. Pre-recorded scripts welcome the caller, validate the caller's identity, prompt the caller to determine the nature of the call, direct the caller to select menu choices matching their area of interest, and collect the necessary information to route the call to the TSCTI





agent best able to help. The ACD routes the call to an available agent via an appropriate queue. Navigation paths can route calls to specific individuals or groups based on severity, priority, escalation criteria, and caller information needs.

### IVR Platform and Functionality

Our solution incorporates a robust, scalable, highly secure, and fully redundant Interactive Voice Response (IVR) component provided by AWS. The IVR platform architecture is cloud-based, continuously monitored for performance consistency, and designed to support business continuity and system redundancy. It takes advantage of four high-performance, secure, US-based data centers that are geographically dispersed. This approach ensures scalability, high availability, and disaster recovery capability, particularly during periods of high traffic volume.



TSCTI leverages our extensive experience with state, federal, and commercial solutions to deliver a low-risk and highly functional IVR solution. The IVR platform effectively triages calls, directing members to the appropriate information or Customer Service Agent based on their needs. Working closely with the City during implementation, we develop intuitive IVR flows and scripts that welcome applicants/members and provide a seamless and efficient experience.

Our IVR solution:

- Improves caller satisfaction by simplifying interactions and quickly routing callers to the appropriate resource.
- Automates basic tasks such as providing addresses, contact information, and website access.
- Generates detailed reports on caller activity and IVR interactions to support ongoing performance analysis.

TSCTI's telephony environment also includes multichannel Automatic Call Distribution (ACD) technology with skills-based routing, enabling intelligent call handling and productivity enhancements. Information passed from the IVR to the ACD enables "screen pops" for Call Center Staff, allowing them to focus on resolving the caller's issue instead of re-collecting information. The IVR seamlessly transfers callers to the appropriate internal or external queues using hidden toll-free numbers and clear messaging. Full IVR reporting includes real-time and summary data, allowing TSCTI to analyze caller behavior, identify drop-off points, and continuously enhance the IVR system to reduce call volume and improve the member experience.

**AI-enabled Chatbot:** TSCTI offers advanced chatbot solutions designed to enhance customer service and streamline interactions. Our proven chatbots leverage AI to handle a range of tasks, including answering queries, guiding users through processes, and providing personalized assistance. Our Chatbots and digital assistants can be integrated into various platforms, such as websites and mobile apps, to offer real-time support and improve efficiency. TSCTI's solutions often include features like natural language processing, automated responses, and analytics to help our clients optimize their customer service operations and provide a seamless user experience.

**Accessibility for the Hearing Impaired:** For individuals who are hearing impaired, TSCTI ensures that all customers have access to services using Telecommunications Relay Services (TTY). We provide ADA-compliant TTY/TDD devices in our facilities, enabling the deaf or hard-of-hearing community to effectively communicate with call center agents. These devices allow for text-based communication, ensuring that there is no gap in access for hearing-impaired individuals. Additionally, our CXConnect system is fully integrated with TTY/TDD technology, making it simple for hearing-impaired customers to interact with agents via text. This integration also extends to our Telecommunications Relay Services (TRS), allowing users to communicate with a relay operator who can convert text messages to speech and vice versa, providing seamless interaction between the caller and the agent.

### Quality Assurance and Performance Monitoring

TSCTI maintains a rigorous, ISO 9001:2015–certified quality management framework that ensures all programs meet the highest standards of performance, compliance, and customer satisfaction. Our organizational quality is demonstrated through measurable indicators such as key performance metrics (AHT, FCR, CSAT), continuous quality monitoring, and structured performance reviews. Our quality management framework is designed to ensure high-quality service delivery and continuous improvement. Our approach involves monitoring KPIs such as average handle time, first-call resolution rate, and customer satisfaction to assess and enhance CSR performance. To maintain excellence, we will employ real-time



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monitoring tools and conduct regular performance reviews for all CSRs. Our team will also organize bi-weekly coaching sessions to provide targeted support and address any performance gaps promptly. In handling complaints, TSCTI will implement a multi-tiered escalation matrix, ensuring efficient resolution and continuous feedback to improve service quality. These practices, grounded in ITIL and CMMI Level 3 standards, will enable us to deliver consistent, high-quality performance that aligns with the City’s expectations.

Our approach for instituting and maintaining a capability to ensure high-quality services includes following industry-specific models, such as ISO, ITIL, and CMMI, to deliver quality control and consistency to the State. Our ISO 9001:2015 certified Performance Management System (PMS) is repeatable, driven by key performance indicators, quality metric measurements, technical inspection systems, quality audits, trend analysis, and direct stakeholder feedback, all aligned to the City’s call center performance requirements. This methodology is executed through our Quality Control Plan (QCP), which documents how we meet, comply with, and continually monitor and improve quality standards. This describes the specific processes, practices, and tools that we will utilize to inspect the quality of its activities and deliverables, and correct issues and deficiencies. Our Project Manager, in coordination with the City’s Contract Administrator/CO, will review and make necessary updates if needed. This QCP will be maintained and updated as needed throughout the contract’s duration. Quality planning is a collaborative activity between our management and the City. We will define quality standards and policy; integrate City requirements and call center objectives; communicate quality standards, policy, and measurements; and implement them according to acceptance. Our quality control processes will help to confirm that the project satisfies and meets the necessary standards of all constituents. This methodology is executed through our Quality Assurance Plan (QAP), which documents how we meet, comply with, and continually monitor and improve the quality standards established. Our QAP for the City’s call center contract assures quality assurance (QA) by documenting all necessary information required to effectively manage project quality from project planning to delivery. We will implement QC activities that emphasize prevention rather than detection and drive Continuous Quality Improvement (CQI) throughout the program lifespan. Our ISO 9001-certified PMS is summarized in the table with details:

QA Step	Description
Quality Planning	Focused on the methods to automate the measurement of success and failure rates to prevent the recurrence of defective services. Quality controls, inspection systems, quality roles, and responsibilities are established within QAP.
Establish QA Framework	A key to establishing the QA framework, which consists of 1) Establishing SLA Metrics, 2) Collecting SLA Metrics, 3) Analyzing Metrics, and 4) Improving Metrics. Our management works with the City to create quality performance metrics through performance benchmarking. Details on how we will develop, maintain, update, and implement metrics to track performance trends.
Perform QC Activities	We continuously confirm through quality tracking that they are effectively monitored and properly tested. This is controlled through planned measurement with defined frequencies, analysis parties, analysis methodologies, and quality objectives. Routine inspections, testing, trend analysis, and audits are conducted to ensure all requirements are accomplished by the specifications of the City call center requirements and QAP throughout the performance. These quality components mark the structure of our process for identifying gaps or weaknesses in performance.
Implement Corrective Action(s)	Our management follows an established procedure for problem mitigation, tracking, and reporting noncompliance issues. By classifying, prioritizing, and analyzing nonconformity or defect, the root cause can be identified and eliminated. Removal of the root cause greatly reduces the probability of that type of nonconformity recurring.
Continuous Improvement (CI)	The quality framework allows us to identify trends and evaluate where improvements are warranted, whether through people (e.g., staff training), process (e.g., adjusting the method of delivery), or technology (e.g., implementing tools for automation). TSCTI will work with the City in implementing approved improvement initiatives, which are then diligently tracked and reported on. Initial measurements will determine the extent of improvements made and create a new baseline measurement, facilitating continuous process improvement for the program.

*Our PMS Framework delivers consistent quality support to City call center contracts.*

Understanding areas of improvement opportunities within a Call Center professional’s performance helps them and the customers they serve. We have seen that providing our Call Center professionals with timely information and feedback not only creates a positive member experience but also makes for a well-rounded Call Center professional and ultimately increases retention. We use several methods to monitor the Call Center professional understanding and quality standard adherence. Through these varied evaluative techniques, we develop Call Center professional skills while achieving quality metrics and member satisfaction. These methods include:

- **Side-by-Side Monitoring:** This allows our quality analysts to work directly with the CSRs. The quality analyst plugs directly into the CSR’s tele-set and monitors both sides of the dialogue. This method also allows the quality analyst the opportunity to observe system efficiencies & provide specific guidance as appropriate. This immediate feedback provides a solid coaching forum that emphasizes continued CSR development.



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- **Remote Monitoring:** While all voice calls are recorded 100% of the time, remote monitoring allows our quality analysts and supervisors to actively listen in on calls, coach, and, if necessary, take control of the call and provide real-time feedback to the CSRs, including the functionality for the remote monitoring of our CSRs. This feature is extremely helpful in understanding in real time how our CSRs are engaging with our end customers. In the unlikely event the call requires supervisor intervention, this functionality enables the supervisor to listen, join the call, and provide information to the end user if required.
- **Self-Assessment:** CSRs complete self-evaluations to grade their performance during a particular call after completion. Then, a quality analyst listens to the recorded call and evaluates the CSRs' performance against the established policies, procedures, and standards. After the evaluation is completed, the quality analyst and CSRs meet to discuss the call.
- **Agent Calibration Session:** This occurs when CSRs review one of their calls with a quality analyst. Once both individuals have reviewed and evaluated the call, the quality analyst provides feedback on both the positive aspects of the call and on any areas for improvement. Subsequent additional training may be recommended based on the outcome of this session.
- **Mentorship:** The mentorship process teaches fundamental skills about a particular program. The mentorship is between a seasoned and high-scoring CSR and an agent in need of assistance. The CSRs work closely to share knowledge, identify and answer questions, and demonstrate their understanding through role-playing and side-by-side monitoring. Only the most proficient and effective CSRs are considered for the honor of becoming mentors on our projects.

By using our AI-enabled CXConnect platform, QA staff can listen to calls in person or through call recordings to monitor quality, the accuracy of the information, and other performance measures. The Customer Service Agent and supervisor receive this feedback to help address deficiencies immediately and to identify staff needing additional education and re-training. Below are the key activities we will perform to manage the call center performance quality.

- **Call Monitoring Team:** The Call Monitoring Team, consisting of members of the Quality Assurance unit as well as agent supervisors, will be responsible for reviewing calls, addressing skill deficiencies, and recognizing superior agent performance. Specific responsibilities include:

- Scoring the appropriate number of calls per agent per month to identify skill gaps and provide feedback on service levels.
- Providing direct coaching to agents based on the team's findings (usually done by unit supervisors with the information provided by Quality Assurance unit members)

Upon monitoring the calls, the Call Monitoring Team will conduct a monthly meeting to identify trends in skill deficiencies across the entire group of agents. Based on this conversation, additional training will be designed and implemented to drive continuous improvement. The Call Monitoring Team will conduct quarterly calibration sessions to align scorecard grading practices. All call monitors will be scored based on the same list of recorded calls. Results with a wide range of scores will be discussed as a group until a consistent grading standard can be decided upon.

- **Call Monitoring Frequency:** Review frequency will vary based on agent tenure within the call center. As an agent becomes more experienced, the number of calls reviewed should decrease. If an issue arises with an agent's performance, additional call monitoring will be conducted.

Agent tenure	Minimum Frequency*
Under 1 month	2 calls/day
1 – 6 months	3 calls/week
Beyond 6 Months	8 calls/month
Additional monitoring due to poor performance	3+ calls/week

\*Stated frequency can vary based on the agent's performance and years of relevant call center experience, or as required by the City

- **Call Monitoring Selection Procedure:** Calls will be randomly selected among the different days of the week, times of the day, and Lines of Business the agent takes calls to provide a well-rounded perspective on an individual agent's typical performance. Call monitors will also select some calls based on their noteworthy characteristics (e.g., longer than average talk time, unusually long hold times, etc.), given the calls' inherent coaching opportunities.
- **Call Scorecard:** The Call Scorecard is composed of 20 questions and is scored on a 0 to 100 scale. Roughly half the questions focus on basic customer service skills. The other half looks at specific job skills. Each numbered question is worth 5 points. The minimum acceptable monthly score average is 85 for each call agent. Average scores below 85 will trigger additional call monitoring and a detailed remediation plan for the call agent. Past months' data will be reviewed and compared against the current month to identify trends and to ensure that call agents improve in quality. The scorecard also contains a narrative section that the call scorer should use to record an overall impression of how the call went, suggestions for improvement, and any "critical errors" found during the call. Critical errors include the agent hanging up on the caller abruptly without resolving the customer's inquiry, using inappropriate or abusive language, or inappropriately disclosing confidential information to or about a caller.

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- **Agent Feedback Sessions:** Upon completion of the monthly call monitoring process, agent supervisors will set up individual one-on-one feedback sessions with their respective Customer Service Agents. These meetings will be scheduled promptly following the call monitoring process and no later than the end of the month. These meetings are an opportunity to review call monitoring results and areas for agent improvement and serve as a two-way dialogue to improve agent development and call monitoring processes.
- **Performance Recognition:** Performance recognition will occur monthly after call monitoring has occurred. A list of agents with perfect QA scores for the month will be recognized through an office bulletin board or e-mail newsletter. Showcasing and honoring top talent further incentivizes agents to improve their performance and reinforce the culture of prioritizing high-quality customer service.
- **Agent Feedback Considerations:** Consideration will be given to tailoring agent feedback based on the individual agent's stage of development. The focus will be on helping new agents perform satisfactory work, helping agents perform satisfactorily to have excellent performance, and recognizing and encouraging agents to have excellent performance to continue doing so.

**Call Recording and Monitoring:** Call recording and monitoring are essential to the continued improvement of the caller experience when contacting our Call Center professionals. Our overall approach to Quality Assurance (QA) in the call center encompasses this important aspect of constantly finding ways to better serve callers. By regularly monitoring, documenting, and evaluating calls, our Supervisors and QA staff are able to provide direction and guidance to CSRs on an ongoing basis for improvement in customer service skills, listening skills, program knowledge, accuracy of responses, and sensitivity to the special cultural and linguistic needs of the populations served by the City. TSCTI call centers use call recording to meet quality assurance goals, performance standards, and contractual requirements. In addition, TSCTI has effective monitoring technology and controls in place to assess customer service skills and accuracy of responses, as well as telephone call length and abandonment rate. Our proposed call recording application for the City, CXConnect, is a fully integrated and fully supported call recording solution for our AWS call center platform. The system will automatically record 100 percent of inbound and outbound calls received and placed by Call Center professionals and Supervisors, capturing data that will be used to analyze and evaluate the call. Calls are recorded and archived for future playback by management and quality assurance staff. The system includes two components: Engage Record, which provides the ability to record all calls to the call center, and Engage Capture, which captures screen activity associated with recorded calls. The detailed plan for monitoring calls under this Contract is provided below for the City's consideration:

- **Live Call Monitoring:** Our supervisors view real-time service statistics on their desktops and can initiate silent monitoring of live call-in progress at any time. They use a feature in their phone to silently join a call in progress by selecting the specific CSR's extension code. Supervisors can also provide coaching to CSRs or even take over the call if it seems that the CSRs need help assisting callers. In this way, we can immediately assist the CSR in providing appropriate help to the caller to avoid potential issues surrounding incorrect information or inaccurate responses. We will monitor at least five live calls per CSR per month.
- **Recorded Call Monitoring and Calibration:** In addition to monitoring the required number of live calls, we monitor a random, statistically significant sample of recorded calls gleaned from our monthly reports. At the onset of each call, as answered by the IVR, callers hear a pre-recorded message that their conversation is subject to monitoring and recording for quality assurance and training purposes. Call recording is integral to our QA process and is a valuable means to assess and ensure program compliance and optimal customer service. By recording all inbound and outbound calls to the call center, we capture all conversations, including relevant consent language and any complaints that may arise. This is particularly important when a call has been escalated to help ensure that our staff's actions and handling of the caller were appropriate to the situation. We also rely on recorded calls to conduct call monitoring calibration exercises, where individuals with responsibility for monitoring calls, primarily Supervisors and QA staff, listen to the same calls, score them for quality, and discuss any discrepancies. This instills more integrity into the QA process by reducing scoring variability across those who monitor calls.
- **CSR Screen Activity Recording:** As an innovative tool to help us further monitor CSRs' efficient use of the tools and systems that support the City's call center, we will also capture and review associated CSR screen activity to help ensure that staff members are accessing the appropriate resources and documenting the call properly in our Call.Care system, as well as navigating other supporting systems efficiently. This is particularly important when new CSRs begin taking calls, so that we can help ensure they are using systems to the best advantage to provide accurate responses to callers. Used in conjunction with the associated call recording, we have found that this provides a more in-depth view of the level of service our CSRs are providing to callers, helping us to determine the need for additional training, coaching, corrective action, or updates to our Knowledge Management System (KMS) procedures.
- **Call Monitoring Results and Sample Tools:** We have effective monitoring techniques and tools to evaluate and assess CSRs' customer service skills, as well as the accuracy and timeliness of their responses. We review recorded calls to ensure that our responses are accurate and thorough and that calls are conducted with professionalism, courtesy, and compliance with confidentiality regulations. In monitoring calls, we can also assess CSRs' responses for such things as sensitivity to cultural barriers, meeting language needs, and any special service requirements. In their review of recorded calls, QA staff members note trends and make recommendations for additional training in targeted areas. We use a call monitoring checklist to objectively evaluate each monitored call, scoring CSRs on their performance in meeting criteria such as using the proper greeting, collecting, and verifying appropriate caller information, and providing accurate and appropriate assistance.



CSRs for the City call center will be scored using a similar customized tool to fit City-specific program requirements. Scores are documented, and appropriate action is taken to improve CSR responses to callers as appropriate, including additional training. This documentation is made available to the City upon request.

**TSCTI Reporting Capabilities**

Our system is configured to track and manage data across multiple dimensions, allowing for the generation of reports required by federal and state regulations, including call center performance, Call Center quality metrics, operational performance, and other key data points as mandated by regulatory authorities. TSCTI’s system can track almost any metric, enabling clients to run pre-configured reports from their desktops or create customized reports based on their specific needs. TSCTI's reporting system offers full transparency and accessibility to clients via the web, providing them with insight and complete visibility into call center operations. Unique call center management tools and visualizations are available, and clients can access digital recordings based on a variety of criteria such as talk time, agent ID, location, originating ANI, date of call, time of call, and more. All recordings are available at any time without intervention from TSCTI personnel and are downloadable in MP3 format. This ensures that clients can access data and reports when they want, in the format they prefer.

In addition to standard reporting processes, TSCTI can generate specialized reports for compliance purposes, ensuring that all applicable reporting standards and deadlines are met. TSCTI works closely with clients to define specific reporting requirements and ensure that the report formats are optimized to meet their needs. The core of our reporting solution is powered by our telephony solution and call tracking system, which generates a standard set of reports on demand throughout the day and summarizes results daily, weekly, monthly, and annually as required by the contract. TSCTI’s reporting tools offer full transparency by providing real-time access to all reports, customizable filtering options, and the ability to generate ad-hoc reports on demand. The City can use these tools to filter by date, time, agent, queue, and call type, ensuring all performance metrics are accurately tracked and easily accessible. These reports will be delivered to clients or other designated recipients, offering critical performance data for monitoring, program forecasting, and quality Call Center service.

TSCTI will provide one dedicated login to the City to access all historical reports, ensuring full transparency. This login will allow the City to view and download reports on demand, providing real-time visibility into all assigned queues managed by the Contractor. TSCTI’s transparent, flexible, and accessible reporting tools provide our clients with the oversight and data needed to effectively monitor project activities, ensuring compliance with all relevant reporting requirements and supporting operational efficiency. Below is the list of reports available to the City to measure TSCTI’s performance:

**Daily Performance Metrics/Agent Activity Reports/ Service Level Rate:**

- Total call volume and call volume handled.
- The total handle time for those calls
- QA satisfaction percentages
- After Call Work
- Average handling time
- Talk time and Hold time
- Shortest and longest handle time
- historical volume, hourly volume
- Call distributions

**Agent Status Reports:**

- Signed out
- Available
- Remote Work Status Reports: Track remote agent performance, login durations, productivity metrics, and system access logs for distributed teams.
- Wrapping up
- Unavailable /Idle
- Busy (Handling a contact)
- Break

**Call Transfer/Call Direction Reports/Call Detail Records:**

- When the call took place
- Who called (through caller ID recognition)?
- Total number of calls received/made.
- Total call duration
- How long was the call “on hold”
- How long did the call last
- Average call duration
- Longest call duration
- Short Call Analysis Reports

**Inbound/Outbound Call Summary:**

- Months of the year
- Days of the week
- Hours of the day

**Call Abandon Reports:**

- The percentage of calls that were abandoned.
- Average wait time for a call to be abandoned
- The longest customer waited before abandoning their call

**Queue Activity Reports:**

- Average wait time before calls were answered.
- The longest wait time before a call was answered
- How many calls were handled across each queue?
- Total calls that met the service level agreement

**Language Services Usage Reports:**

- Number of calls requiring interpretation services
- Interpreter service performance metrics (e.g., dropping calls, delayed connections)
- Languages requested
- Average time to connect to an interpreter



- Reporting integration with Language Line interpretation services, enabling Metro to monitor interpreter response times, success rates, and usage trends by language

**Quality Assurance Reports**

- Results of regular call monitoring and quality assurance evaluations
- Adherence to scripts, policies, and procedures
- Red Flag Reports to identify performance issues and enable proactive resolution.
- Customer satisfaction scores and feedback
- Identification of training needs or performance issues

**Incident and Escalation Reports**

- Summary of escalated issues and their resolution
- Recommendations to minimize future incidents
- Root cause analysis of recurring or significant problems

**Training and Development**

- Progress reports on personnel training programs
- Evaluation of training effectiveness and impact on performance.
- Identification of additional training needs or skill gaps

**Continuous Improvement Reports**

- Identification of process inefficiencies or bottlenecks
- Progress updates on implemented improvement initiatives
- Recommendations and areas of improvement of the customer experience

**Online Comment Form Reports:**

- Number of inquiries submitted via online comment forms
- Summary of reasons for delayed resolution (if applicable)
- Percentage resolved within one (1) business day
- Average time to initial response and resolution

**Ad-hoc Reports**

- Customize reports based on unique requirements or changing needs
- Multi-Channel Communication Reports (chat, SMS, email)
- Alert and Exception Reports:
- Generate specific reports upon request

**Project Implementation and Timeline**

Successful implementation forms the foundation for everything that follows. TSCTI will implement a smooth and zero-risk transition to the City, as we are providing similar services to other educational clients. Through our experience with educational clients, we understand that the City requires a well-planned, standardized, comprehensive, and seamless transition to successfully support the City with the assurance of no degradation of Service Levels. To accomplish this, TSCTI will provide well-structured and standardized communications and transition management through experienced, capable, and qualified resources, facilitating, managing, and executing structured knowledge transfer (KT) of programmatic information, knowledge, equipment, and resources. Our transition plan is swift, seamless, and based on the complexities of the requirements and the effort needed to ensure a risk-free transition. TSCTI recognizes that a structured work plan is essential for successful program implementation during the contract period. Our comprehensive work plan, displayed in the timeline chart below, outlines each development and implementation task, the month it will be carried out, and the designated person or position responsible for each task.

**Major Transition Phases, Activities, and Timeline**

The Engagement Manager will guide the Engagement Team, leads, and remaining staff through the proposed Plan of Action and Milestones (POA&M) schedule provided in the table below. Mobilization is mainly enacted by the Engagement Manager and the Engagement Team. When the execution phase occurs, it is led by the Engagement Manager, who has overall responsibility but is also enacted by the team as applicable. Our POAM schedule overviews phase-in activities and highlights key activities and timelines per phase for achieving full operational capacity within 60 days. Our management will tailor the POA&M during the first days of the transition period, adjusting to any new information received during data discovery. Before executing the engagement plan, we will obtain a consensus with the City.

TSCTI’s Implementation Team is composed of experienced professionals responsible for ensuring seamless execution. The Engagement Director provides executive oversight and reports directly to TSCTI senior leadership. The Engagement Manager leads day-to-day coordination with the City, supported by a Quality Assurance Manager, Training Coordinator, Technical Lead, and Workforce Manager. Dedicated HR and IT specialists manage onboarding and system configuration, respectively. This structure ensures accountability, communication flow, and continuous performance monitoring during every phase of the transition.

**Timeline Chart**

Phase / Task and Activity	The position responsible for the task	Duration
Pre-Engagement Phase (before official kick-off)	Engagement Director and Engagement Team	15 Days
Initial planning discussion and program data mining		



Identify personnel		
Fill the staffing matrix with qualified and vetted resources for the backup of incumbents.		
Develop an initial script and training manual.		
<b>Implementation Team</b>		
<ul style="list-style-type: none"> <li>• Mobilize Engagement Director</li> <li>• Finalize Engagement Team roles and responsibilities.</li> <li>• Conduct a Pre-kickoff meeting with the team.</li> </ul>		
<b>Start-Up Phase and Project Go-live</b>	<b>Engagement Manager</b>	<b>45 Days</b>
<b>Conduct a kick-off meeting.</b>		
<ul style="list-style-type: none"> <li>• Engagement Team Introductions</li> <li>• Finalize Roles and Responsibilities</li> <li>• Establish Communication Plan</li> <li>• Finalize Engagement Plan and Deliverables</li> <li>• Establish a Regular Status Meeting Schedule</li> <li>• Establish Formal Progress Reports</li> </ul>	Engagement Manager	1 – 2 days
<b>Engagement Work Plan</b>		
<ul style="list-style-type: none"> <li>• Revise the preliminary work plan to reflect contract requirements.</li> <li>• Submit the work plan to the City for approval.</li> <li>• Submit developed scripts to the City.</li> <li>• Receive Approval from the City</li> </ul>	Engagement Manager	3 – 5 days
<b>Facilities and Office Equipment</b>		
<ul style="list-style-type: none"> <li>• Arrange call center cubicles, management offices, conference rooms, training rooms, and computer and Internet infrastructure.</li> <li>• Ensure proper power is available to meet the system's requirements.</li> <li>• Establish a secure data/telecommunications room or center to house equipment that requires specific environmental conditions to work properly and is protected from unauthorized access.</li> </ul>	Facilities and Technical Team	3 – 5 days
<b>Technology</b>		
<ul style="list-style-type: none"> <li>• Configure CXConnect.</li> <li>• Configure IVR software.</li> <li>• Integrate with the City's Hollywood Connect CRM</li> </ul>	Technical Team	5 – 7 Days
<b>Conduct Internal Operational Readiness Testing</b>		
<ul style="list-style-type: none"> <li>• Conduct CRM workflow testing to ensure accurate data entry, call logging, and service request routing.</li> <li>• Review all operational Policies and Procedures.</li> <li>• Review training materials and documentation to ensure that training has been completed for existing employees.</li> <li>• Review the final staffing plan, staffing contingency plan, and progress toward final staffing.</li> <li>• Review of quality management strategies and practices</li> </ul>	Quality Assurance Manager	5 – 7 days
<b>Recruit and Incumbent Capture</b>		
<ul style="list-style-type: none"> <li>• Identify and source qualified City-based Customer Services professionals.</li> <li>• Open House sessions for incumbent capture are recommended by the City.</li> <li>• Conduct interviews and select finalists.</li> <li>• Conduct reference and background checks.</li> <li>• Prepare and finalize the offer letter with the candidates</li> </ul>	Engagement Manager Human Resources Team	5 – 7 days
<b>Onboarding and initial training</b>		
<ul style="list-style-type: none"> <li>• Develop a Training Plan and Material</li> <li>• Obtain input and approval from the City.</li> <li>• Orientation and TSCTI corporate training requirement</li> <li>• Provide hands-on training for agents on the Hollywood Connect CRM, including call documentation, service request entry, and navigation.</li> </ul>	Engagement Manager and Trainer	3 – 5 Days
<b>Train-the-Trainer Program by City</b>	City	TBD
<b>Conduct Training related to the scope</b>		
<ul style="list-style-type: none"> <li>• Script Training and Role-Play</li> <li>• Quality Assurance and Performance Metrics</li> <li>• Training related to navigation on the online contributions portal system.</li> <li>• Training on City-specific emergency and non-emergency notification procedures.</li> <li>• Final Assessments and Feedback</li> </ul>	Trainer	5 – 7 days
<b>Conduct Project Status Meeting</b>	<b>Engagement Manager</b>	<b>Daily</b>



Operational Phase	Engagement Manager	Ongoing
<b>Quality Assurance Activities</b> <ul style="list-style-type: none"> <li>• Monitor CRM data quality, perform periodic audits, and correct discrepancies.</li> <li>• Live Call Monitoring and coordination with the City</li> <li>• Recorded Call Monitoring and Calibration</li> <li>• Agent Feedback Sessions</li> <li>• Performance Recognition</li> <li>• Agent Feedback Considerations</li> <li>• Follow-up training needs</li> <li>• Reporting (KPIs, SLA, etc.)</li> </ul>	Engagement Manager and Quality Assurance Manager	On-Going

**Pre-Engagement Phase (before official kick-off)**

Right after receiving the Award notice, TSCTI will initiate its Pre-Engagement Phase. Our Implementation team, led by the Engagement Director, will prepare an initial plan based on discussion and conduct a data mining program. The Engagement Team will identify all the key members and initiate staffing to hire qualified candidates available, and also act as backups of incumbent staff. The Engagement Director will also define our engagement team's role and responsibilities, prepare a proper plan, and conduct a Pre-kickoff meeting with the team.

**Start-Up Phase**

Our project management methodology includes developing an implementation work plan to cover the major startup activities associated with beginning operations for the Call Center program. This includes process flows, time frames, deadlines for each principal task, assignments among the management team for the tasks, and implementation deliverables, risk management, mitigation, and quality monitoring to keep us on schedule and compliant with all solicitation requirements. As part of this proposal's development, we have designed an initial work plan to be revised and expanded as we begin our work.

To design and apply a solid work plan, we combine a sound project management framework with comprehensive subject matter expertise and a pattern of engagement success that is unmatched by our competitors. One of the key tools to our success is our Project Engagement Manual, developed through our years of experience in successfully starting up and operating Call Center Contracts. To facilitate a fast start following contract execution, TSCTI offers the City our extensive understanding of call center operations, enabling us to get a very fast and effective beginning with developing our scripts, written materials, technological modifications, and training content. Detailed activities during the start-up phase are described below for the City's consideration.

- **Conduct Kick-off Meeting:** The first official activity following the contract award is to plan, schedule, and conduct a Kick-off for the Project. Key stakeholders are invited, including our Implementation Team, designated program representatives, and SMEs. The Kick-off meeting agenda is distributed before the meeting and includes some of the following topics for discussion, many of which may involve follow-up meetings or discussions to finalize fully:
  - > **Introduction:** All attendees are introduced, including position, history with the organization, area of expertise, and interest in the project.
  - > **Finalize Roles and Responsibilities:** All team members' roles and responsibilities are finalized to help make certain that everyone knows "who is doing what." This often includes establishing sub-teams working on various aspects of the Implementation, such as telecommunications, who can establish their roles and meeting schedules.
  - > **Establish a Communication Plan:** We define the modes of communication that will be used for both informal and formal notifications and the exchange of information. These methods include email, telephone conference calls, and in-person meetings. Protocols govern what type of communication is needed for what purpose, and a communications log is established.
  - > **Finalize Engagement Plan and Deliverables:** The preliminary Engagement Plan is reviewed, and responsible resources are finalized for each milestone and major task.
  - > **Establish Regular Status Meeting Schedule:** We establish regular status meetings to monitor the progress of critical path tasks, budgets, resource usage, and deliverables.
  - > **Establish Formal Progress Reports:** We define the schedule format and submission method for written progress reports.
- **Engagement Work Plan:** Our engagement plan is driven by two primary factors: the City's deadlines and our best practices that enable us to build on our office, human resources, risk management, and quality assurance expertise and to leverage our experience and success with other projects in a way that is responsive to the City's needs and expectations. We immediately engage the City and the current vendor upon contract execution and pay particular attention to



engagement elements that may affect the continuity of services and operations. We believe in establishing project and engagement goals at the beginning of the implementation so that all parties understand what is expected of them.

We look forward to using the Kick-Off meeting with the City and the outgoing vendor shortly after the contract is signed to reach a consensus on a schedule for deliverables and an understanding of acceptance criteria upon completion of each major task. Based on our kickoff meeting, we revised the preliminary work plan to reflect the contract requirement and submitted it to the City for approval. Once we receive the approval from the City, TSCTI will initiate the work.

TSCTI applies a proactive risk management framework that identifies, assesses, and mitigates potential issues throughout implementation. Key risks include staffing delays, technology integration challenges, and unexpected call surges. For each risk, contingency actions are predefined, for example, maintaining a reserve pool of trained agents for surge capacity, parallel testing of CXConnect prior to cutover to avoid downtime, and redundant connectivity between our West Virginia and McLean facilities. A detailed Risk Register will be maintained and reviewed weekly during the transition to ensure full operational continuity.

- **Complete Facilities and Infrastructure Build-out:** TSCTI has a suitable **60,000 Sq. Ft. Call Center** is located in West Virginia. This facility has call center cubicles, management offices, conference rooms, training rooms, and computer and Internet infrastructure to establish the necessary connectivity. This includes furniture, telephones, computers, and other necessary operational infrastructure components for **150+ employees**. We ensured proper power is available to meet systems requirements, and we established a secure data/telecommunications room or center to house equipment that requires specific environmental conditions to work properly and is protected from unauthorized access.
- **Configure Automated Systems:** We will configure IVR for the City in our AWS-based CXConnect system for receiving and monitoring calls. TSCTI's CXConnect solution is a State-of-the-art, cloud-based, secure technology solution that allows us to rapidly configure integrations with clients while supporting unlimited additional agents with minimal ramp time. This solution supports secure, seamless operations regardless of the operating environment. As part of the implementation, TSCTI will deploy the AI-enhanced CXConnect module to support intelligent call routing, speech recognition, and knowledge management. Integrate CXConnect with the City's Hollywood Connect CRM, including data mapping, API configuration, and workflow alignment (as per the need). The AI layer will assist agents in real time by suggesting responses and automatically classifying and tagging service requests for faster handling. Self-service options such as speech-enabled IVR and chatbots will reduce call queues during peak hours, while predictive analytics will monitor trends to anticipate caller needs. During the pilot phase, we will configure AI algorithms based on City-specific scripts and service categories to ensure contextual accuracy and compliance with response standards.
- **Conduct Internal Operational Readiness Testing:** Several key testing activities will be completed before going live to ensure that all tasks are completed and ready for implementation. These activities include:
  - Conduct CRM workflow testing to ensure accurate data entry, call logging, and service request routing.
  - Review the final staffing plan, staffing contingency plan, and progress toward meeting final staffing goals.
  - Review all operational policies and procedures to facilitate project readiness before the go-live date.
  - Identify any staff who have not completed the required training modules and arrange for the completion of training.
  - Review quality management strategies and practices.
  - Review policies and procedures on information handling.
- **Recruit and Incumbent Capture:** Based on our experiences with various clients providing call center services and the requirements outlined in the Solicitation, we have made an initial estimate of staffing needs and organizational structure, required job functions, and the estimated number of people required to carry out the functions. We understand that as we move into operations, actual volume and performance levels may necessitate adjustments. We use a detailed staff loading model that identifies the right number of professionals at the right time of need for the call center. With a practical understanding of the expected call volumes, transaction volumes, time to process, and specific requirements (for example, language needs and literacy levels), we are able to recruit the appropriate number of employees with the correct skills and backgrounds. In preparing our proposal, we will consider known metrics and experience with similar activities and tasks. After implementation, we use our automated workforce management (WFM) tool to refine staffing needs based on actual volumes and patterns. As changes occur, we expeditiously reassess and modify the required staff numbers. We have already designated acting senior-level managers. For our permanent senior-level managers, we recruit through national executive search firms, online searches, and referrals from current staff. We also use the JobDiva system, which includes an electronic application process and tracking capability from submission to hiring decision. We have already started



recruiting permanent senior-level managers—both within and outside the organization—and have promising prospects. Apart from hiring new agents, we will conduct an open house session for incumbent capture, as recommended by the City.

- **Onboarding and initial training:** Though we will target the hire of call center support staff with established behavioral expertise and familiarity with the City's Call Center Services, it is vital that we appropriately train each staff member on the complex topics and processes they will be responsible for on a day-to-day basis, specific to the City's requirements, and how to engage individuals. We will provide hands-on training for agents on the Hollywood Connect CRM, including call documentation, service request entry, and navigation. All new hires at TSCTI participate in a structured orientation based on their job description, with training elements continually focused on those requirements. Our staff training program will consist of both initial and ongoing curricula. TSCTI training specialists provide all training services. TSCTI will provide confidentiality, data security, de-escalation, and other training to Customer Service Agents relevant to supporting the City's operations. Proper education is critical for the support staff and gives great attention to ensuring that we educate resources on both the use of the call center system and also on Phone Etiquette (Answer the call within three rings; Immediately introduce yourself; Speak clearly; Only use speakerphone when necessary; Actively listen and take notes; Use proper language; Remain cheerful; Ask before putting someone on hold or transferring a call, etc.), knowledge on how to resolve issues and how to provide maximum caller satisfaction. Every call center support system user will be provided with an Orientation and a "Get Started Guide" system highlighting the key functions of the individual's program role. Customer Service Agents will have unlimited use of our Customer Support Help Desk during the training to help new users fully utilize the system.
- **Train-the-Trainer Program:** TSCTI will fully participate in the City's one-time Train-the-Trainer session covering General Service and Non-Emergency call types. Following this session, our Training Team will develop a City-specific training curriculum and will assume complete responsibility for onboarding all new agents and providing ongoing refresher training. All City-provided materials, including emergency notification procedures, departmental workflows, and CRM entry standards, will be incorporated into our internal LMS to ensure consistent and accurate service delivery across all shifts. This model ensures sustainable knowledge transfer and eliminates the need for ongoing City-led agent training.
- **Conduct Training related to the scope:** TSCTI will initiate a training program that covers a range of important topics. It will begin with an orientation and introduction to the City, including an overview of its goals and objectives. Trainees will receive comprehensive knowledge about City programs and services, focusing on the value of routine/annual appointments and the importance of updating life insurance beneficiaries. Communication skills will be emphasized, including active listening and effective call-handling techniques. The training will also cover the City's specific system, script training, and role-play exercises. Advanced customer service techniques will be explored, such as conveying the value of routine appointments and addressing life insurance inquiries. Quality assurance processes and performance metrics will be introduced, ensuring script adherence and continuous improvement. Productivity and efficiency training will equip trainees with effective call-handling and time-management strategies. The training program will conclude with final assessments and individual feedback sessions to address areas for improvement. Overall, the training program aims to provide off-site call center staff with the necessary skills and knowledge to deliver exceptional customer service to City members.
- **Project "Go Live":** Although the Implementation Team completes and documents all engagement activities, some of our Implementation Team members will transition to serve during the Operations Phase. Continuing support will also be provided from corporate and Implementation Team resources to help guide the City smoothly from implementation to full operations.

### Operations Phase

After the Start-up Phase of the project, the project going live indicates the beginning of the Operations Phase. The Implementation Team hands off responsibility for project operations to the Operations Team and wraps up lessons learned and other project close-out activities. We conduct ongoing Quality Assurance Activities, including Live Call Monitoring and coordination with the City; Recorded Call Monitoring and Calibration; Agent Feedback Sessions; Performance Recognition; Agent Feedback Considerations; Follow-up training needs, and Reporting (KPIs, SLA, etc.). We monitor CRM data quality, perform periodic audits, and correct discrepancies in coordination with the City.



**Citywide Professional Answering and Informational Service**

***Conduct Project Status Meetings:*** As part of our strategy for adhering to the Engagement Plan schedule and meeting key milestones and deliverables deadlines, we conduct regular project status meetings based on the schedule established during the Kick-off Meeting. At the beginning of the Start-up Phase, we recommend daily status meetings to avoid any schedule slippage or inefficient use of time or resources. At this meeting, whether held by conference call or in person, we review the status of project implementation activities and track their progress on our Microsoft Project Gantt Chart, which is then updated and distributed based on the agreed-upon method to all key team members and key stakeholders.



References – Vendor Reference Form

Reference #1

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: REQ-353-26-JJ
Reference for: 22nd Century Technologies, Inc.

Organization/Firm Name providing reference: CapMetro
Organization/Firm Contact Name: Melonee Carter Title: TA Coordinator
Email: melonee.carter@capmetro.org Phone:
Name of Referenced Project: Contract No: 200839
Date Services were provided: 6/2022 - present Project Amount: \$ 13,739,322.34
Referenced Vendor's role in Project: [X] Prime Vendor [ ] Subcontractor/Subconsultant
Would you use the Vendor again? [X] Yes [ ] No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):
Temporary Staffing Services including Call Center Services

Table with 5 columns: Please rate your experience with the Vendor, Need Improvement, Satisfactory, Excellent, Not Applicable. Rows include Vendor's Quality of Service (Responsive, Accuracy, Deliverables), Vendor's Organization (Staff expertise, Professionalism, Staff turnover), and Timeliness/Cost Control of (Project, Deliverables).

Additional Comments (provide additional sheet if necessary):

Table with 4 columns: Verified via (Email, Verbal, Mail), Verified by (Name, Department), Date. Includes header: \*\*\*\*THIS SECTION FOR CITY USE ONLY\*\*\*\*



Reference #2

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: REQ-353-26-JJ
Reference for: 22nd Century Technologies, Inc.

Organization/Firm Name providing reference: City of Chattanooga, TN

Organization/Firm Contact Name: Vanessa A. Jackson Title:

Email: vjackson@chattanooga.gov Phone: 423-643-6706

Name of Referenced Project: Department of Community Development Contract No:

Date Services were provided: Project Amount:

Referenced Vendor's role in Project: [X] Prime Vendor [ ] Subcontractor/ Subconsultant
Would you use the Vendor again? [X] Yes [ ] No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):
Vendor provides administrative processing for the hiring/on boarding of City of Chattanooga interns.

Table with 5 columns: Please rate your experience with the Vendor, Need Improvement, Satisfactory, Excellent, Not Applicable. Rows include Vendor's Quality of Service (Responsive, Accuracy, Deliverables) and Vendor's Organization (Staff expertise, Professionalism, Staff turnover) and Timeliness/Cost Control (Project, Deliverables).

Additional Comments (provide additional sheet if necessary):

Table for City Use Only with fields: Verified via (Email, Verbal, Mail), Verified by (Name, Department, Title, Date).



Reference #3

VENDOR REFERENCE FORM

City of Hollywood Solicitation #: REQ-353-26-JJ

Reference for: 22nd Century Technologies, Inc.

Organization/Firm Name providing reference:

Dallas County Health and Human Services (DCHHS)

Organization/Firm Contact

Name: Anuja Batura

Title: Financial Administrative Support Manager

Email: anuja.batura@dallascounty.org

Phone: 214-819-1993

Name of Referenced Project: Temporary Staffing Services

Contract No:

Date Services were provided:

Project Amount:

Referenced Vendor's role in Project: [X] Prime Vendor

[ ] Subcontractor/ Subconsultant

Would you use the Vendor again? [X] Yes

[ ] No. Please specify in additional comments

Description of services provided by Vendor (provide additional sheet if necessary):

The vendor provides temporary staffing services for our organization and sources talented professionals who seamlessly integrate into our operations. Services includes Call Center professionals.

Table with 5 columns: Please rate your experience with the Vendor, Need Improvement, Satisfactory, Excellent, Not Applicable. Rows include Vendor's Quality of Service (Responsive, Accuracy, Deliverables), Vendor's Organization (Staff expertise, Professionalism, Staff turnover), and Timeliness/Cost Control of (Project, Deliverables).

Additional Comments (provide additional sheet if necessary):

Their team members are skilled at both speaking and listening, which minimizes misunderstandings and keeps everyone aligned. The team is very committed, efficient, diligent, focused and have a dedicated solution-oriented approach. We appreciate their prompt communication, professional demeanor, timely response to escalations and emergencies, friendly attitude, excellent follow-up to routine matters.

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Table for verification: Verified via (Email, Verbal, Mail) and Verified by (Name, Department, Title, Date).