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Header @ 4

List View

- General Information**
- Contact
- Default Values
- Discount
- Document Information
- Clarification Request

Procurement Folder: 1324372  
 Procurement Type: Central Contract - Fixed Amt  
 Vendor ID: VS0000045075   
 Legal Name: NeuraFlash, LLC  
 Alias/DBA:  
 Total Bid: \$1,197,507.00  
 Response Date: 02/14/2024   
 Response Time: 13:15  
 Responded By User ID: chandler.anthony   
 First Name: Anthony  
 Last Name: Chandler  
 Email: anthony.chandler@neuraflas  
 Phone: 5089633275

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 SO Dept: 0802  
 SO Doc ID: DMV2400000001  
 Published Date: 1/30/24  
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 Solicitation Description: DMV Cloud-based Contact Center Solution  
 Total of Header Attachments: 4  
 Total of All Attachments: 4



Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
1	DMV Cloud-based Contact Center Solution Year One				417684.00

Comm Code	Manufacturer	Specification	Model #
81162000			

**Commodity Line Comments:** \$417,684 Year 1 Total Includes:  
 AWS Connect Annual usage costs, 5 months (Aug-Dec 2024): \$78,309  
 NeuraFlash one-time implementation fee: \$309,375  
 5 months (Aug-Dec 2024) of NeuraFlash Ongoing Break-fix Support: \$30,000

**Extended Description:**  
 DMV Cloud-based Contact Center Solution Year One

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
2	DMV Cloud-based Contact Center Solution Year Two				259941.00

Comm Code	Manufacturer	Specification	Model #
81162000			

**Commodity Line Comments:** \$259,941 Year 2 Total Includes:  
 AWS Connect Annual usage costs, 12 months: \$187,941  
 NeuraFlash Ongoing Break-fix Support, 12 months: \$72,000

**Extended Description:**  
 DMV Cloud-based Contact Center Solution Year Two

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
3	DMV Cloud-based Contact Center Solution Year Three				259941.00

Comm Code	Manufacturer	Specification	Model #
81162000			

**Commodity Line Comments:** \$259,941 Year 3 Total Includes:  
 AWS Connect Annual usage costs, 12 months: \$187,941  
 NeuraFlash Ongoing Break-fix Support, 12 months: \$72,000

**Extended Description:**  
 DMV Cloud-based Contact Center Solution Year Three

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Ln Total Or Contract Amount
4	DMV Cloud-based Contact Center Solution Year Four				259941.00

Comm Code	Manufacturer	Specification	Model #
81162000			

**Commodity Line Comments:** \$259,941 Year 3 Total Includes:  
 AWS Connect Annual usage costs, 12 months: \$187,941  
 NeuraFlash Ongoing Break-fix Support, 12 months: \$72,000

**Extended Description:**  
 DMV Cloud-based Contact Center Solution Year Four

# PROJECTED ANNUAL COSTS - AWS CONNECT PLATFORM USAGE

Revised 10/27/2014

CRFQ DMV24\*01 - EXHIBIT A - CONTACT CENTER PRICING PAGE

TOTAL USAGE COSTS							
LOCATION -DMV 5707 MacCorkle Ave. SE, Charleston, WV 25304							
Item Number	QTY	Description	YEAR ONE (1)	YEAR TWO	YEAR THREE	YEAR FOUR	Grand Total
3.1.1	1	Claimed TFNs & DIDs	\$151	\$361	\$361	\$361	\$1,234.61
3.1.1	1	Inbound Telephony	\$12,590	\$30,216	\$30,216	\$30,216	\$103,238.68
3.1.1	1	Outbound Telephony	\$2,760	\$6,624	\$6,624	\$6,624	\$22,632.00
3.1.1	1	Amazon Connect Platform	\$34,080	\$81,792	\$81,792	\$81,792	\$279,456.00
3.1.1	1	Amazon Lex (NLU IVR)	\$2,260	\$5,424	\$5,424	\$5,424	\$18,532.00
3.1.1	1	Contact Lens (Call Center Analytics)	\$8,520	\$20,448	\$20,448	\$20,448	\$69,864.00
3.1.1	1	Chat (Bot + Agent Chat)	\$226	\$542	\$542	\$542	\$1,853.20
3.1.1	1	Storage (Call Recordings Stored in S3)	\$85	\$204	\$204	\$204	\$697.43
3.1.1	1	Amazon Connect Profiles, Tasks and Wisdom	\$15,356	\$36,855	\$36,855	\$36,855	\$125,921.25
3.1.1	1	Ancillary AWS Services Invoked	\$2,281	\$5,474	\$5,474	\$5,474	\$18,702.88
		<b>Totals</b>	<b>\$78,309</b>	<b>\$187,941</b>	<b>\$187,941</b>	<b>\$187,941</b>	<b>\$642,132.05</b>

PLEASE SEE "AWS PRICING" SECTION WITHIN "WV DMV RFP RESPONSE - AWS & NEURAFLASH" DOCUMENT FOR MORE DETAIL.

*Note: These volumes are estimated based on the available information in the RFP documents and responses to vendor questions, and will be validated through a deep dive upon down-selection. The pricing below is publicly available on AWS website, and it does not include any current enterprise discounts that may be in place at WVDMV.*

(1) *Year 1 assumes 8/1/2024 go-live, and 5 months of AWS Services consumption. All AWS Costs are consumption-based. There are no license fees or additional costs outside of services consumed.*

# ASSUMPTIONS - AWS CONNECT PLATFORM USAGE

*Source: Amazon Connect Pricing Calculator*

*Claimed Numbers: Assumes 1 TFN, and 31 DIDs*

*General Telephony Volume Assumptions:*

*Assumes 60,667 total calls per month (based on WVDMV-supplied 728,000 annual call volume)*

*Assumes Assumes ~37,000 inbound calls per month: 60,667 total calls - 23,000 outbound calls (WVDMV-supplied number)*

*Assumes a cross-queue average of 5 minutes of talk time per call. Assumes 2 minutes of hold time per inbound call*

*Assumes 75%/25% TFN/DID split of total inbound minutes*

*Inbound Telephony: Assumes 197,750 Toll free minutes, 65,917 DID minutes*

*Amazon Connect Platform: Assumes 378,667 minutes (\$0.018/minute)*

*Contact Lens: Assumes 30% of calls are analyzed (transcription, sentiment, analytics) and 100% of chats are analyzed by Contact Lens.*

*Chat: Assumes ~7,500 inbound chat/bot sessions per month (20% of current inbound call volume). Assumes 15 messages per chat (agent/bot + customer messages)*

*Amazon Lex: Assumes 3 utterances per call on average (based on 37,667 inbound calls per month)*

*Storage: Assumes recordings compile for 12 months in S3 Standard (hot) storage. Reduced cost when moving recordings to another S3 storage class or S3 archive storage.*

*Amazon Connect Profiles, Tasks and Wisdom: Assumes the Amazon Connect Agent Workspace will be implemented and agent automation features included.*

*Includes Ancillary Services Cost of 3% of total workload (DynamoDB, Lambda, Kinesis, etc.)<sup>8</sup>*

*Does not include per second billing*

*Does not include AWS Enterprise Discount*

# PROJECTED COSTS - NEURAFLASH IMPLEMENTATION AND ONGOING SUPPORT

Revised 10/27/2014

## CRFQ DMV24\*01 - EXHIBIT A - CONTACT CENTER PRICING PAGE

TOTAL INSTALLATION & DELIVERY COST							
LOCATION -DMV 5707 MacCorkle Ave. SE, Charleston, WV 25304							
Item Number	QTY	Description	YEAR ONE	YEAR TWO	YEAR THREE	YEAR FOUR	Grand Total
	1	Amazon Connect Implementation (IVR, Voice, Chat, SMS, Video Calling)	\$67,500	\$0	\$0	\$0	\$67,500
	1	GenAI Chatbot	\$135,000	\$0	\$0	\$0	\$135,000
	1	CRM (AWS Customer Profiles, Cases, Tasks, etc)	\$28,125	\$0	\$0	\$0	\$28,125
	1	Reporting & Dashboards	\$11,250	\$0	\$0	\$0	\$11,250
	1	Document Management Integration	\$50,625	\$0	\$0	\$0	\$50,625
	1	Scheduling Tool Integration	\$16,875	\$0	\$0	\$0	\$16,875
	1	Ongoing Support - Monday through Friday, 7:30am - 6:00pm EST (1)	\$30,000	\$72,000	\$72,000	\$72,000	\$246,000
		<b>Total Implementation and Ongoing Support Costs</b>	<b>\$339,375</b>	<b>\$72,000</b>	<b>\$72,000</b>	<b>\$72,000</b>	<b>\$555,375</b>

PLEASE SEE "Implementation Scope & Proposal" SECTION WITHIN "WV DMV RFP RESPONSE - AWS & NEURAFLASH" DOCUMENT FOR PRICING AND SCOPE DETAIL.

(1) Assumes Support contract begins 8/1/2024, upon successful go-live of the Solution.



**Response to Request for Proposal**  
DMV Cloud-Based Contact Center Solution



## Table of Contents

<b>Executive Summary</b>	<b>3</b>
<b>Amazon Connect Contact Center as a Service Solution</b>	<b>4</b>
<b>RFP Response</b>	<b>5</b>
Implementation Methodology	5
Resources	7
Training	10
Onward Managed Services (On-Going Support)	10
Implementation Scope & Proposal	11
High Level Project Scope	11
Ongoing Support Scope	14
Implementation Timeline & Staffing	15
Implementation Costs	15
Ongoing Support Costs	16
AWS Pricing	16
<b>Appendix</b>	<b>18</b>
<b>NeuraFlash Case Studies / Demonstrable Expertise</b>	<b>18</b>
First Advantage Case Study	19
Affirm Case Study	22
Central Pacific Bank Case Study	25
Ocean Network Express (ONE) Case Study	28
CSC Case Study	31

## Executive Summary

To Whom It May Concern,

Thank you for including us in your evaluation process. We are excited about the opportunity to partner with the West Virginia Department of Motor Vehicles on this RFP.

We are pleased to submit the attached Response for Proposal for your “DMV Cloud-Based Contact Center Solution”. We have proposed a solution that leverages the power of AWS’s 100% cloud-based contact center as a service, Amazon Connect. Amazon Connect is built to scale with your business, provides frictionless access to the AWS ecosystem of services, and delivers AI and ML powered capabilities that allow you to continuously innovate and delight your constituents.

The future of contact centers brings several data sources together with contact center data to deliver truly personalized and automated customer service. The openness of the Amazon Connect platform gives you the flexibility to integrate into a number of backend third party applications and platforms, while the strategic partnership between AWS and NeuraFlash gives you confidence that investing in these platforms can future-proof the contact center and achieve economies of scale for the WVDMV.

NeuraFlash is a leading AWS partner for service, helping customers transform and standardize their customer experiences. The team assembled here at NeuraFlash has been deploying complex contact center IVRs and agent applications for over 20 years. With an executive team from Nuance Communications, as well as many other leaders and delivery resources from Nuance and other Conversational AI ISVs and contact center technologies, the depth of experience NeuraFlash brings to the table includes working with a long list of fortune 500 companies and public institutions.

WVDMV will have a deep bench of experience in integrating the solution into third party systems, interface design, speech science backgrounds, and AI. We are committed to having experts in the room, leading sessions and providing real-world experiences and thought leadership. As an outcomes-based company, we are incentivized to understand your business and the KPIs that matter to you. The following are just a few of the characteristics that sets NeuraFlash apart as a leader in this space:

- Over 400+ employees dedicated to customer service applications
- The leading integration partner for Amazon Connect with over 200 customers
- Experienced team of conversational designers, speech scientists, and linguistics resources for building best-in-class IVRs and chatbots
- Dedicated advisory services to ensure customer business outcomes are defined and met
- Flexible Managed Service and Support models tailored to meet customers specific needs
- A leader at AWS in driving customer efficiency through our AI/ML, and GenAI practice

NeuraFlash is uniquely positioned to serve as WVDMV’s trusted advisor throughout your transformation. We look forward to the opportunity to work with the West Virginia Department of Motor Vehicles.

Sincerely,  
Brett Chisholm  
Co-Founder & CEO

## Amazon Connect Contact Center as a Service Solution

### Proposed Solution for West Virginia Department of Motor Vehicles

Amazon Connect is a self-service, 100 percent cloud-based contact center service, which was born out of the technology used for Amazon’s own award-winning customer service centers. Amazon Connect is the cloud-based call center platform Amazon uses for more than 50 internal teams and partners within their organization and its subsidiaries to provide customer service— including Zappos, Audible, and of course, Amazon Retail. Developed and proven over the past 13 years, direct customer feedback has helped continuously enhance the platform, including 180+ major feature launches in five years. Today, thousands of organizations ranging from ten to tens of thousands of agents use Amazon Connect to serve millions of customers daily.

As the most adopted cloud provider in the world, AWS offers cloud services with strategic integrations based on a foundation of security and simplicity. Amazon Connect delivers a best-in-class contact center solution that brings together voice conversations, digital channels, and third-party data in real-time for both agents and supervisors. Voice transcription empowers agents and supervisors to view call and customer data side-by-side in a single solution. Amazon Connect offers cloud telephony, automatic speech recognition, and sentiment analysis in one easy to setup solution. WVDMV will be able to quickly deploy omni-channel routing for phone alongside other communication channels and deliver great constituent service in real-time.

Below are just some of the many benefits WVDMV will receive through this solution. For an exhaustive feature breakdown, please visit the [Amazon Connect site](#).

#### **Streamline Omnichannel Operations**

All voice and digital communication channels surface in the agent console, accessing a common set of productivity tools and AI.

#### **Increase Agent Productivity**

Agents can quickly and intelligently handle calls, reducing average handle time, data entry, and call wrap-up time.

#### **Real-Time Supervisor Visibility**

Supervisors can view incoming and current calls next to digital conversations in real-time for live routing and call assists.

#### **AI Improves Recommendations**

Real-time call transcription from AWS AI/ML Services enables agents and supervisors to leverage wisdom articles, next best actions, and recommendations.

## RFP Response

In the following sections of this response you will find information related to NeuraFlash's implementation methodology, resources (staffing), training, and ongoing support/maintenance of the platform. Additionally, this section will provide a high level scope and implementation proposal cost, high level timeline and resourcing. Lastly, this section includes the AWS monthly and annual costs for workload based on the volumes received in the RFP, along with some assumptions for areas that will require further information to validate.

### Implementation Methodology

Upon down-selection, NeuraFlash will work with WVDMMV on a formal scoping exercise and discovery to determine the level of effort required for the migration and phased rollout of agents to Amazon Connect.

### NeuraFlash Process

NeuraFlash is committed to having the experts in each of the areas leading the sessions and providing real world experience and thought leadership. Our team will want to gather, document, and build in an agile method to quickly show value in your investment. NeuraFlash's "Navigate" project methodology takes a pragmatic approach and limits the administrative portions through the use of Agile tools to quickly distill down to the relevant details.

NeuraFlash takes pride in the thought process and actions as it pertains to implementations. We understand that this is **more** than just a technology upgrade for WVDMMV. Planning the **customer support** strategy is key. During discovery, NeuraFlash will lead sessions with your leadership and business transformation managers to discuss and agree on the vision statement to the organization, identify and confirm sponsorship, and conduct change diagnostic sessions to identify areas/teams of focus during the process. With other partners, change management is often minimized & undervalued. NeuraFlash understands that a successful project requires change management to be front-and-center; this is why it is at the forefront of the NeuraFlash implementation strategy.

NeuraFlash will identify stakeholders, get them involved early, identify stakeholder conflicts, escalate and mitigate. They will create a communication plan from and to all appropriate levels in the organization - awareness, feedback loops, drive a feeling of ownership and "positive progress", etc. Finally, they will create and execute on a training and knowledge transfer plan, which can include on-the-job-training for your admin/dev teams.

Training of the agents, supervisors, and administrators of the system is the final key component to the overall success of the solution.

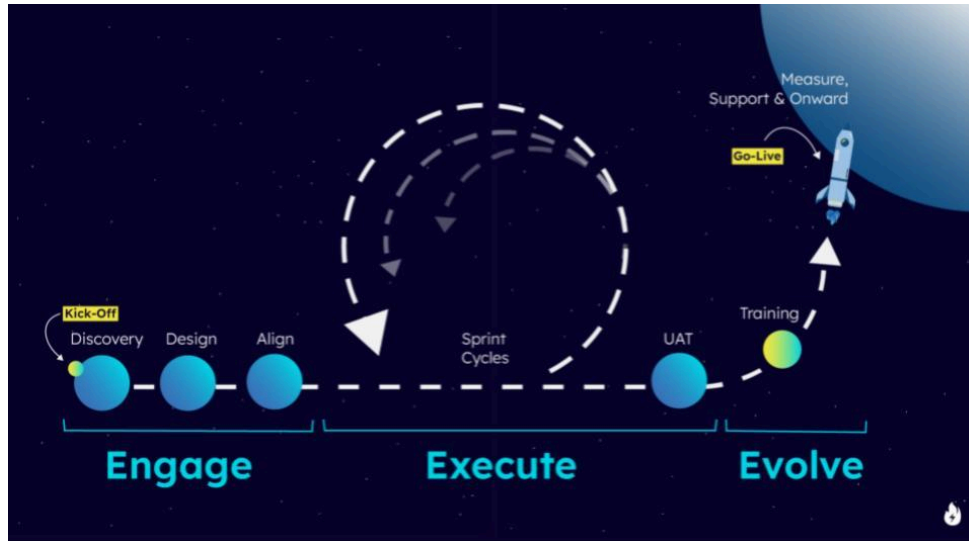


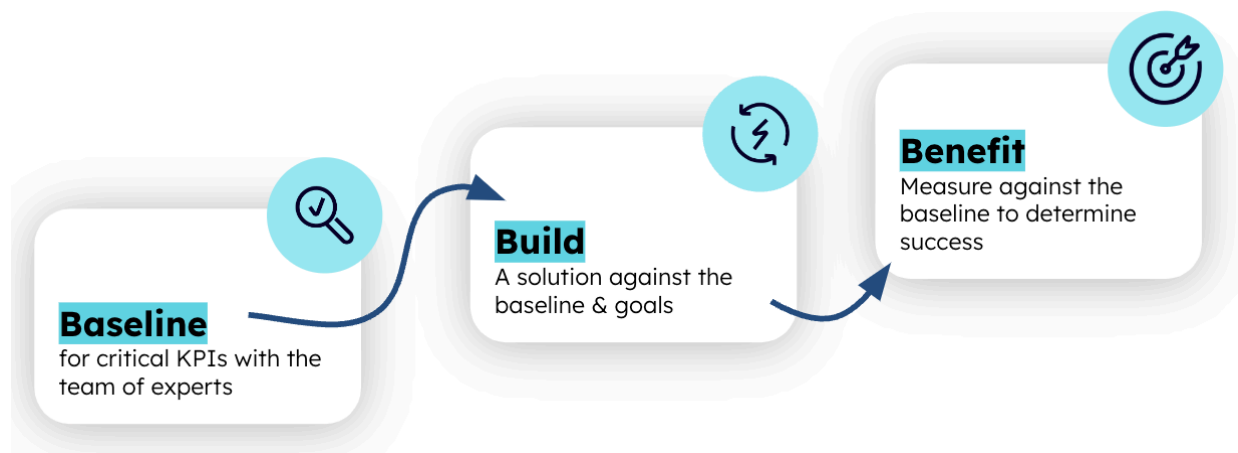
Figure 1 - NeuraFlash Navigate Methodology

## Outcomes

NeuraFlash has been tracking outcomes since its founding in 2016. As an outcomes-based company, we measure success by a change in business metrics, rather than the completion of a project. The goal is to fully understand the changes that WVDMV is going through and demonstrate the improved outcomes.

The Committed Outcomes Based Implementation approach includes extensive upfront baselining led by an Outcomes Architect, not traditionally included in a standard implementation. This program is the output of years of culminated trends and data of 100s of voice and bot projects across industries. Outcomes Architects quickly understand your business and your metrics that matter. Upon completion of the baseline, we will be able to tell you, with confidence, what metrics will guarantee success - and ROI.

How does it work?



## The Baseline

- Do the Research: Using NF Tools & IP, we conduct interviews, collect the relevant data to identify

trends, spot KPIs & understand the state of your businesses.

- Map the “From-To” Narrative: We roadmap your business today, do a readout of the baseline stats and propose KPIs to recommend what needs to change in order to get you from today to tomorrow.
- Make the Prediction and Commitment: Based on data the Outcomes Architect will make an educated prediction of where they think the KPI value can get to as part of the engagement. We’ll align on the target, how the KPI is measured, and the measurement timeline before we begin to build.

## **Establishing the Reporting Structure**

- During sprints, we spend time building the reporting structures to measure the change in baselines and the agreed upon KPI. This is an important step because you’ll get more transparency & visibility into the impact your solution is having on your business.

## **The Benefit**

- **Measure, Meet, Agree:** Post deployment, the agreed upon KPI will be measured over an agreed period of time. The team will review and agree on the result and the completion of the engagement.
- **Moving, Onward:** The journey never stops. Option to continue improving and expanding the benefits of the solution with NeuraFlash.

Customer outcomes they have seen can be found in the [Appendix - Case Studies](#) section of this RFP Response.

## **Resources**

NeuraFlash has 400+ employees located between the United States and India, including offices in Boston (Burlington), New York, New Jersey, Chicago, Denver, Delhi, and Hyderabad. A majority of our workforce is located in the United States and aligned to delivery and technical roles. NeuraFlash has a wide range of CX technology implementations and a deep bench of contact center expertise and resources to help WVDMV be successful in your contact center migration to cloud.

Roles that NeuraFlash brings to an implementation include:

**Project Manager:** The Project Manager is responsible for managing the day to day responsibilities of a project. A project will have many variables that indicate to what extent the Project Manager will need to perform their duties. The below are a high level description of what a PM is managing on a project, as it relates to how NeuraFlash governs projects:

- **Project Planning**
  - NeuraFlash PM will use the SOW as a project baseline to determine scope, schedule, budget, deliverables. Any changes to baselines will follow a change management process.

- NeuraFlash PM will plan each phase of the project, and determine key milestones and deliverables as work products.
- **Project Scheduling**
- **Project Status**
  - NeuraFlash Project Manager will provide a weekly status report, as well as conduct a weekly status meeting to provide a high level overview of project status. This includes milestone progress, planned activities, accomplishments, budget burn, timeline status, risks or active issues, decisions, etc.
- **Financial Management**
- **Project Activity Management**
- **Stakeholder Management**
  - NeuraFlash Project Manager will determine communication needs from WVDMMV, outside of the standard Communication plan. This may include a recommendation for bi-weekly steering committee or sponsor meetings, NF PM/WVDMMV PM standups, Collaborative Team Standups, written status updates, etc. NeuraFlash Project Manager will determine communication and stakeholder needs during the project planning processes.
- **Scope Management**
  - NeuraFlash PM will manage scope in accordance with the SOW. Any changes to scope will need to be reviewed and approved by the Project Sponsor, and the changes may result in a Change Request (additional hours to support scope), or a \$0 Change Request (in which NeuraFlash will contractually look for WVDMMV to agree to scope changes that are at no additional cost).
- **Risk Management**
  - NeuraFlash Project Manager will track and report risks and strategies to mitigate risks on a weekly basis.
- **Resource Management**
- **Project Closing**

**Account Delivery Leader** : This role will work with WVDMMV and the project team on customer onboarding, customer engagement and CSAT, risk identification and escalation point of contact, project oversight, financial health. The delivery Leader is an experienced NeuraFlash leader who will remain constant on the account with active projects, to provide a point of contact at the account (not project) level. This person will work closely with the active project teams to ensure the project is delivered successfully (on time, in budget, with quality, customer satisfaction).

**Data Analyst:** Conduct discovery around KPI, reporting and dashboard needs, drive success metrics, provide insights and recommendations to drive business value, conduct post go-live analysis and readout.

**Solution Architect(s):** Plan and lead discovery sessions, drive design of functional-focused solutions (business processes, automations, etc.), create detailed solution design documents and conduct solution review, organize sprint features, and align functional and technical requirements throughout project implementation.

**Technical Architect(s):** Design technical-focused solutions (integrations, code-based customization, custom business logic, etc.) Perform code review and enforce best practices are followed to ensure performance, scalability, and security. Assist with release management.

**Designer:** Plan and lead discovery sessions focused on understanding personas and the user journey, drive the design of empathetic and user-centric solutions (conversational design, user interfaces, etc.), create detailed solution design documents and review with WVDMV, ensure designs are carried throughout sprints.

**Change Management:** Integrates with the project team to focus on the people-side of change, takes a holistic approach to understanding organization and operational changes of the solution implementation, deployed throughout the project to ensure successful adoption of new solutions.

**Release Manager:** Confirm and document the deployment process and release cycles, confirm tools for deployments, track configuration changes that must be deployed to upper environments (pre and post deployment), outline environments being used in the project.

**Developers:** Hands-on, building the proposed solution in dev environment(s).

## **Recommended Customer Roles (WVDMV)**

**Executive Sponsor:** Seeks to understand project and program status at a high level. Determines project budget and will champion for additional funds if needed

**Project Sponsor:** A person or group who initiates the project and provides the resources and support for the project and is accountable for enabling success.

**Project Manager:** Point of contact to help facilitate communication, risk and issue management, stakeholder management. Act as an intermediary between NeuraFlash project team and WVDMV project teams and stakeholders.

**Stakeholders:** Anyone with an interest in the outcome of the project and may be affected by the project at any point of its lifecycle.

**Key Stakeholders:** Includes Sponsor, Executives Stakeholders, WVDMV Project Teams, Business and technology SMEs, Steering Committee

**Subject Matter Experts (SMEs):** Provide knowledgeable input and analysis to help teams achieve successful outcomes. Maintains in-depth knowledge of subject area

**Program Manager:** Coordinates with SIs on various workstreams, manages overall timeline, budgets, CRs

**Steering Committee:** An advisory who provides direction on key decisions. Typically includes the Sponsor, Key Stakeholders

**Program/IT Oversight:** Understands current WVDMV systems and where they fit in the overall roadmap/architecture, manages overall integration strategy between AWS and 3rd party systems like Document Xtender, WVDMV's Scheduling Tool, or others. Owns MDM strategy and standards across the organization(s).



## **Training**

Change Management is a key pillar to the success of our customers. The NeuraFlash approach to change management is that it is much more than training users; change needs to impact at all levels of the organization.

At NeuraFlash, change management addresses:

- A framework for action enabling leaders to manage the human aspects of change, helping the organization achieve its goals
- Individual (users), team and organizational levels
- The organization's productivity during change and looks to improve the chances of obtaining the expected ROI
- Scope and the defined change, assesses the feasibility of change, and supports the transition from the current to the future state

Some of the change management and training activities that NeuraFlash will lead as part of the implementation include:

**Sprint Demonstrations:** After each development sprint, the NeuraFlash Development Team will conduct a demonstration of all functionality built during the sprint. Sprint Demos provide Customers an opportunity to build awareness of the system, create buy-in, and build a solid foundational knowledge for later training sessions.

**Communications Plan:** Team with WVDMMV to craft key messages to stakeholders impacted by the change and develop a Communications Plan that sets a cadence for regular communications, project updates, and feedback channels across the critical stages of the project.

**Foundational Training:** Our Change Management and Learning Team will assist WVDMMV in building training plans with foundations built on AWS Training and Certification free offerings, as well as provide end user training based on WVDMMV's requirements (train the trainer, direct end user training, etc.)

## **Onward Managed Services (On-Going Support)**

After implementation, NeuraFlash Onward Managed Services is available for customers that desire a third party to oversee the ongoing maintenance and upgrades of the platform. NeuraFlash can serve as a single point of contact for 8x5 or 24x7 support, troubleshooting assistance, and add/moves/changes needed; as well as Innovation specific managed services that include Strategic & Product Roadmapping, Sprint Planning, and IVR and bot analysis, maintenance, and tuning.

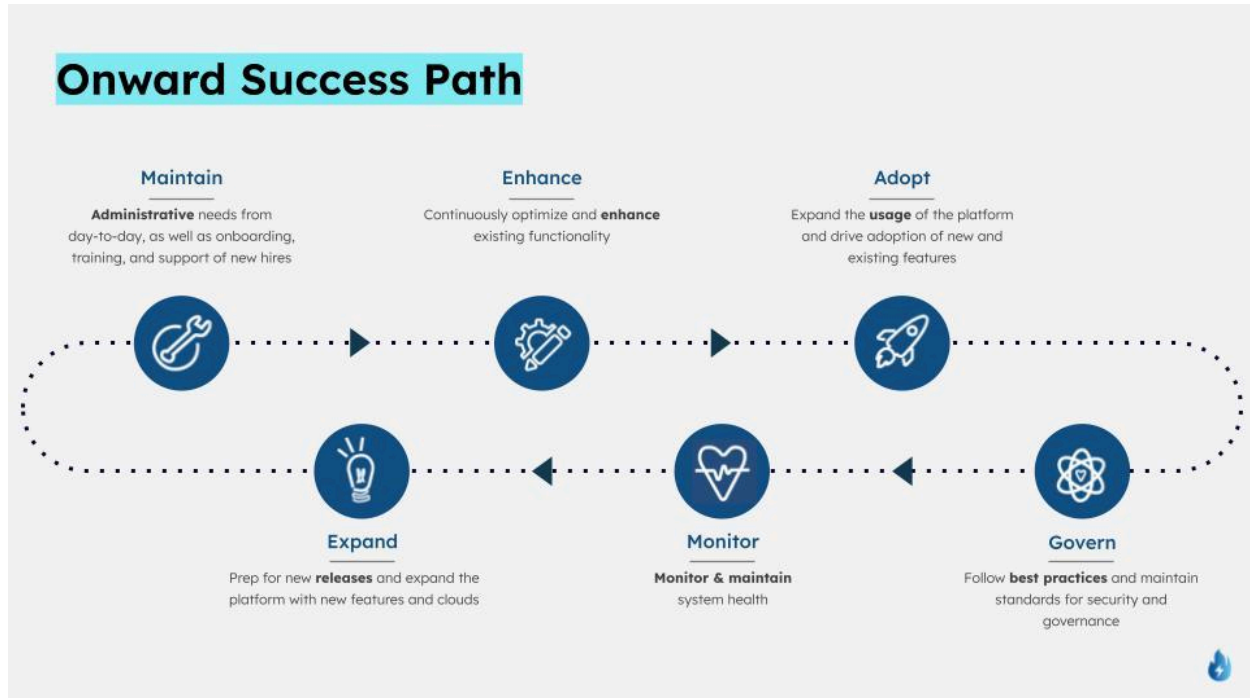


Figure 2 - NeuraFlash Onward Success Path

## Implementation Scope & Proposal

Upon down-selection, NeuraFlash will work with WVDMV on a formal scoping exercise and discovery to determine the level of effort required for the migration and phased rollout.

Provided in this section is a high level description of scope, implementation costs, and estimated timeline. *Subject to change after formal discovery and scoping.*

### High Level Project Scope

#### Amazon Connect Base Build

- Setup and configure Amazon Connect environment in collaboration with WVDMW teams.
  - Configure identity management for the Amazon Connect Instance
  - Configure the administrator for the Amazon Connect instance
  - Enable the system to handle inbound and outbound calls
  - Setup and configure the Amazon S3 bucket
  - Create instances of Amazon Connect Prod/Dev/UAT
- Assist in Porting of Numbers to Amazon Connect - assuming all TFNs and DID's to port
  - Assumes no SIP trunking will be used. Assumes all premise hardware retired.
- Create appropriate queues for call routing to agents
- Create Routing Profiles
  - Set priority, delay, and outbound queue defaults
  - Configure agents to assign routing profiles
- Configure Agents
  - Create agent hierarchies - Add groups, teams, and agents hierarchies

- Configure agent settings, Assign routing profile, Assign phone type, ACW (After Call Work) timeout, Assign agent hierarchy
- Develop agent routing contact flows
  - Develop routing strategies for inbound and outbound phone numbers
  - Configure queues for call routing within Amazon Connect
  - Configure prompts for contact flows
  - Enable Contact Flow logs
- Enable Lambda functions
- Enable Call Transcription / Contact Lens
- Stream attached data to the platform as specified in the system architecture design and data interface design
- Configure Queued Callbacks during in hours Contact Center operations
  - The Callback functionality will be driven off of estimated wait time in the queue or if the anticipated queue has nobody online to receive the call

## Digital Channels Build

- **Amazon Connect Chat and SMS Setup**
  - Initial Setup and Deployment:
    - Integration of Amazon Connect Chat and SMS features into front end websites and mobile apps.
    - Configuration of necessary API endpoints and backend systems.
    - Customization of the chat interface to align with the customer's branding guidelines.
  - Authenticated User Interactions:
    - Implementation of an authentication mechanism to identify and track user interactions.
    - NeuraFlash will provide code snippets that can receive information about authenticated users from the hosting page, Customer is responsible for determining if the user is eligible for chat or not.
  - Chat and SMS Routing to Agents:
    - Configure agents to receive inbound customer chats.
    - Configuration of chat contact flows based on the customer's requirements.
    - Create queues and skilling logic to route chats to correct agents.
  - Video and Web Calling
    - Integration of Amazon Connect in-app and Web Calling features into front end websites and mobile apps.
    - Configuration of necessary API endpoints and backend systems.
    - Customization of the chat interface to align with the customer's branding guidelines.

## Agent Desktop Build

- Deploy the Amazon Agent Workspace to manage all inbound and outbound interactions on both calls, chats, and SMS

## Integrations

- Document Xtender

- Configure API integration to Document Management System to be able to leverage that during interactions.
- Scheduling Tool
  - Create integration to WVDMMV scheduling tool to provide customers with a link to the scheduling tool over SMS instead of waiting on hold. Assumes WVDMMV has not selected a scheduling tool yet.
- CRM
  - Assumes WVDMMV has not selected a CRM tool separate from the CCaaS solution, and will be using native CRM functionality within Amazon Connect, such as Customer Profiles and Cases, for CRM purposes. If desired, upon downselection, NeuraFlash can provide WVDMMV with third-party CRM options and recommendations (Salesforce, Zendesk, etc), based on requirements.

## IVR Application

- DTMF or Speech Enabled with NLU and directed dialogue for all skills, user groups, and business units.
- TTS generated prompts
- Multi-lingual (English, Spanish, German, Chinese)
- DTMF fallback to be offered if NLU fails to capture intent
- Offer ability to send text and emails (i.e. web-redirects, transaction confirmations)
- Secure IVR with integration to Payment Processor for PCI-compliant payments
- Queued Callback for when queues are too long in the contact center.

## Chatbot Application

- Design an intent only NLU-enabled Lexbot to capture customer utterances and sort into known intents.
- Assumes Lexbot will be inserted into existing flows with a distribution logic to enable A/B testing between current routing logic and Lex enabled solution.
- Assumes customer will provide resources and data points to help drive decisions on scope.
- Take a one time snapshot of data from DMV data to create a knowledge base that will contain information that can be used to populate responses from customer intents captured in the LexBot
- Create process to leverage knowledge store in Titan embeddings
- Create a process to use Amazon Bedrock and Titan embeddings in the Lexbot IVR to ingest customer questions as prompts, and generate a response specific to the customer question using LLM and fine-tuned knowledge base answers defined above.
- **BackEnd Generative AI Model Use**
  - Configuration of Amazon Bedrock to support the selected use case.
  - Configuration of prompt engine to interface with LLM.
  - Configuration of model-fine tuning with customer specific data that will be added from the steps defined above.

## Reporting and Analytics

- Conversational AI intelligence customizations
- Introduce Amazon Connect Contact Lens to transcribe and provide analytics on calls
- Enable the ability to consolidate and report on speech analytics outcomes in reporting, analytics, and BI tools.

- o Contact Lens - Sentiment, Transcription
  - Setup contact lens for sentiment & transcription; will be placed on CTR w/ standard configuration.
  - Create rules to define trending topics, automation of wrap up, issue summaries, resolution summaries, and theme detection.
  - Setup reports/dashboards for Conversational Analytics
- o Build Dashboards tracking underlying reports to visualize and track KPIs across the business. NeuraFlash will consult with Customer to determine appropriate amount based on reporting requirements
  - Assumes integration to existing reporting and dashboarding tool Tableau

## **Ongoing Support Scope**

NeuraFlash will provide Application Support for WVDMV's Amazon Connect Application.

- A. Application Support: NeuraFlash will provide Application Support Services for the Covered Application
  - a. Covered Application includes the configuration of WVDMV's Amazon Connect application and code associated with the solution described above ("Covered Application").
  - b. NeuraFlash will assign a dedicated point of contact resource and supporting team to advise WVDMV's team for Application Support.
  - c. Application Support Services include defect correction. "Defect" means a failure of the Covered Application to materially conform to the Specification, which includes but is not limited to the current solution design document for Covered Applications and general production triage support for any functionality not working as expected, and excludes any nonconformity resulting from misuse, improper use, or change of the Covered Application by a party other than NeuraFlash. Defects are classified in the Table below.
  - d. NeuraFlash will resolve defects and create mutually agreed upon workarounds in response to issues reported by Customer.
  - e. Issues will be reported in NeuraFlash's ticketing system. Severity Level 1 issue notifications will be sent via both ticket and email, and Severity Level 2 and lower issue notifications will be sent via ticket. NeuraFlash will provide a dedicated support email contact prior to the start of service.
  - f. Provide triage for issues with the Amazon core products and coordinate support with Amazon. NeuraFlash and Customer will work together to build a decision tree to help triage and assign issues (for example, Implementation Defect vs. AWS Platform Issue vs. Enhancement, etc).
  - g. Issues will be categorized and handled according to an assigned severity level. The severity level will be described by the Customer at time of issue communication and initial response will be provided by NeuraFlash as follows:
    - i. Initial response times for all tickets are Monday through Friday, 7:30am - 6:00pm EST, per specification 3.1.1.34.
    - ii. NeuraFlash will respond to each issue within the applicable response time described in the table below, depending on the severity level set on the case.
    - iii. NeuraFlash will create appropriate Root Cause documentation (RCA) for each support issue worked. The requirements for documenting RCA will be provided by Customer. NeuraFlash will provide a sample document.

- iv. Customer will review the defect resolution, workaround, and/or RCA, perform any applicable testing, and close the ticket if resolution is acceptable to Customer or will provide NeuraFlash with any outstanding concerns.
- v. The support team will work with the Customer to coordinate any releases to higher environments. Customer is responsible for release management for Support related issues.
- vi. NeuraFlash will attend a weekly status update meeting with Customer as needed. Frequency may increase to daily in the event of a Severity Level 1 or Severity Level 2 issue.

Severity Level	Description	Initial Response Time
Level 1 - Critical	Critical production issues adversely impacting all Users, including system unavailability and data integrity issues with no workaround available. Requires rapid response call and work until resolved. (Production environment)	1 Hour
Level 2 - Urgent	Major functionality is impacted or performance is significantly degraded. Issue is persistent and affects many Users and/or major functionality. No reasonable workaround is available.	2 hours
Level 3 - High	System performance issue or bug affecting some but not all Users. Short-term workaround is available, but not scalable.	1 business day
Level 4 - Medium / Low	Issue regarding a routine technical issue, user navigation, or configuration bug affecting a small number of users. A reasonable workaround is available. Resolution required as soon as reasonably practicable.	2 business days

### **Implementation Timeline & Staffing**

NeuraFlash has estimated 18-24 weeks to go-live, including 1-2 releases over that duration. We anticipate a team of 6-10 resources, flexing up and down as required in the project. Roles include: Delivery owner, Project Manager, AWS Technical Architects, AWS Solutions Architects, CX Consultant, Technical Consultant, Developers, Quality Assurance, and Change Management & Training Resources.

### **Implementation Costs**

The following implementation costs are outlined below by workstream. *Subject to change after formal discovery and scoping.*

Workstream	Estimated Hours	Estimated Cost
Amazon Connect Implementation (IVR, Voice, Chat, SMS, Video Calling)	300	\$67,500
GenAI Chatbot	600	\$135,000
CRM (AWS Customer Profiles, Cases, Tasks, etc)	125	\$28,125
Reporting & Dashboards	50	\$11,250
Document Management Integration	225	\$50,625
Scheduling Tool Integration	75	\$16,875
<b>Total Implementation Cost</b>	<b>1375</b>	<b>\$309,375</b>

### Ongoing Support Costs

Product	Monthly Cost	Annualized Cost
Ongoing Support - Monday through Friday, 7:30am - 6:00pm EST	\$6,000	\$72,000

### AWS Pricing

Below is an estimate of the AWS spend related to the contact center implementation. These volumes are estimated based on the available information in the RFP documents and responses to vendor questions, and will be validated through a deep dive upon down-selection. The pricing below is publicly available on [AWS](#) website, and it does not include any current enterprise discounts that may be in place at WVDMV.

AWS Costs	Monthly	Annually
Claimed TFNs & DIDs	\$30	\$361
Inbound Telephony	\$2,518	\$30,216
Outbound Telephony	\$552	\$6,624
Amazon Connect Platform	\$6,816	\$81,792
Amazon Lex (NLU IVR)	\$452	\$5,424
Contact Lens (Call Center Analytics)	\$1,704	\$20,448
Chat (Bot + Agent Chat)	\$45	\$542
Storage (Call recordings stored in S3)	\$17	\$204
Amazon Connect Profiles, Tasks and Wisdom	\$3,071	\$36,855
Ancillary AWS Services Invoked	\$456	\$5,474
<b>Totals</b>	<b>\$15,662</b>	<b>\$187,941</b>

## Assumptions

- *Source: Amazon Connect Pricing Calculator*
- *Claimed Numbers: Assumes 1 TFN, and 31 DIDs*
- *General Telephony Volume Assumptions:*
  - *Assumes 60,667 total calls per month (based on WVDMV-supplied 728,000 annual call volume)*
  - *Assumes Assumes ~37,000 inbound calls per month: 60,667 total calls - 23,000 outbound calls (WVDMV-supplied number)*
  - *Assumes a cross-queue average of 5 minutes of talk time per call. Assumes 2 minutes of hold time per inbound call*
  - *Assumes 75%/25% TFN/DID split of total inbound minutes*
- *Inbound Telephony: Assumes 197,750 Toll free minutes, 65,917 DID minutes*
- *Amazon Connect Platform: Assumes 378,667 minutes (\$0.018/minute)*
- *Contact Lens: Assumes 30% of calls are analyzed (transcription, sentiment, analytics) and 100% of chats are analyzed by Contact Lens.*
- *Chat: Assumes ~7,500 inbound chat/bot sessions per month (20% of current inbound call volume). Assumes 15 messages per chat (agent/bot + customer messages)*
- *Amazon Lex: Assumes 3 utterances per call on average (based on 37,667 inbound calls per month)*
- *Storage: Assumes recordings compile for 12 months in S3 Standard (hot) storage. Reduced cost when moving recordings to another S3 storage class or S3 archive storage.*
- *Amazon Connect Profiles, Tasks and Wisdom: Assumes the Amazon Connect Agent Workspace will be implemented and agent automation features included.*
- *Includes Ancillary Services Cost of 3% of total workload (DynamoDB, Lambda, Kinesis, etc.)<sup>8</sup>*
- *Does not include per second billing*
- *Does not include AWS Enterprise Discount*



## Appendix

### NeuraFlash Case Studies / Demonstrable Expertise

With 200+ Amazon Connect implementations, and 4.9 [CSAT Rating](#), NeuraFlash has a wide range of customer implementations and a deep bench of resources to help WVDMMV be successful in their contact center migration to cloud.

Included in the Appendix and linked from the list below, you will find the following Case Studies of contact center implementations we've completed.

- [First Advantage](#)
- [Affirm](#)
- [Central Pacific Bank](#)
- [Ocean Network Express \(ONE\)](#)
- [CSC Generation](#)

## First Advantage Case Study



### **First Advantage Simplifies Complex Systems with Service Cloud Voice & Amazon Connect**

First Advantage innovates for scale with NeuraFlash

| *Products implemented: Salesforce Service Cloud Voice, Amazon Connect*

#### **About the company**

A leader among background screening providers, First Advantage works with fortune 500 companies to facilitate a variety of background checks and services. With offices in 29 locations and a staff of 6,400+ employees, their complex, nuanced business deals with constant calls, back-and-forth routing, and an abundance of private information. They offer solutions to a wide range of industries, serving over 140 different brand lines, and pride themselves on being able to customize their services to meet unique customer needs.

#### **Challenge**

##### ***A variety of clients, a web of complexity***

At First Advantage, people are at the heart of everything they do. Not only do they serve a large customer base that spans across 200+ countries and territories, but their customers often have different needs and requirements, which means each use case is unique. Therefore, clients partner with First Advantage at different levels, and as a result, they receive a high level of detailed assistance from the First Advantage team.

The volume of phone numbers, information, and specific contract terms the First Advantage team manages is overwhelming and technically challenging, even for the most experienced agent. Simple requirements, such as identifying a caller as “client” vs “customer” vs “employee” is a glimpse of the complex nature and level of personalization needed for the First Advantage team. In order to provide great service with their previous system, they built a web of back-end connections, isolated per customer. This made daily tasks, such as correctly routing customers, difficult, and ultimately their solution was becoming too strenuous for the team to manage.



First Advantage's best asset is their highly valued team members. Due to the complexities their system was causing, administrators were not only lacking a simple way to control their processes, but agents were not provided with the best tools possible to provide top-notch service. When navigating the complicated web of back-end connections while on the phone with customers, agents had to toggle to find specific client information, resulting in slower response times to customer requests. First Advantage knew it was time to leverage leading technology so they could continue to provide great service to the 200+ countries and territories they serve.

## **Focusing on the user, while harnessing the power of Salesforce & AWS** ***Introducing The Admin App & Enhancing The Contact Control Panel***

NeuraFlash accomplished First Advantage's rapid, seamless migration to Amazon Connect, and that success sparked even more innovation! While Amazon Connect allowed for the simplification of major parts of their processes, the NeuraFlash team found that one easy-to-use interface could shield First Advantage administrators from the complex back-end processes and consolidate customer information into one, easy-to-use, interface.

The NeuraFlash team was excited about the opportunity to build a custom Admin App for the First Advantage team, alongside AWS. This new Admin App, powered by the AWS Platform, has made processes, such as onboarding, seamless. Within the app, the NeuraFlash team crafted preset templates for users to select from, making it easy for admins to customize quickly once requested, by simply clicking the options pre-selected for them. These options were set to align with their customer's contracts, leaving the First Advantage team with control.

Not only does the Admin App allow call routing to be customized at the click of a button, but it also allows administrators to customize Amazon Lex. By using preset menus within the admin app, administrators can adjust the prompts the voice bot asks customers at the beginning of a call. This allows them to align the voice bot with the clients specific requirements and more.

### **What does the Admin App offer?**

- Filtering (phone number, company name), making searching even quicker!
- Number settings (language, SLA, Queues, Company Name, Hours of Operation)
- Templates, welcome message, attribute name, and values
- Lex settings (main menu prompt, client & candidate "clarification" settings)

Ultimately, by focusing on the usability of the system, First Advantage put power back into their administrators' and agents' hands, allowing them to serve their customers in the most effective, seamless way possible.

## The CPP (Contact Control Panel)

NeuraFlash's innovation didn't end with the Admin App. The NeuraFlash team was able to prioritize ways to simplify call-center agents' lives, but provided them with an interface that gave them the information they needed all in one place.

Harnessing the power of Amazon Connect, our custom CPP surfaces key information about callers, such as:

- The company they are calling from
- Their membership level
- The type of call and sub-type (Status, Background Check)

In addition, the custom CPP gives agent quick and easy access to all queues within the call center reducing, agent toggling and connecting information across the call center. This easily accessible information allows agents to provide better service and helps to personalize conversations.

## Continuing innovation with Salesforce & AWS

First Advantage turned to NeuraFlash, Salesforce & AWS to truly enhance the user experience compared to their Cisco solution. Not only did they leverage Amazon Connect to address technical issues, but they continued their digital advancement with a Voice Bot powered by Amazon Lex to correctly route users. The structure, flexibility, and power of both Salesforce & AWS has been a game changer for First Advantage, and they anticipate significant cost savings as a result of their investment.

### Ready for the future

By investing in Salesforce & AWS, First Advantage has streamlined backend processes and has provided the technical foundation for continued investment and smoother interfaces. With a strong Salesforce & AWS partner by their side, First Advantage was able to keep the complexity their system needed, while also increasing usability, ultimately building the scalable solution they needed to thrive.

**Are you ready to help your business scale and thrive** with technology that can support your unique business requirements? At NeuraFlash, we are Salesforce & AWS experts who customize solutions to fit your needs. [Contact us today!](#)

## Affirm Case Study

**About Affirm:**  
 Founded in 2012  
 2,000+ employees



### Hyper-growth FinTech Startup, Affirm, Finds the Right Path Forward with Salesforce & Amazon Connect

*Products implemented: Service Cloud, CRM Analytics, Salesforce Shield, Service Cloud Voice-powered by Amazon Connect, Einstein Chatbot, Experience Cloud, Amazon Lex Voicebots*

#### About the company

Affirm strives to keep you out of unhealthy debt by facilitating fair, transparent credit so you can pay over time for the things you love. They offer affordable monthly payments at a pace the customer chooses—usually 3, 6, or 12 months—so you in control!

#### Over the past year, Affirm’s Digital Transformation has skyrocketed, and NeuraFlash has been there since Day 1!

San Francisco-based Affirm is revolutionizing the banking industry to be more accessible to consumers. Their “better way to buy” solution has made them a leader in the financial technology space. They work with over 3,800 U.S. merchants and have a network of more than 4.5 million shoppers! The company was started because Affirm founders didn’t agree with how credit card companies were luring customers in with perks, costing customers more money in the long run. With Affirm, buyers never owe more than what is agreed upfront, rather they always get a flexible, transparent and convenient way to pay over time.

#### Customer Challenge

As the digital and mobile-first commerce industry continued to thrive, and rapid growth was approaching, Affirm knew they needed to replace their home-grown CRM and Genesys systems to reach new heights and compete in a competitive market. With quickly changing business processes and regulatory requirements, Affirm was ready to unite their disparate CRM systems, teams and processes. To prevent agent dissatisfaction and turnover due to dated agent tools, Affirm was ready to implement the AI-powered Contact Center they always imagined before their busy season was set to begin.

The transition to Salesforce started after Affirm began looking for new products to help improve visibility and the quality of data across departments so that they could provide better experiences for customers. Affirm turned to NeuraFlash to design, implement and support their Salesforce and Contact Center transformation.



*Thought leadership, credibility and alignment are 3 things that come to mind when I think about NeuraFlash. Our partnership on the Affirm opportunity exemplified this. No one knows Salesforce for Contact Centers and digital channels, especially Service Cloud Voice and Einstein Bots, better than NeuraFlash, and it earned the trust of the Affirm team from the jump.”*

- Ryan McKone, Salesforce FINS RVP

## Results

Innovation has always been important to Affirm and now, with Salesforce and AWS, both supervisors and agents have access to valuable data, in a single platform.

**By partnering with NeuraFlash, Affirm:**

- **Rebranded the existing help center with 3 public communities harnessing Salesforce knowledge.**
- **Executed service processes to support all Affirm channels across 6 different front and back office teams through Omni-Channel.**
- **Implemented Service Cloud Voice across all US agents and added a complex IVR Voicebot for loan payment support.**
- **Provided complex self-service using Natural Language Understanding of the Amazon Lex Voice Bot.**
- **Deployed an Einstein Bot, focusing on top use cases and customer self-service, that now has 88% of customers engaged.**

**41% deflection**

with their FAQs alone

services

**20,000-30,000**

cases weekly

Salesforce quickly became a key piece of Affirm's digital transformation journey. These products helped Affirm innovate their services and channels, and offer a more personalized customer experience. After overcoming the most important part of the project — replacing their home-grown CRM and Genesys system to reach new heights in a competitive market. They are now continuing their multinational implementation!

## Conclusion

Creating personalized experiences is in Affirm's DNA. By pairing their customer-centric approach with modern savvy, it was no surprise that they perfected a total Contact Center transformation. From the very beginning of their implementation, they were actively positioning their company for the future.

By streamlining their processes, it is clear that their teams are better aligned than ever before. Today, Affirm has extended their partnership with Salesforce and AWS to deploy an Authenticated Community for Affirm Help and Support. By deploying a messaging resolution center, customers will be able to log into the authenticated help center to review their open cases, and connect directly with an Affirm support agent. Lastly, an implementation of a Live Chat solution will enable their support agents to service customers directly from the Help Center Community. As their digital transformation carries on, they will be continuing to roll out implementations for another wave of partners in the UK this July!

## Why NeuraFlash

With the combined expertise from two of our dedicated practices, specializing in Salesforce and Amazon Connect, we put the human experience at the center of every interaction, so businesses can resolve customer issues accurately, quickly, and profitably. When you are ready to reinvent your Contact Center, get in touch with us!

[neuraflash.com](https://neuraflash.com)

## Affirm's Contact Center Transformation

The partnership between Affirm and NeuraFlash began in August 2020. Our goal was to identify and quantify real challenges that Affirm's customers were experiencing and take action on them to make this transformation as successful as possible. As we became one of Affirm's trusted advisors in this space, we helped them phase their transformation into three segments, successfully transforming their Contact Center with Salesforce Service Cloud, Experience Cloud, Einstein Bots, and Service Cloud Voice (powered by Amazon Connect and Lex).

Release **1**

### Self-Service

- Knowledge Articles and Einstein Chatbot

Release **2**

### Total Service Cloud Rollout for US

- Case Management with Enhanced Workflow Automation on Service Cloud
- Integrated telephony for OmniChannel routing of all phone interactions (Service Cloud Voice- powered by Amazon Connect)

Release **3**

### Authenticated Customer Self-Service Improvements and Community Experience

- Help Center and Chatbot, focused on Knowledge Self-Service
- ~1,200 Agents transitioned onto Salesforce Service Cloud across all US, Canada, and Australia Support channels
- After unlocking the Salesforce platform, Affirm rolled out Authenticated Messaging and Self-Service improvements.

Today, fully launched with NeuraFlash, and focusing on their international expansion, Affirm is leveraging real-time connectivity to take their service into the future. Affirm is now live with Case Management, Experience Cloud and Service Cloud Voice. The success they have had thus far is just one example of the company's amazing transformation for the digital age.



NeuraFlash is an exceptional partner, the level of professionalism and work has helped scale our system in no time. I have the pleasure to work with several individuals and it's been a great experience. I would highly recommend NeuraFlash to anyone seeking additional support or to overcome any challenges.

- Albert Callahan, Salesforce Administrator at Affirm

## Central Pacific Bank Case Study



### Central Pacific Bank adopts Amazon Connect for contact center of the future

Central Pacific Bank partners with NeuraFlash & AWS to enable innovative technology, providing seamless and intelligent customer experiences.

#### About Central Pacific Bank

Hawaii-based financial institution, Central Pacific Bank, operates 28 branches and 65 ATMs in the state of Hawaii. They offer an array of services, ranging from online banking, loans, and wealth management, all with an emphasis on providing exceptional customer service. Founded in 1954 by a small group of World War II veterans, they are passionate about serving the financial needs of all families and are a leading force in supporting homeownership and small businesses in Hawaii.

#### Reacting Fast to Changing Industry Trends

Central Pacific Bank has always been focused on how technology can enable them to create great customer experiences, and it's clear that voice will always remain a vital channel for many of their customers and situations. In recent years, the financial services industry has taken a turn toward digital transformation. Although the company's previous contact-center solution, Cisco, had served it well, Central Pacific Bank wanted to jump into the future, further speeding up innovation, by replacing Cisco with an innovative cloud-based system that would allow them to thrive in their day-to-day operations and provide top-notch service during critical instances, such as natural disasters.



When it came time to evaluate new contact center technology, Central Pacific Bank was looking for a next-generation platform to meet their needs. Amazon Connect provided a wide range of features to not only meet their current needs, but offered an exciting future of AI/ML capabilities for the bank to leverage. By way of introduction by AWS, NeuraFlash worked with Central Pacific Bank to implement and guide the bank on their new technology investment.

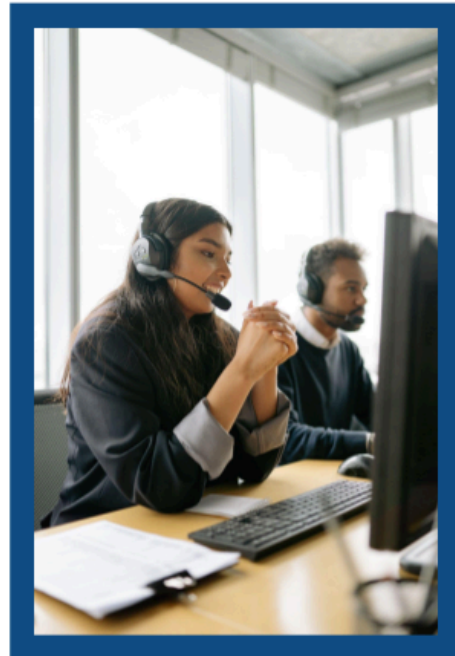




## A voyage toward innovative service on the cloud with AWS & NeuraFlash

During the initial discovery, Central Pacific Bank disclosed their frustrations with the gap in visibility into agent performance, system performance, and customer data. In addition, their Cisco solution was not easy to use, driving up operational costs, and lacked the innovation they knew they were in search of.

In September 2022, Central Pacific Bank went live on the Amazon Connect platform, including the adoption of Amazon Connect features like Profiles, Tasks, and Contact Lens. They saw immediate improvement when their agents no longer had to work out of 8+ systems during a single call, which had been a major factor of lost information and long handle times in the past. By investing in a cloud-based, unified solution, Central Pacific Bank can better support their business and offer a single pane of glass for visibility across all their agents. As a result, their customers now have a seamless experience, with their data moving across each business unit and their questions resolved promptly.



## Reaping the Benefits of Amazon Connect

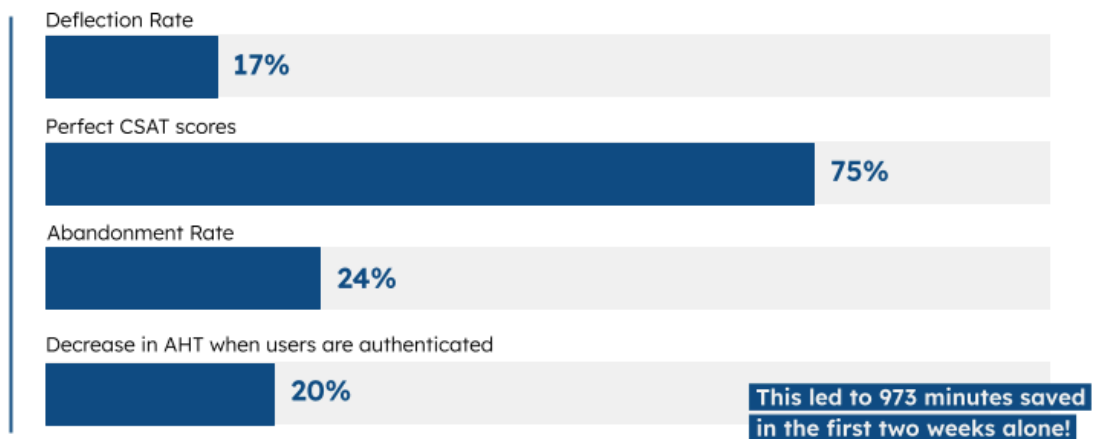
The efficiency gains for Central Pacific Bank have extended beyond what they thought possible. The custom agent desktop and reporting tools we have provided their agents allows them to take notes directly in the platform, all while seamlessly assisting the customer on the call, thanks to real-time data and historical metrics.

With improved agent confidence comes better customer satisfaction. Now, with a 75% perfect CSAT score, and an NPS score of 24, Central Pacific Bank's customers are reaping the benefits of their Amazon Connect Solution. This is a direct result of a 20% decrease in AHT with users who are authenticated through their new automated system. In the first two weeks alone, 973 minutes of agent's time was saved, allowing them to spend more time delivering personalized, white-glove customer service!

Additionally, Amazon Connect was able to help drive higher deflection with correct external transfers. For Central Pacific Bank, no additional escalation is needed anymore for common card inquiries, branch information requests, and questions surrounding the Military Lending Act.

After a successful deployment, Central Pacific Bank has unleashed the power of AWS, and is fully invested in automation.

## Outcomes of Amazon Connect



## Continuing the Voyage of Innovation with AWS

Central Pacific Bank's transition to Amazon Connect has prompted them to innovate, provide a different approach to their business, and take on new ways of delivering value to their customers. They have been able to achieve all that using support and collaboration along the way from both AWS and NeuraFlash and are pushing themselves toward the forefront of innovation with future digital investments like Salesforce.

Are you ready to start your digital transformation? Talk with our experts to learn more about the technology and services that can bring your contact center to the next level.

Set up a time to chat at [neuraflash.com/contact](https://neuraflash.com/contact)

## Ocean Network Express (ONE) Case Study



**About ONE:**  
 Founded in 2017  
 220+ Service Liners, 130+ Services

### A Transformative Deployment to Improve Customer & Agent Experiences

| *Products implemented: Service Cloud, Service Cloud Voice, Amazon Connect*

#### About Ocean Network Express (ONE)

Based in Singapore, ONE is a logistics and supply chain company and is the sixth-largest container carrier in the world, with a global fleet of over 250 vessels spanning across 100+ countries.

#### Overcoming Challenges in an Experience Economy

As Sujith Abraham, SVP and GM Salesforce ASEAN, highlighted in a [2021 press release](#), “the pandemic made digitizing customer service an imperative. With customer satisfaction an ever-important priority for ONE, they knew they needed to move away from their old system that resulted in limited support for customers and an inability to serve their customers to their brand standards. Not only were they missing a robust case management system, but they lacked the ability to serve customers on any channel, which negatively impacted the overall customer experience.

#### ONE & Salesforce | A Spark of Innovation

ONE’s global operations take meticulous planning and time to reach success. The shipping and logistics industries were some of the hardest hit by the COVID-19 pandemic, which is what sparked ONE to search for a solution that would elevate their contact center operations. They turned to Salesforce, knowing they needed a powerful, all-encompassing system that would bring their contact center to a new level of efficiency and effectiveness, while integrating seamlessly into a greater CRM.

#### Considering the Customer

As the partnership began and solutioning was in full swing, it was clear that ONE’s biggest focus was top-notch customer experiences. Only those capable of delivering the most differentiated experiences will continue to win and retain customers’ loyalty in an ever changing market. By leveraging solutions such as Omnichannel, Service Cloud, Sales Cloud, and Service Cloud Voice powered by Amazon Connect, ONE put their trust in their partners hands to quickly and effectively interact with customers on the channel of their choice. With their recent explosive growth, ONE prioritized the investment in powerful technology that would be able to scale as quickly as they were, landing them at Amazon Connect as their telephony provider. With the power of AWS, coupled with the experience Service Cloud Voice would provide their agents, ONE’s new system, ONE-force was born, and is already driving positive business impact.

**But having the right software is only half of the story.**

ONE knew that Salesforce was the right choice from the start, according to Director of IT Strategy and Information at ONE North America, Jack Kinsey, with a list of **“over 40 different key features and nice to haves, Service Cloud Voice checked all the boxes” and blew competing products and solutions out of the water.”**

## NeuraFlash, ONE & Salesforce | Going Far Beyond Technology

After our discovery, we had set 3 transformation themes for this rollout.

**Invest in the Customer Experience:** Provide support with the tools to be the most effective, scale with technology and maximize the bandwidth of the current team.

**Improve Visibility & Efficiency:** Enable visibility to KPIs, and frictionless identification of enhancement opportunities.

**Grow Customer Loyalty & Revenue:** Drive loyalty and develop relationships with customers, improve customer retention and drive CSAT improvements.

## Customer Experience is Key to Scaling Revenue Growth

ONE's customer-first vision was brought to life as soon as the partnership began with Salesforce, NeuraFlash and Amazon Connect. ONE Force will allow the company to have a single, 360-degree view of its customers' interactions and improve its understanding of customers' key needs, therefore driving their team to a more solution-based methodology to scale the business. The possibilities of our collaboration were limitless, so let's dive in to some of the results.

### Improving Visibility & Efficiency

NeuraFlash configured Salesforce to bring ONE's North America Support Reps and Supervisors over to Salesforce which provided agents with better tools and visibility into customer data. Not only did we provide ONE with a unified call center experience thanks to Service Cloud Voice, but the Service Cloud case management solution provides their agents with the latest technology to stay ahead of the curve.

NeuraFlash established a strong relationship with ONE right off the bat, and we were able to not only overcome ONE's pain points, but we provided them with the thought leadership needed to support the implementation and advance their contact center - **turning the implementation into a true partnership**. Together, we roadmapped their journey by evaluating their current processes, their ideal future state, and how they were going to get there.

“NeuraFlash is proud to play an integral role in ONE's contact center transformation. This is a transformative deployment that will improve customer and agent experience.”

- Brett Chisholm, CEO & Co-Founder, NeuraFlash



## Growing Customer Loyalty

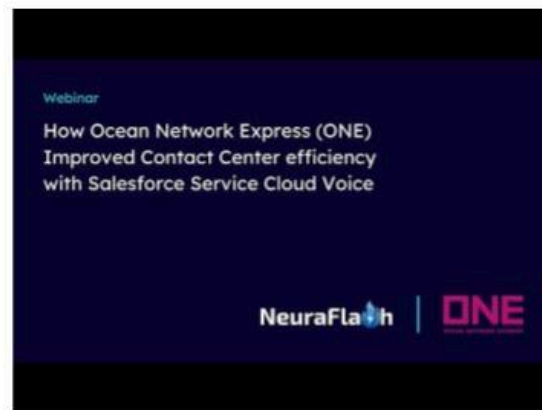
ONE made an investment that they are going to continue to thrive with in the years to come. Their significant increase in efficiency has allowed them to serve their customers faster, leading to better customer retention. The power of Salesforce and Amazon Connect has given them the opportunity to scale quickly, provide clear phone service, gain a full view of their customer data- and at the end of the day, provides customers with personalized and consistent service.

## Reaping the Benefits of the Implementation

- Real-time transcription, the seamless integration of data and voice, to automatically populate records, suggest actions and content with AI, and unlock powerful reporting options to leverage data to make smarter decisions.
- Ability to measure metrics such as case deflection, average handle time reduction, as well as performance metrics- a key area of improvement for their team!
- ONE chose to implement SCV because of its ability to harmoniously integrate with other systems! With SCV, ONE's AWS-powered telephony is now unified with their Salesforce CRM, allowing for a better agent and user experience.

## Want to learn more?

Check out our webinar with ONE's Jack Kinsey, Strategy & Innovation Director, Information Technology.



## More about NeuraFlash

NeuraFlash is a leading AI, ISV, AWS and Salesforce Consulting Partner dedicated to helping customers transform their businesses. With expertise spanning across the entire Salesforce ecosystem including Service Cloud, Service Cloud Voice, Einstein Bots and Digital Channels, Field Service, Sales Cloud, Revenue Cloud, Einstein Analytics, CPQ, DocuSign, Slack, and MuleSoft. We specialize in building AI powered experiences that transform and optimize the employee and customer journey.

Learn more about our company and what our partnership could do for your business by contacting us today!

[Contact Us](#)



## CSC Case Study

# CSC | GENERATION

## CSC Generation kicks off Contact Center Transformation by integrating Amazon Connect with Kustomer CRM

*Products implemented: Amazon Connect with an integration to Kustomer CRM*

**About CSC:**  
Founded in 2016  
Retail Industry

CSC Generation is saving Retail. Through strategic acquisition, a modern technology platform and operating expertise, they turn underperforming retailers into profitable, high-performing brands. In just four years, they've acquired and turned around brands including Sur La Table, Z Gallerie, and One Kings Lane, saving over 2,000 jobs and reaching \$500M in revenue.

### Customer challenge

CSC Generation kicked off their digital journey by investing in Kustomer CRM and Amazon Connect. As a business built on acquisitions of retail brands, CSC saw technology challenges and operational inefficiencies in brand-specific contact center silos and multiple integration points to backend systems.

Their vision is to create a consolidated contact center with blended agents across all brands, leveraging Kustomer CRM to maintain customer data, and Amazon Connect to dynamically route customers to agents and provide information at their desktop to support and resolve issues quickly. Additionally, as a retailer, IVR containment and self-service using Amazon Lex is extremely important to their success.

### Pursuing Scalable Growth with Amazon Connect

Amazon Connect's skills-based routing, real-time and historical analytics, NLU-enabled IVR, and additional AI/ML powered features, along with pay-as-you-go pricing, fit the bill for CSC Generation. They weren't trying to revolutionize their call center system with all the features upfront, but by partnering with NeuraFlash, they can build a contact center step-by-step, providing a seamless transition for their agents, and continue to roll out across all of their other brands.

As a company that values happy agents and customers, CSC Generation worked closely with the NeuraFlash team to ensure a smooth migration and implementation for the first retail brand, One King Lane.



“It was a pretty quiet launch, *which is a good thing for sure*, and a quick callout to NeuraFlash, I’d highly recommend them. They run a great project and the assets they handed off were solid.”

Chief Product Officer, Matt Howland

## Realizing Cost Savings and Business Improvements

Already reaping the benefits of Amazon Connect, they’ve seen a large reduction in both wait and call times. While Kustomer CRM has a reputation for delivering next-level omnichannel customer support, the Amazon Connect integration, with the addition of a personalized IVR flow, takes it to another level.

By working with an implementation partner who has strong expertise in seamlessly unifying platforms, CSC Generation has fully maximized the benefits from the first phase of this greater project and has already seen a **26.9% order status deflection rate**, just at launch!

## Planning for Continued Growth and Innovation on AWS

Now that the migration is complete for One Kings Lane, CSC Generation plans to continue expanding its use of Amazon Connect to their additional brands- DirectBuy, Sur la Table, Home Consignment, Z Gallerie and AmeriMark.

### Now, CSC Generation has:

- A Unified Platform for voice and messaging
- Full Customer History before agents pick up the phone
- Flexible Queueing & Routing of voice calls & messaging to available agents
- Multichannel Routing for blended agents
- Call Recordings & Transcriptions

NeuraFlash is an AWS Advanced Partner with extensive experience in the voice and automation space. We are passionate about helping customers leverage the power of AWS in their contact centers and provide end-to-end professional services to support customer experience transformation. Our goal: optimize the customer and agent experience.

[neuraflash.com](https://neuraflash.com)





Department of Administration  
 Purchasing Division  
 2019 Washington Street East  
 Post Office Box 50130  
 Charleston, WV 25305-0130

**State of West Virginia**  
**Centralized Request for Quote**

<b>Proc Folder:</b> 1324372			<b>Reason for Modification:</b>
<b>Doc Description:</b> DMV Cloud-based Contact Center Solution			
<b>Proc Type:</b> Central Contract - Fixed Amt			
<b>Date Issued</b>	<b>Solicitation Closes</b>	<b>Solicitation No</b>	<b>Version</b>
2024-01-02	2024-01-17 13:30	CRFQ 0802 DMV2400000001	1

**BID RECEIVING LOCATION**

BID CLERK  
 DEPARTMENT OF ADMINISTRATION  
 PURCHASING DIVISION  
 2019 WASHINGTON ST E  
 CHARLESTON WV 25305  
 US

**VENDOR**

**Vendor Customer Code:**  
**Vendor Name :**  
**Address :**  
**Street :**  
**City :**  
**State :** **Country :** **Zip :**  
**Principal Contact :**  
**Vendor Contact Phone:** **Extension:**

**FOR INFORMATION CONTACT THE BUYER**

David H Pauline  
 304-558-0067  
 david.h.pauline@wv.gov

**Vendor Signature X** **FEIN#** **DATE**

**All offers subject to all terms and conditions contained in this solicitation**



**ADDITIONAL INFORMATION**

The State of West Virginia Purchasing Division, is soliciting bids for the West Virginia Department of Motor Vehicles (WVDMV), to establish an Contract for DMV Cloud-based Contact Center Solution, per the attached documentation.

**INVOICE TO****SHIP TO**

DIVISION OF MOTOR  
VEHICLES  
5707 MACCORKLE AVE. S.E.,  
SUITE 200

CHARLESTON WV  
US

DIVISION OF MOTOR  
VEHICLES  
RECEIVING AND  
PROCESSING  
5707 MACCORKLE AVENUE,  
S.E. SUITE 200

CHARLESTON WV  
US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
1	DMV Cloud-based Contact Center Solution Year One				

Comm Code	Manufacturer	Specification	Model #
81162000			

**Extended Description:**

DMV Cloud-based Contact Center Solution Year One

**INVOICE TO****SHIP TO**

DIVISION OF MOTOR  
VEHICLES  
5707 MACCORKLE AVE. S.E.,  
SUITE 200

CHARLESTON WV  
US

DIVISION OF MOTOR  
VEHICLES  
RECEIVING AND  
PROCESSING  
5707 MACCORKLE AVENUE,  
S.E. SUITE 200

CHARLESTON WV  
US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
2	DMV Cloud-based Contact Center Solution Year Two				

Comm Code	Manufacturer	Specification	Model #
81162000			

**Extended Description:**

DMV Cloud-based Contact Center Solution Year Two

**INVOICE TO****SHIP TO**

DIVISION OF MOTOR  
VEHICLES  
5707 MACCORKLE AVE. S.E.,  
SUITE 200

CHARLESTON WV  
US

DIVISION OF MOTOR  
VEHICLES  
RECEIVING AND  
PROCESSING  
5707 MACCORKLE AVENUE,  
S.E. SUITE 200  
CHARLESTON WV  
US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
3	DMV Cloud-based Contact Center Solution Year Three				

Comm Code	Manufacturer	Specification	Model #
81162000			

**Extended Description:**

DMV Cloud-based Contact Center Solution Year Three

**INVOICE TO****SHIP TO**

DIVISION OF MOTOR  
VEHICLES  
5707 MACCORKLE AVE. S.E.,  
SUITE 200

CHARLESTON WV  
US

DIVISION OF MOTOR  
VEHICLES  
RECEIVING AND  
PROCESSING  
5707 MACCORKLE AVENUE,  
S.E. SUITE 200  
CHARLESTON WV  
US

Line	Comm Ln Desc	Qty	Unit Issue	Unit Price	Total Price
4	DMV Cloud-based Contact Center Solution Year Four				

Comm Code	Manufacturer	Specification	Model #
81162000			

**Extended Description:**

DMV Cloud-based Contact Center Solution Year Four

**SCHEDULE OF EVENTS**

<u>Line</u>	<u>Event</u>	<u>Event Date</u>
1	Vendor Technical Questions Due By 11:00 am., est.	2024-01-08

DocuSign Envelope ID: D662D6A6-BE5F-49B5-8A5C-F967A8E52563			
	Document Phase	Document Description	Page
DMV240000001	Draft	DMV Cloud-based Contact Center Solution	4

**ADDITIONAL TERMS AND CONDITIONS**

See attached document(s) for additional Terms and Conditions

## INSTRUCTIONS TO VENDORS SUBMITTING BIDS

**1. REVIEW DOCUMENTS THOROUGHLY:** The attached documents contain a solicitation for bids. Please read these instructions and all documents attached in their entirety. These instructions provide critical information about requirements that if overlooked could lead to disqualification of a Vendor's bid. All bids must be submitted in accordance with the provisions contained in these instructions and the Solicitation. Failure to do so may result in disqualification of Vendor's bid.

**2. MANDATORY TERMS:** The Solicitation may contain mandatory provisions identified by the use of the words "must," "will," and "shall." Failure to comply with a mandatory term in the Solicitation will result in bid disqualification.

**3. PREBID MEETING:** The item identified below shall apply to this Solicitation.

A pre-bid meeting will not be held prior to bid opening

A **MANDATORY PRE-BID** meeting will be held at the following place and time:

All Vendors submitting a bid must attend the mandatory pre-bid meeting. Failure to attend the mandatory pre-bid meeting shall result in disqualification of the Vendor's bid. No one individual is permitted to represent more than one vendor at the pre-bid meeting. Any individual that does attempt to represent two or more vendors will be required to select one vendor to which the individual's attendance will be attributed. The vendors not selected will be deemed to have not attended the pre-bid meeting unless another individual attended on their behalf.

An attendance sheet provided at the pre-bid meeting shall serve as the official document verifying attendance. Any person attending the pre-bid meeting on behalf of a Vendor must list on the attendance sheet his or her name and the name of the Vendor he or she is representing.

Additionally, the person attending the pre-bid meeting should include the Vendor's E-Mail address, phone number, and Fax number on the attendance sheet. It is the Vendor's responsibility to locate the attendance sheet and provide the required information. Failure to complete the attendance sheet as required may result in disqualification of Vendor's bid.

All Vendors should arrive prior to the starting time for the pre-bid. Vendors who arrive after the starting time but prior to the end of the pre-bid will be permitted to sign in but are charged with knowing all matters discussed at the pre-bid.

Questions submitted at least five business days prior to a scheduled pre-bid will be discussed at the pre-bid meeting if possible. Any discussions or answers to questions at the pre-bid meeting are preliminary in nature and are non-binding. Official and binding answers to questions will be published in a written addendum to the Solicitation prior to bid opening.

**4. VENDOR QUESTION DEADLINE:** Vendors may submit questions relating to this Solicitation to the Purchasing Division. Questions must be submitted in writing. All questions must be submitted on or before the date listed below and to the address listed below to be considered. A written response will be published in a Solicitation addendum if a response is possible and appropriate. Non-written discussions, conversations, or questions and answers regarding this Solicitation are preliminary in nature and are nonbinding.

Submitted emails should have the solicitation number in the subject line.

Question Submission Deadline: January 8, 2024, at 11:00 am., est.

Submit Questions to: David Pauline, Senior Buyer  
2019 Washington Street, East  
Charleston, WV 25305  
Fax: (304) 558-3970  
Email: david.h.pauline@wv.gov

**5. VERBAL COMMUNICATION:** Any verbal communication between the Vendor and any State personnel is not binding, including verbal communication at the mandatory pre-bid conference. Only information issued in writing and added to the Solicitation by an official written addendum by the Purchasing Division is binding.

**6. BID SUBMISSION:** All bids must be submitted on or before the date and time of the bid opening listed in section 7 below. Vendors can submit bids electronically through wvOASIS, in paper form delivered to the Purchasing Division at the address listed below either in person or by courier, or in facsimile form by faxing to the Purchasing Division at the number listed below. Notwithstanding the foregoing, the Purchasing Division may prohibit the submission of bids electronically through wvOASIS at its sole discretion. Such a prohibition will be contained and communicated in the wvOASIS system resulting in the Vendor's inability to submit bids through wvOASIS. The Purchasing Division will not accept bids, modification of bids, or addendum acknowledgment forms via email. Bids submitted in paper or facsimile form must contain a signature. Bids submitted in wvOASIS are deemed to be electronically signed.

Any bid received by the Purchasing Division staff is considered to be in the possession of the Purchasing Division and will not be returned for any reason.

**For Request for Proposal ("RFP") Responses Only:** Submission of a response to a Request for Proposal is not permitted in wvOASIS. In the event that Vendor is responding to a request for proposal, the Vendor shall submit one original technical and one original cost proposal prior to the bid opening date and time identified in Section 7 below, plus N/A convenience copies of each to the Purchasing Division at the address shown below. Additionally, the Vendor should clearly identify and segregate the cost proposal from the technical proposal in a separately sealed envelope.

**Bid Delivery Address and Fax Number:**

Department of Administration, Purchasing Division  
2019 Washington Street East  
Charleston, WV 25305-0130  
Fax: 304-558-3970

A bid submitted in paper or facsimile form should contain the information listed below on the face of the submission envelope or fax cover sheet. Otherwise, the bid may be rejected by the Purchasing Division.

VENDOR NAME:

BUYER:

SOLICITATION NO.:

BID OPENING DATE:

BID OPENING TIME:

FAX NUMBER:

**7. BID OPENING:** Bids submitted in response to this Solicitation will be opened at the location identified below on the date and time listed below. Delivery of a bid after the bid opening date and time will result in bid disqualification. For purposes of this Solicitation, a bid is considered delivered when confirmation of delivery is provided by wvOASIS (in the case of electronic submission) or when the bid is time stamped by the official Purchasing Division time clock (in the case of hand delivery).

Bid Opening Date and Time: January 17, 2024, at 1:30 pm., est.

Bid Opening Location: Department of Administration, Purchasing Division  
2019 Washington Street East  
Charleston, WV 25305-0130

**8. ADDENDUM ACKNOWLEDGEMENT:** Changes or revisions to this Solicitation will be made by an official written addendum issued by the Purchasing Division. Vendor should acknowledge receipt of all addenda issued with this Solicitation by completing an Addendum Acknowledgment Form, a copy of which is included herewith. Failure to acknowledge addenda may result in bid disqualification. The addendum acknowledgement should be submitted with the bid to expedite document processing.

**9. BID FORMATTING:** Vendor should type or electronically enter the information onto its bid to prevent errors in the evaluation. Failure to type or electronically enter the information may result in bid disqualification.

**10. ALTERNATE MODEL OR BRAND:** Unless the box below is checked, any model, brand, or specification listed in this Solicitation establishes the acceptable level of quality only and is not intended to reflect a preference for, or in any way favor, a particular brand or vendor. Vendors may bid alternates to a listed model or brand provided that the alternate is at least equal to the model or brand and complies with the required specifications. The equality of any alternate being bid shall be determined by the State at its sole discretion. Any Vendor bidding an alternate model or brand should clearly identify the alternate items in its bid and should include manufacturer's specifications, industry literature, and/or any other relevant documentation demonstrating the equality of the alternate items. Failure to provide information for alternate items may be grounds for rejection of a Vendor's bid.

This Solicitation is based upon a standardized commodity established under W. Va. Code § 5A-3-61. Vendors are expected to bid the standardized commodity identified. Failure to bid the standardized commodity will result in your firm's bid being rejected.

**11. EXCEPTIONS AND CLARIFICATIONS:** The Solicitation contains the specifications that shall form the basis of a contractual agreement. Vendor shall clearly mark any exceptions, clarifications, or other proposed modifications in its bid. Exceptions to, clarifications of, or modifications of a requirement or term and condition of the Solicitation may result in bid disqualification.

**12. COMMUNICATION LIMITATIONS:** In accordance with West Virginia Code of State Rules §148-1-6.6, communication with the State of West Virginia or any of its employees regarding this Solicitation during the solicitation, bid, evaluation or award periods, except through the Purchasing Division, is strictly prohibited without prior Purchasing Division approval. Purchasing Division approval for such communication is implied for all agency delegated and exempt purchases.

**13. REGISTRATION:** Prior to Contract award, the apparent successful Vendor must be properly registered with the West Virginia Purchasing Division and must have paid the \$125 fee, if applicable.

**14. UNIT PRICE:** Unit prices shall prevail in cases of a discrepancy in the Vendor's bid.

**15. PREFERENCE:** Vendor Preference may be requested in purchases of motor vehicles or construction and maintenance equipment and machinery used in highway and other infrastructure projects. Any request for preference must be submitted in writing with the bid, must specifically identify the preference requested with reference to the applicable subsection of West Virginia Code § 5A-3-37, and must include with the bid any information necessary to evaluate and confirm the applicability of the requested preference. A request form to help facilitate the request can be found at: [www.state.wv.us/admin/purchase/vrc/Venpref.pdf](http://www.state.wv.us/admin/purchase/vrc/Venpref.pdf).

**15A. RECIPROCAL PREFERENCE:** The State of West Virginia applies a reciprocal preference to all solicitations for commodities and printing in accordance with W. Va. Code § 5A-3-37(b). In effect, non-resident vendors receiving a preference in their home states, will see that same preference granted to West Virginia resident vendors bidding against them in West Virginia. Any request for reciprocal preference must include with the bid any information necessary to evaluate and confirm the applicability of the preference. A request form to help facilitate the request can be found at: [www.state.wv.us/admin/purchase/vrc/Venpref.pdf](http://www.state.wv.us/admin/purchase/vrc/Venpref.pdf).

**16. SMALL, WOMEN-OWNED, OR MINORITY-OWNED BUSINESSES:** For any solicitations publicly advertised for bid, in accordance with West Virginia Code §5A-3-37 and W. Va. CSR § 148-22-9, any non-resident vendor certified as a small, women- owned, or minority-owned business under W. Va. CSR § 148-22-9 shall be provided the same preference made available to any resident vendor. Any non-resident small, women-owned, or minority-owned business must identify itself as such in writing, must submit that writing to the Purchasing Division with its bid, and must be properly certified under W. Va. CSR § 148-22-9 prior to contract award to receive the preferences made available to resident vendors. Preference for a non-resident small, women-owned, or minority owned business shall be applied in accordance with W. Va. CSR § 148-22-9.

**17. WAIVER OF MINOR IRREGULARITIES:** The Director reserves the right to waive minor irregularities in bids or specifications in accordance with West Virginia Code of State Rules § 148-1-4.6.

**18. ELECTRONIC FILE ACCESS RESTRICTIONS:** Vendor must ensure that its submission in wvOASIS can be accessed and viewed by the Purchasing Division staff immediately upon bid opening. The Purchasing Division will consider any file that cannot be immediately accessed and viewed at the time of the bid opening (such as, encrypted files, password protected files, or incompatible files) to be blank or incomplete as context requires and are therefore unacceptable. A vendor will not be permitted to unencrypt files, remove password protections, or resubmit documents after bid opening to make a file viewable if those documents are required with the bid. A Vendor may be required to provide document passwords or remove access restrictions to allow the Purchasing Division to print or electronically save documents provided that those documents are viewable by the Purchasing Division prior to obtaining the password or removing the access restriction.

**19. NON-RESPONSIBLE:** The Purchasing Division Director reserves the right to reject the bid of any vendor as Non-Responsible in accordance with W. Va. Code of State Rules § 148-1-5.3, when the Director determines that the vendor submitting the bid does not have the capability to fully perform or lacks the integrity and reliability to assure good-faith performance.”

**20. ACCEPTANCE/REJECTION:** The State may accept or reject any bid in whole, or in part in accordance with W. Va. Code of State Rules § 148-1-4.5. and § 148-1-6.4.b.”



**21. YOUR SUBMISSION IS A PUBLIC DOCUMENT:** Vendor's entire response to the Solicitation and the resulting Contract are public documents. As public documents, they will be disclosed to the public following the bid/proposal opening or award of the contract, as required by the competitive bidding laws of West Virginia Code §§ 5A-3-1 et seq., 5-22-1 et seq., and 5G-1-1 et seq. and the Freedom of Information Act West Virginia Code §§ 29B-1-1 et seq.

DO NOT SUBMIT MATERIAL YOU CONSIDER TO BE CONFIDENTIAL, A TRADE SECRET, OR OTHERWISE NOT SUBJECT TO PUBLIC DISCLOSURE.

Submission of any bid, proposal, or other document to the Purchasing Division constitutes your explicit consent to the subsequent public disclosure of the bid, proposal, or document. The Purchasing Division will disclose any document labeled "confidential," "proprietary," "trade secret," "private," or labeled with any other claim against public disclosure of the documents, to include any "trade secrets" as defined by West Virginia Code § 47-22-1 et seq. All submissions are subject to public disclosure without notice.

**22. WITH THE BID REQUIREMENTS:** In instances where these specifications require documentation or other information with the bid, and a vendor fails to provide it with the bid, the Director of the Purchasing Division reserves the right to request those items after bid opening and prior to contract award pursuant to the authority to waive minor irregularities in bids or specifications under W. Va. CSR § 148-1-4.6. This authority does not apply to instances where state law mandates receipt with the bid.

**23. EMAIL NOTIFICATION OF AWARD:** The Purchasing Division will attempt to provide bidders with e-mail notification of contract award when a solicitation that the bidder participated in has been awarded. For notification purposes, bidders must provide the Purchasing Division with a valid email address in the bid response. Bidders may also monitor *wvOASIS* or the Purchasing Division's website to determine when a contract has been awarded.

**24. ISRAEL BOYCOTT CERTIFICATION:** Vendor's act of submitting a bid in response to this solicitation shall be deemed a certification from bidder to the State that bidder is not currently engaged in, and will not for the duration of the contract, engage in a boycott of Israel. This certification is required by W. Va. Code § 5A-3-63.

## GENERAL TERMS AND CONDITIONS:

**1. CONTRACTUAL AGREEMENT:** Issuance of an Award Document signed by the Purchasing Division Director, or his designee, and approved as to form by the Attorney General's office constitutes acceptance by the State of this Contract made by and between the State of West Virginia and the Vendor. Vendor's signature on its bid, or on the Contract if the Contract is not the result of a bid solicitation, signifies Vendor's agreement to be bound by and accept the terms and conditions contained in this Contract.

**2. DEFINITIONS:** As used in this Solicitation/Contract, the following terms shall have the meanings attributed to them below. Additional definitions may be found in the specifications included with this Solicitation/Contract.

**2.1. "Agency" or "Agencies"** means the agency, board, commission, or other entity of the State of West Virginia that is identified on the first page of the Solicitation or any other public entity seeking to procure goods or services under this Contract.

**2.2. "Bid" or "Proposal"** means the vendors submitted response to this solicitation.

**2.3. "Contract"** means the binding agreement that is entered into between the State and the Vendor to provide the goods or services requested in the Solicitation.

**2.4. "Director"** means the Director of the West Virginia Department of Administration, Purchasing Division.

**2.5. "Purchasing Division"** means the West Virginia Department of Administration, Purchasing Division.

**2.6. "Award Document"** means the document signed by the Agency and the Purchasing Division, and approved as to form by the Attorney General, that identifies the Vendor as the contract holder.

**2.7. "Solicitation"** means the official notice of an opportunity to supply the State with goods or services that is published by the Purchasing Division.

**2.8. "State"** means the State of West Virginia and/or any of its agencies, commissions, boards, etc. as context requires.

**2.9. "Vendor" or "Vendors"** means any entity submitting a bid in response to the Solicitation, the entity that has been selected as the lowest responsible bidder, or the entity that has been awarded the Contract as context requires.

**3. CONTRACT TERM; RENEWAL; EXTENSION:** The term of this Contract shall be determined in accordance with the category that has been identified as applicable to this Contract below:

**Term Contract**

**Initial Contract Term:** The Initial Contract Term will be for a period of One (1) year. The Initial Contract Term becomes effective on the effective start date listed on the first page of this Contract, identified as the State of West Virginia contract cover page containing the signatures of the Purchasing Division, Attorney General, and Encumbrance clerk (or another page identified as \_\_\_\_\_), and the Initial Contract Term ends on the effective end date also shown on the first page of this Contract.

**Renewal Term:** This Contract may be renewed upon the mutual written consent of the Agency, and the Vendor, with approval of the Purchasing Division and the Attorney General's office (Attorney General approval is as to form only). Any request for renewal should be delivered to the Agency and then submitted to the Purchasing Division thirty (30) days prior to the expiration date of the initial contract term or appropriate renewal term. A Contract renewal shall be in accordance with the terms and conditions of the original contract. Unless otherwise specified below, renewal of this Contract is limited to Three (3) successive one (1) year periods or multiple renewal periods of less than one year, provided that the multiple renewal periods do not exceed the total number of months available in all renewal years combined. Automatic renewal of this Contract is prohibited. Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's office (Attorney General approval is as to form only)

**Alternate Renewal Term** – This contract may be renewed for \_\_\_\_\_ successive \_\_\_\_\_ year periods or shorter periods provided that they do not exceed the total number of months contained in all available renewals. Automatic renewal of this Contract is prohibited. Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's office (Attorney General approval is as to form only)

**Delivery Order Limitations:** In the event that this contract permits delivery orders, a delivery order may only be issued during the time this Contract is in effect. Any delivery order issued within one year of the expiration of this Contract shall be effective for one year from the date the delivery order is issued. No delivery order may be extended beyond one year after this Contract has expired.

**Fixed Period Contract:** This Contract becomes effective upon Vendor's receipt of the notice to proceed and must be completed within \_\_\_\_\_ days.

**Fixed Period Contract with Renewals:** This Contract becomes effective upon Vendor's receipt of the notice to proceed and part of the Contract more fully described in the attached specifications must be completed within \_\_\_\_\_ days. Upon completion of the work covered by the preceding sentence, the vendor agrees that:

the contract will continue for \_\_\_\_\_ years;

the contract may be renewed for \_\_\_\_\_ successive \_\_\_\_\_ year periods or shorter periods provided that they do not exceed the total number of months contained in all available renewals. Automatic renewal of this Contract is prohibited.

Renewals must be approved by the Vendor, Agency, Purchasing Division and Attorney General's Office (Attorney General approval is as to form only).

**One-Time Purchase:** The term of this Contract shall run from the issuance of the Award Document until all of the goods contracted for have been delivered, but in no event will this Contract extend for more than one fiscal year.

**Construction/Project Oversight:** This Contract becomes effective on the effective start date listed on the first page of this Contract, identified as the State of West Virginia contract cover page containing the signatures of the Purchasing Division, Attorney General, and Encumbrance clerk (or another page identified as \_\_\_\_\_), and continues until the project for which the vendor is providing oversight is complete.

**Other:** Contract Term specified in \_\_\_\_\_

**4. AUTHORITY TO PROCEED:** Vendor is authorized to begin performance of this contract on the date of encumbrance listed on the front page of the Award Document unless either the box for "Fixed Period Contract" or "Fixed Period Contract with Renewals" has been checked in Section 3 above. If either "Fixed Period Contract" or "Fixed Period Contract with Renewals" has been checked, Vendor must not begin work until it receives a separate notice to proceed from the State. The notice to proceed will then be incorporated into the Contract via change order to memorialize the official date that work commenced.

**5. QUANTITIES:** The quantities required under this Contract shall be determined in accordance with the category that has been identified as applicable to this Contract below.

**Open End Contract:** Quantities listed in this Solicitation/Award Document are approximations only, based on estimates supplied by the Agency. It is understood and agreed that the Contract shall cover the quantities actually ordered for delivery during the term of the Contract, whether more or less than the quantities shown.

**Service:** The scope of the service to be provided will be more clearly defined in the specifications included herewith.

**Combined Service and Goods:** The scope of the service and deliverable goods to be provided will be more clearly defined in the specifications included herewith.

**One-Time Purchase:** This Contract is for the purchase of a set quantity of goods that are identified in the specifications included herewith. Once those items have been delivered, no additional goods may be procured under this Contract without an appropriate change order approved by the Vendor, Agency, Purchasing Division, and Attorney General’s office.

**Construction:** This Contract is for construction activity more fully defined in the specifications.

**6. EMERGENCY PURCHASES:** The Purchasing Division Director may authorize the Agency to purchase goods or services in the open market that Vendor would otherwise provide under this Contract if those goods or services are for immediate or expedited delivery in an emergency. Emergencies shall include, but are not limited to, delays in transportation or an unanticipated increase in the volume of work. An emergency purchase in the open market, approved by the Purchasing Division Director, shall not constitute of breach of this Contract and shall not entitle the Vendor to any form of compensation or damages. This provision does not excuse the State from fulfilling its obligations under a One-Time Purchase contract.

**7. REQUIRED DOCUMENTS:** All of the items checked in this section must be provided to the Purchasing Division by the Vendor as specified:

**LICENSE(S) / CERTIFICATIONS / PERMITS:** In addition to anything required under the Section of the General Terms and Conditions entitled Licensing, the apparent successful Vendor shall furnish proof of the following licenses, certifications, and/or permits upon request and in a form acceptable to the State. The request may be prior to or after contract award at the State’s sole discretion.

The apparent successful Vendor shall also furnish proof of any additional licenses or certifications contained in the specifications regardless of whether or not that requirement is listed above.

**8. INSURANCE:** The apparent successful Vendor shall furnish proof of the insurance identified by a checkmark below prior to Contract award. The insurance coverages identified below must be maintained throughout the life of this contract. Thirty (30) days prior to the expiration of the insurance policies, Vendor shall provide the Agency with proof that the insurance mandated herein has been continued. Vendor must also provide Agency with immediate notice of any changes in its insurance policies, including but not limited to, policy cancelation, policy reduction, or change in insurers. The apparent successful Vendor shall also furnish proof of any additional insurance requirements contained in the specifications prior to Contract award regardless of whether that insurance requirement is listed in this section.

Vendor must maintain:

**Commercial General Liability Insurance** in at least an amount of: \$1,000,000 per occurrence.

**Automobile Liability Insurance** in at least an amount of: \_\_\_\_\_ per occurrence.

**Professional/Malpractice/Errors and Omission Insurance** in at least an amount of: \_\_\_\_\_ per occurrence. Notwithstanding the forgoing, Vendor's are not required to list the State as an additional insured for this type of policy.

**Commercial Crime and Third Party Fidelity Insurance** in an amount of: \_\_\_\_\_ per occurrence.

**Cyber Liability Insurance** in an amount of: \_\_\_\_\_ per occurrence.

**Builders Risk Insurance** in an amount equal to 100% of the amount of the Contract.

**Pollution Insurance** in an amount of: \_\_\_\_\_ per occurrence.

**Aircraft Liability** in an amount of: \_\_\_\_\_ per occurrence.

**9. WORKERS' COMPENSATION INSURANCE:** Vendor shall comply with laws relating to workers compensation, shall maintain workers' compensation insurance when required, and shall furnish proof of workers' compensation insurance upon request.

**10. VENUE:** All legal actions for damages brought by Vendor against the State shall be brought in the West Virginia Claims Commission. Other causes of action must be brought in the West Virginia court authorized by statute to exercise jurisdiction over it.

**11. LIQUIDATED DAMAGES:** This clause shall in no way be considered exclusive and shall not limit the State or Agency's right to pursue any other available remedy. Vendor shall pay liquidated damages in the amount specified below or as described in the specifications:

\_\_\_\_\_ for \_\_\_\_\_.

Liquidated Damages Contained in the Specifications.

Liquidated Damages Are Not Included in this Contract.

**12. ACCEPTANCE:** Vendor's signature on its bid, or on the certification and signature page, constitutes an offer to the State that cannot be unilaterally withdrawn, signifies that the product or service proposed by vendor meets the mandatory requirements contained in the Solicitation for that product or service, unless otherwise indicated, and signifies acceptance of the terms and conditions contained in the Solicitation unless otherwise indicated.

**13. PRICING:** The pricing set forth herein is firm for the life of the Contract, unless specified elsewhere within this Solicitation/Contract by the State. A Vendor's inclusion of price adjustment provisions in its bid, without an express authorization from the State in the Solicitation to do so, may result in bid disqualification. Notwithstanding the foregoing, Vendor must extend any publicly advertised sale price to the State and invoice at the lower of the contract price or the publicly advertised sale price.

**14. PAYMENT IN ARREARS:** Payments for goods/services will be made in arrears only upon receipt of a proper invoice, detailing the goods/services provided or receipt of the goods/services, whichever is later. Notwithstanding the foregoing, payments for software maintenance, licenses, or subscriptions may be paid annually in advance.

**15. PAYMENT METHODS:** Vendor must accept payment by electronic funds transfer and P-Card. (The State of West Virginia's Purchasing Card program, administered under contract by a banking institution, processes payment for goods and services through state designated credit cards.)

**16. TAXES:** The Vendor shall pay any applicable sales, use, personal property or any other taxes arising out of this Contract and the transactions contemplated thereby. The State of West Virginia is exempt from federal and state taxes and will not pay or reimburse such taxes.

**17. ADDITIONAL FEES:** Vendor is not permitted to charge additional fees or assess additional charges that were not either expressly provided for in the solicitation published by the State of West Virginia, included in the Contract, or included in the unit price or lump sum bid amount that Vendor is required by the solicitation to provide. Including such fees or charges as notes to the solicitation may result in rejection of vendor's bid. Requesting such fees or charges be paid after the contract has been awarded may result in cancellation of the contract.

**18. FUNDING:** This Contract shall continue for the term stated herein, contingent upon funds being appropriated by the Legislature or otherwise being made available. In the event funds are not appropriated or otherwise made available, this Contract becomes void and of no effect beginning on July 1 of the fiscal year for which funding has not been appropriated or otherwise made available. If that occurs, the State may notify the Vendor that an alternative source of funding has been obtained and thereby avoid the automatic termination. Non-appropriation or non-funding shall not be considered an event of default.

**19. CANCELLATION:** The Purchasing Division Director reserves the right to cancel this Contract immediately upon written notice to the vendor if the materials or workmanship supplied do not conform to the specifications contained in the Contract. The Purchasing Division Director may also cancel any purchase or Contract upon 30 days written notice to the Vendor in accordance with West Virginia Code of State Rules § 148-1-5.2.b.

**20. TIME:** Time is of the essence regarding all matters of time and performance in this Contract.

**21. APPLICABLE LAW:** This Contract is governed by and interpreted under West Virginia law without giving effect to its choice of law principles. Any information provided in specification manuals, or any other source, verbal or written, which contradicts or violates the West Virginia Constitution, West Virginia Code, or West Virginia Code of State Rules is void and of no effect.

**22. COMPLIANCE WITH LAWS:** Vendor shall comply with all applicable federal, state, and local laws, regulations and ordinances. By submitting a bid, Vendor acknowledges that it has reviewed, understands, and will comply with all applicable laws, regulations, and ordinances.

**SUBCONTRACTOR COMPLIANCE:** Vendor shall notify all subcontractors providing commodities or services related to this Contract that as subcontractors, they too are required to comply with all applicable laws, regulations, and ordinances. Notification under this provision must occur prior to the performance of any work under the contract by the subcontractor.

**23. ARBITRATION:** Any references made to arbitration contained in this Contract, Vendor's bid, or in any American Institute of Architects documents pertaining to this Contract are hereby deleted, void, and of no effect.



**24. MODIFICATIONS:** This writing is the parties' final expression of intent. Notwithstanding anything contained in this Contract to the contrary no modification of this Contract shall be binding without mutual written consent of the Agency, and the Vendor, with approval of the Purchasing Division and the Attorney General's office (Attorney General approval is as to form only). Any change to existing contracts that adds work or changes contract cost, and were not included in the original contract, must be approved by the Purchasing Division and the Attorney General's Office (as to form) prior to the implementation of the change or commencement of work affected by the change.

**25. WAIVER:** The failure of either party to insist upon a strict performance of any of the terms or provision of this Contract, or to exercise any option, right, or remedy herein contained, shall not be construed as a waiver or a relinquishment for the future of such term, provision, option, right, or remedy, but the same shall continue in full force and effect. Any waiver must be expressly stated in writing and signed by the waiving party.

**26. SUBSEQUENT FORMS:** The terms and conditions contained in this Contract shall supersede any and all subsequent terms and conditions which may appear on any form documents submitted by Vendor to the Agency or Purchasing Division such as price lists, order forms, invoices, sales agreements, or maintenance agreements, and includes internet websites or other electronic documents. Acceptance or use of Vendor's forms does not constitute acceptance of the terms and conditions contained thereon.

**27. ASSIGNMENT:** Neither this Contract nor any monies due, or to become due hereunder, may be assigned by the Vendor without the express written consent of the Agency, the Purchasing Division, the Attorney General's office (as to form only), and any other government agency or office that may be required to approve such assignments.

**28. WARRANTY:** The Vendor expressly warrants that the goods and/or services covered by this Contract will: (a) conform to the specifications, drawings, samples, or other description furnished or specified by the Agency; (b) be merchantable and fit for the purpose intended; and (c) be free from defect in material and workmanship.

**29. STATE EMPLOYEES:** State employees are not permitted to utilize this Contract for personal use and the Vendor is prohibited from permitting or facilitating the same.

**30. PRIVACY, SECURITY, AND CONFIDENTIALITY:** The Vendor agrees that it will not disclose to anyone, directly or indirectly, any such personally identifiable information or other confidential information gained from the Agency, unless the individual who is the subject of the information consents to the disclosure in writing or the disclosure is made pursuant to the Agency's policies, procedures, and rules. Vendor further agrees to comply with the Confidentiality Policies and Information Security Accountability Requirements, set forth in [www.state.wv.us/admin/purchase/privacy](http://www.state.wv.us/admin/purchase/privacy).

**31. YOUR SUBMISSION IS A PUBLIC DOCUMENT:** Vendor's entire response to the Solicitation and the resulting Contract are public documents. As public documents, they will be disclosed to the public following the bid/proposal opening or award of the contract, as required by the competitive bidding laws of West Virginia Code §§ 5A-3-1 et seq., 5-22-1 et seq., and 5G-1-1 et seq. and the Freedom of Information Act West Virginia Code §§ 29B-1-1 et seq.

**DO NOT SUBMIT MATERIAL YOU CONSIDER TO BE CONFIDENTIAL, A TRADE SECRET, OR OTHERWISE NOT SUBJECT TO PUBLIC DISCLOSURE.**

Submission of any bid, proposal, or other document to the Purchasing Division constitutes your explicit consent to the subsequent public disclosure of the bid, proposal, or document. The Purchasing Division will disclose any document labeled "confidential," "proprietary," "trade secret," "private," or labeled with any other claim against public disclosure of the documents, to include any "trade secrets" as defined by West Virginia Code § 47-22-1 et seq. All submissions are subject to public disclosure without notice.

**32. LICENSING:** In accordance with West Virginia Code of State Rules § 148-1-6.1.e, Vendor must be licensed and in good standing in accordance with any and all state and local laws and requirements by any state or local agency of West Virginia, including, but not limited to, the West Virginia Secretary of State's Office, the West Virginia Tax Department, West Virginia Insurance Commission, or any other state agency or political subdivision. Obligations related to political subdivisions may include, but are not limited to, business licensing, business and occupation taxes, inspection compliance, permitting, etc. Upon request, the Vendor must provide all necessary releases to obtain information to enable the Purchasing Division Director or the Agency to verify that the Vendor is licensed and in good standing with the above entities.

**SUBCONTRACTOR COMPLIANCE:** Vendor shall notify all subcontractors providing commodities or services related to this Contract that as subcontractors, they too are required to be licensed, in good standing, and up-to-date on all state and local obligations as described in this section. Obligations related to political subdivisions may include, but are not limited to, business licensing, business and occupation taxes, inspection compliance, permitting, etc. Notification under this provision must occur prior to the performance of any work under the contract by the subcontractor.

**33. ANTITRUST:** In submitting a bid to, signing a contract with, or accepting a Award Document from any agency of the State of West Virginia, the Vendor agrees to convey, sell, assign, or transfer to the State of West Virginia all rights, title, and interest in and to all causes of action it may now or hereafter acquire under the antitrust laws of the United States and the State of West Virginia for price fixing and/or unreasonable restraints of trade relating to the particular commodities or services purchased or acquired by the State of West Virginia. Such assignment shall be made and become effective at the time the purchasing agency tenders the initial payment to Vendor.

**34. VENDOR NON-CONFLICT:** Neither Vendor nor its representatives are permitted to have any interest, nor shall they acquire any interest, direct or indirect, which would compromise the performance of its services hereunder. Any such interests shall be promptly presented in detail to the Agency.

**35. VENDOR RELATIONSHIP:** The relationship of the Vendor to the State shall be that of an independent contractor and no principal-agent relationship or employer-employee relationship is contemplated or created by this Contract. The Vendor as an independent contractor is solely liable for the acts and omissions of its employees and agents. Vendor shall be responsible for selecting, supervising, and compensating any and all individuals employed pursuant to the terms of this Solicitation and resulting contract. Neither the Vendor, nor any employees or subcontractors of the Vendor, shall be deemed to be employees of the State for any purpose whatsoever. Vendor shall be exclusively responsible for payment of employees and contractors for all wages and salaries, taxes, withholding payments, penalties, fees, fringe benefits, professional liability insurance premiums, contributions to insurance and pension, or other deferred compensation plans, including but not limited to, Workers' Compensation and Social Security obligations, licensing fees, etc. and the filing of all necessary documents, forms, and returns pertinent to all of the foregoing.

Vendor shall hold harmless the State, and shall provide the State and Agency with a defense against any and all claims including, but not limited to, the foregoing payments, withholdings, contributions, taxes, Social Security taxes, and employer income tax returns.

**36. INDEMNIFICATION:** The Vendor agrees to indemnify, defend, and hold harmless the State and the Agency, their officers, and employees from and against: (1) Any claims or losses for services rendered by any subcontractor, person, or firm performing or supplying services, materials, or supplies in connection with the performance of the Contract; (2) Any claims or losses resulting to any person or entity injured or damaged by the Vendor, its officers, employees, or subcontractors by the publication, translation, reproduction, delivery, performance, use, or disposition of any data used under the Contract in a manner not authorized by the Contract, or by Federal or State statutes or regulations; and (3) Any failure of the Vendor, its officers, employees, or subcontractors to observe State and Federal laws including, but not limited to, labor and wage and hour laws.

**37. NO DEBT CERTIFICATION:** In accordance with West Virginia Code §§ 5A-3-10a and 5-22-1(i), the State is prohibited from awarding a contract to any bidder that owes a debt to the State or a political subdivision of the State. By submitting a bid, or entering into a contract with the State, Vendor is affirming that (1) for construction contracts, the Vendor is not in default on any monetary obligation owed to the state or a political subdivision of the state, and (2) for all other contracts, neither the Vendor nor any related party owe a debt as defined above, and neither the Vendor nor any related party are in employer default as defined in the statute cited above unless the debt or employer default is permitted under the statute.

**38. CONFLICT OF INTEREST:** Vendor, its officers or members or employees, shall not presently have or acquire an interest, direct or indirect, which would conflict with or compromise the performance of its obligations hereunder. Vendor shall periodically inquire of its officers, members and employees to ensure that a conflict of interest does not arise. Any conflict of interest discovered shall be promptly presented in detail to the Agency.

**39. REPORTS:** Vendor shall provide the Agency and/or the Purchasing Division with the following reports identified by a checked box below:

Such reports as the Agency and/or the Purchasing Division may request. Requested reports may include, but are not limited to, quantities purchased, agencies utilizing the contract, total contract expenditures by agency, etc.

Quarterly reports detailing the total quantity of purchases in units and dollars, along with a listing of purchases by agency. Quarterly reports should be delivered to the Purchasing Division via email at [purchasing.division@wv.gov](mailto:purchasing.division@wv.gov).

**40. BACKGROUND CHECK:** In accordance with W. Va. Code § 15-2D-3, the State reserves the right to prohibit a service provider's employees from accessing sensitive or critical information or to be present at the Capitol complex based upon results addressed from a criminal background check. Service providers should contact the West Virginia Division of Protective Services by phone at (304) 558-9911 for more information.

**41. PREFERENCE FOR USE OF DOMESTIC STEEL PRODUCTS:** Except when authorized by the Director of the Purchasing Division pursuant to W. Va. Code § 5A-3-56, no contractor may use or supply steel products for a State Contract Project other than those steel products made in the United States. A contractor who uses steel products in violation of this section may be subject to civil penalties pursuant to W. Va. Code § 5A-3-56. As used in this section:

- a. "State Contract Project" means any erection or construction of, or any addition to, alteration of or other improvement to any building or structure, including, but not limited to, roads or highways, or the installation of any heating or cooling or ventilating plants or other equipment, or the supply of and materials for such projects, pursuant to a contract with the State of West Virginia for which bids were solicited on or after June 6, 2001.
- b. "Steel Products" means products rolled, formed, shaped, drawn, extruded, forged, cast, fabricated or otherwise similarly processed, or processed by a combination of two or more or such operations, from steel made by the open heath, basic oxygen, electric furnace, Bessemer or other steel making process.
- c. The Purchasing Division Director may, in writing, authorize the use of foreign steel products if:
  1. The cost for each contract item used does not exceed one tenth of one percent (.1%) of the total contract cost or two thousand five hundred dollars (\$2,500.00), whichever is greater. For the purposes of this section, the cost is the value of the steel product as delivered to the project; or
  2. The Director of the Purchasing Division determines that specified steel materials are not produced in the United States in sufficient quantity or otherwise are not reasonably available to meet contract requirements.

**42. PREFERENCE FOR USE OF DOMESTIC ALUMINUM, GLASS, AND STEEL:** In Accordance with W. Va. Code § 5-19-1 et seq., and W. Va. CSR § 148-10-1 et seq., for every contract or subcontract, subject to the limitations contained herein, for the construction, reconstruction, alteration, repair, improvement or maintenance of public works or for the purchase of any item of machinery or equipment to be used at sites of public works, only domestic aluminum, glass or steel products shall be supplied unless the spending officer determines, in writing, after the receipt of offers or bids, (1) that the cost of domestic aluminum, glass or steel products is unreasonable or inconsistent with the public interest of the State of West Virginia, (2) that domestic aluminum, glass or steel products are not produced in sufficient quantities to meet the contract requirements, or (3) the available domestic aluminum, glass, or steel do not meet the contract specifications. This provision only applies to public works contracts awarded in an amount more than fifty thousand dollars (\$50,000) or public works contracts that require more than ten thousand pounds of steel products.

The cost of domestic aluminum, glass, or steel products may be unreasonable if the cost is more than twenty percent (20%) of the bid or offered price for foreign made aluminum, glass, or steel products. If the domestic aluminum, glass or steel products to be supplied or produced in a “substantial labor surplus area”, as defined by the United States Department of Labor, the cost of domestic aluminum, glass, or steel products may be unreasonable if the cost is more than thirty percent (30%) of the bid or offered price for foreign made aluminum, glass, or steel products. This preference shall be applied to an item of machinery or equipment, as indicated above, when the item is a single unit of equipment or machinery manufactured primarily of aluminum, glass or steel, is part of a public works contract and has the sole purpose or of being a permanent part of a single public works project. This provision does not apply to equipment or machinery purchased by a spending unit for use by that spending unit and not as part of a single public works project.

All bids and offers including domestic aluminum, glass or steel products that exceed bid or offer prices including foreign aluminum, glass or steel products after application of the preferences provided in this provision may be reduced to a price equal to or lower than the lowest bid or offer price for foreign aluminum, glass or steel products plus the applicable preference. If the reduced bid or offer prices are made in writing and supersede the prior bid or offer prices, all bids or offers, including the reduced bid or offer prices, will be reevaluated in accordance with this rule.

**43. INTERESTED PARTY SUPPLEMENTAL DISCLOSURE:** W. Va. Code § 6D-1-2 requires that for contracts with an actual or estimated value of at least \$1 million, the Vendor must submit to the Agency a disclosure of interested parties prior to beginning work under this Contract. Additionally, the Vendor must submit a supplemental disclosure of interested parties reflecting any new or differing interested parties to the contract, which were not included in the original pre-work interested party disclosure, within 30 days following the completion or termination of the contract. A copy of that form is included with this solicitation or can be obtained from the WV Ethics Commission. This requirement does not apply to publicly traded companies listed on a national or international stock exchange. A more detailed definition of interested parties can be obtained from the form referenced above.

**44. PROHIBITION AGAINST USED OR REFURBISHED:** Unless expressly permitted in the solicitation published by the State, Vendor must provide new, unused commodities, and is prohibited from supplying used or refurbished commodities, in fulfilling its responsibilities under this Contract.

**45. VOID CONTRACT CLAUSES:** This Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law.

**46. ISRAEL BOYCOTT:** Bidder understands and agrees that, pursuant to W. Va. Code § 5A-3-63, it is prohibited from engaging in a boycott of Israel during the term of this contract.

**DESIGNATED CONTACT:** Vendor appoints the individual identified in this Section as the Contract Administrator and the initial point of contact for matters relating to this Contract.

(Printed Name and Title) Anthony Chandler - Senior Account Executive

(Address) 10 Burlington Mall Road, Burlington, MA 01803

(Phone Number) / (Fax Number) 508 963 3275

(email address) anthony.chandler@neurafFlash.com

**CERTIFICATION AND SIGNATURE:** By signing below, or submitting documentation through wvOASIS, I certify that: I have reviewed this Solicitation/Contract in its entirety; that I understand the requirements, terms and conditions, and other information contained herein; that this bid, offer or proposal constitutes an offer to the State that cannot be unilaterally withdrawn; that the product or service proposed meets the mandatory requirements contained in the Solicitation/Contract for that product or service, unless otherwise stated herein; that the Vendor accepts the terms and conditions contained in the Solicitation, unless otherwise stated herein; that I am submitting this bid, offer or proposal for review and consideration; that this bid or offer was made without prior understanding, agreement, or connection with any entity submitting a bid or offer for the same material, supplies, equipment or services; that this bid or offer is in all respects fair and without collusion or fraud; that this Contract is accepted or entered into without any prior understanding, agreement, or connection to any other entity that could be considered a violation of law; that I am authorized by the Vendor to execute and submit this bid, offer, or proposal, or any documents related thereto on Vendor’s behalf; that I am authorized to bind the vendor in a contractual relationship; and that to the best of my knowledge, the vendor has properly registered with any State agency that may require registration.

By signing below, I further certify that I understand this Contract is subject to the provisions of West Virginia Code § 5A-3-62, which automatically voids certain contract clauses that violate State law; and that pursuant to W. Va. Code 5A-3-63, the entity entering into this contract is prohibited from engaging in a boycott against Israel.

NeuraFlash, LLC

(Company) DocuSigned by:  
Brett Chisholm

(Signature of Authorized Representative) Brett Chisholm CEO 2/14/2024

(Printed Name and Title of Authorized Representative) (Date)  
201 406 9197

(Phone Number) (Fax Number)  
brett@neurafFlash.com

(Email Address)

**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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**SPECIFICATIONS**

- 1. PURPOSE AND SCOPE:** The West Virginia Purchasing Division is soliciting bids on behalf of the Department of Transportation, Division of Motor Vehicles to establish a contract for the one-time purchase of a cloud-based contact center solution.

**Current Environment**

The West Virginia Department of Transportation, Division of Motor Vehicles (WVDMV) provides essential motor vehicle and driver services, facilitates interstate travel by promoting reciprocity for West Virginia vehicles and drivers in other states, promotes highway safety, and collects revenue for highway maintenance and construction programs.

Throughout the state, the WVDMV operates twenty-six branch locations to serve citizens for their motor service needs. Additionally, many citizen inquiries and transactions are handled via phone and web. Our current technology solution for citizen phone and web inquiries consists of:

- A Call Center of twenty employees answering inbound calls from constituents, Monday-Friday, 8:00am-5:30pm
- Two Call Center employees dedicated to answering emails submitted to [dmvcustomerservice@wv.gov](mailto:dmvcustomerservice@wv.gov) typically within thirty-six hours, unless it is a holiday or weekend, but allows seven days for response.
- One Call Center employee contacts constituents to make payments over the phone using a debit or credit card to collect fees for license plate renewals, replacement license plates, decals, and registration cards as well as fees needed to complete title work.
- DMV Now Kiosk locations at grocery and convenience stores across the state
- West Virginia Electronic Lien and Title (ELT) System for lenders and ELT service providers (license and title services and dealerships)
- Online duplicate title requests for license and title services and dealerships
- Online Services available on the official WV DMV website include:
  - Vehicle registration renewals
  - Requests for duplicate registrations, decals, and license plates
  - Personalized license plate availability searches and requests
  - Conduit to respond to insurance verification requests.
  - Payments for license suspension
  - Driver's license or state issued identification card renewals.
  - Requests for duplicate driver's license or state issued identification card.
  - Check driver's license status.



**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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- Take knowledge tests.
- Requests for driving records.
- Apply for Real ID Headstart
- Change address on driver's license
- Request State Bar ID
- Connect with Organ and Tissue Donor Registry
- Schedule regional office appointments

Over the past several years, we have seen an increase in call volumes where agents are spending more time working with citizens to address common questions and routine matters. WVDMV feels many of these transactions can be handled with smarter technologies. Additionally, WVDMV processes numerous paper documents for citizen requests. Many of the document processing steps are manually intensive and require significant time to process. These “high touch” activities increase call waiting ques for inbound callers, require WVDMV staff to dedicate additional time to address general questions, and delay the resolution of more complex cases due to staff being burdened. Operational metrics the WVDMV processes include:

- Answers fourteen thousand constituent calls per week
- An average of twelve thousand documents scanned and processed per week.
- Call volumes
- Customer wait times
- Twenty Call Center specialists
- Processed over seventeen thousand requests for duplicate license plates, registration cards, and decals monthly via online services.
- Over ninety-one thousand driver's license renewals processed monthly via online services.
- Responds to over three thousand emails per month.
- DMV is working to migrate the vehicle system from the mainframe. However, the driver system is still on the mainframe.
- Over twenty-six thousand vehicle renewals processed monthly at kiosks.
- Over two hundred fifty booklets and forms mailed to constituents at their request.

#### Desired Future State

We are seeking a Contact Center as a Service (CCaaS) solution that is tightly coupled with a Document Management solution that leverages GenAI capabilities. The new CCaaS should be able to assist WV DMV personnel with the following:

- Reduce inbound call volumes by leveraging GenAI technologies to address routine citizen questions.
- Address constituent FAQs by deploying GenAI technologies.

**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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- Reduce call waiting time.
- Provide real time citizen communication leading to improved citizen satisfaction by facilitating a more personalized and efficient service.
- Provide a platform that offers a Single Source of Truth for WV DMV staff.
- Provide flexibility to integrate with other business tools such as CRM systems, email, and chat to create a unified citizen experience across various communication channels.
- The analytics and reporting capabilities gain insights into citizen interactions, agent performance, and overall contact center operations. These insights can inform decision-making and improve citizen management strategies.
- By providing a variety of means of communication, including voice, chat, email, etc. constituents are able to interact with the contact center using their preferred method.

**2. DEFINITIONS:** The terms listed below shall have the meanings assigned to them below. Additional definitions can be found in section 2 of the General Terms and Conditions.

**2.1 “Contract Item”** means cloud-based contact center solution as more fully described by these specifications.

**2.2 “Pricing Page”** means the pages, contained in wvOASIS or attached as Exhibit A, upon which Vendor should list its proposed price for the Contract Items.

**2.3 “Solicitation”** means the official notice of an opportunity to supply the State with goods or services that is published by the Purchasing Division.

**3. GENERAL REQUIREMENTS:**

**3.1 Mandatory Contract Item Requirements:** Contract Item must meet or exceed the mandatory requirements listed below.

**3.1.1 Contact Center Solution**

**3.1.1.1** The Contact Center Solution must provide a unified and multi-channel experience.

**3.1.1.2** The Contact Center Solution must provide data unification, management, and analytics to provide a source of truth for DMV decision making.

**3.1.1.3** The Contact Center Solution must interface with DMV’s document management solution (currently Application Xtender).

**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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**3.1.1.4** The Contact Center Solution must provide a method to authenticate the citizen's identity.

**3.1.1.5** The Contact Center Solution must provide a citizen case management process.

**3.1.1.6** The Contact Center Solution must provide an intelligent virtual agent with natural language processing that is able to handle multiple languages including: Spanish, German, Chinese, and French.

**3.1.1.6.1** The Contact Center Solution must provide an unlimited number of seamless transfers from virtual agent to human agent and back.

**3.1.1.6.2** The virtual agent must incorporate large language model capabilities and make conversation transcripts searchable.

**3.1.1.7** The Contact Center Solution must provide smart device interactions like photo, video, channel blending, and convenient on device authentication.

**3.1.1.7.1** The Contact Center Solution must allow mobile device App integration.

**3.1.1.8** The Contact Center Solution must provide natural language processing to help contact center managers by identifying call drivers, sentiment, popular questions, and other information about customer interactions.

**3.1.1.9** The Contact Center Solution must provide a robust recording system for recording, storing, and tagging calls.

**3.1.1.10** The Contact Center Solution must provide call search capability including the ability to search for sentiment.

**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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- 3.1.1.11** The Contact Center Solution must provide AI-based omni-channel routing.
- 3.1.1.12** The Contact Center Solution must maintain 99.9% uptime.
- 3.1.1.13** Disaster Recovery must be included in the Contact Center Solution.
- 3.1.1.14** The Contact Center Solution must include an automatic call back function for dropped calls.
- 3.1.1.15** The Contact Center Solution must be capable of creating seamless voice and chat support experiences for users of mobile device apps and must seamlessly integrate with existing mobile applications.
- 3.1.1.16** The Contact Center Solution must allow users to make voice calls using data instead of minutes.
- 3.1.1.17** The Contact Center Solution must provide fallback calls. When the end-user does not have a strong enough data connection for VoIP, the solution will fallback to a PSTN call while still sending the important customer data packet to the CRM record.
- 3.1.1.18** The Contact Center Solution must provide queued callback allowing the constituent to receive a call back from an agent through a virtual queue.
- 3.1.1.19** The Contact Center Solution must deliver high quality audio with a maximum packet loss less than 1%.
- 3.1.1.20** The Contact Center Solution must allow users to schedule a time to talk with the support team; AI powered algorithms predict and provide fifteen-minute time slots based on agent availability, ensuring that constituents do not have to wait on hold.
- 3.1.1.21** The Contact Center Solution must instantly verify users with their fingerprint, face, passcode, or account number.

**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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- 3.1.1.22** The Contact Center Solution must allow the agent to request photos, videos, screenshots, and input text.
- 3.1.1.23** The Contact Center Solution must be able to send SMS.
- 3.1.1.24** The Contact Center Solution must allow call deflections based on volume and business needs by; allowing the caller to schedule a call for a later time, providing an email address for response, forwarding the call to another number directly, or forwarding the call to voice mail.
- 3.1.1.25** The Contact Center Solution must provide unique visual queue configuration settings to direct queues to a particular website or direct queues to a visual message.
- 3.1.1.26** The Contact Center Solution must provide administrative functionality for WVDMV to create users, assign roles, and create reports.
- 3.1.1.27** The Contact Center Solution must detect calls to the main support number from the device's dialer and convert the call to a mobile call.
- 3.1.1.28** The Contract Center Solution must determine which queue, language, and channel the constituent should reach when the SDK is invoked in various parts of the App.
- 3.1.1.29** The Contact Center Solution must provide GenAI capabilities.
- 3.1.1.29.1** GenAI must personalize customer interactions by providing agents with insights into customer preferences and past interactions.
  - 3.1.1.29.2** GenAI must automate tasks such as answering FAQs and routing calls to the appropriate agents.
  - 3.1.1.29.3** GenAI must get insights from CRM data and understand call drivers and call topics.

**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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**3.1.1.29.4** GenAI must provide contact deflection, predictive routing, and turn by turn guidance on the conversation flow based on the customer intent.

**3.1.1.30** The Contact Center Solution must provide a multimodal, omnichannel customer experience using web and mobile SDKs (iOs and Android) to embed the support experience across all channels (VoIP) via WebRTC and PSTN, chat, and SMS for consistent customer experience across all devices.

**3.1.1.31** The Contact Center Solution must provide visual IVR to provide customers with self service via web or mobile interfaces. The visual IVR must function just like an IVR or virtual agent using a visual interface.

**3.1.1.32** The Contact Center Solution must provide inbound and outbound voice, SMS, and chat that can handle multiple channels simultaneously and pivot between channels during a customer interaction.

**3.1.1.33** The Contact Center Solution shall be hosted in a state owned public or private cloud environment. Vendor(s) must present as part of their proposal a RACI model, a proposed cloud architecture design plan, software licensing list, and projected total cost of ownership (yearly) for both the solution and cloud infrastructure including consideration for network inbound and outbound traffic.

To assist in generating the total cost of ownership supporting the cloud infrastructure, the following calculator(s) are recommended.

Microsoft      Azure      <https://azure.microsoft.com/en-us/pricing/calculator/>

#### **4. CONTRACT AWARD:**

**4.1 Contract Award:** The Contract is intended to provide Agencies with a purchase price for the Contract Items. The Contract shall be awarded to the

**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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Vendor that provides the Contract Items meeting the required specifications for the lowest overall total cost as shown on the Pricing Pages.

**4.2 Pricing Page:** Vendor should complete the Pricing Page by entering the cost in columns D through G and then totaling them to attain the Grand Total in column H. Vendor should complete the Pricing Page in full as failure to complete the Pricing Page in its entirety may result in Vendor's bid being disqualified.

Vendor should type or electronically enter the information into the Pricing Page to prevent errors in the evaluation.

**5. PAYMENT:**

**5.1 Payment:** Vendor shall accept payment in accordance with the payment procedures of the State of West Virginia.

**6. DELIVERY AND RETURN:**

**6.1 Shipment and Delivery:** Vendor shall ship the Contract Items immediately after being awarded this Contract and receiving a purchase order or notice to proceed. Vendor shall deliver the Contract Items within [insert days allowed for shipping] working days after receiving a purchase order or notice to proceed. Contract Items must be delivered to Agency at [insert delivery location or locations if multiple].

**6.2 Late Delivery:** The Agency placing the order under this Contract must be notified in writing if the shipment of the Contract Items will be delayed for any reason. Any delay in delivery that could cause harm to an Agency will be grounds for cancellation of the Contract, and/or obtaining the Contract Items from a third party.

Any Agency seeking to obtain the Contract Items from a third party under this provision must first obtain approval of the Purchasing Division.

**6.3 Delivery Payment/Risk of Loss:** Vendor shall deliver the Contract Items F.O.B. destination to the Agency's location.

**6.4 Return of Unacceptable Items:** If the Agency deems the Contract Items to be unacceptable, the Contract Items shall be returned to Vendor at Vendor's expense and with no restocking charge. Vendor shall either make arrangements for the return within five (5) days of being notified that items are unacceptable, or permit the Agency to arrange for the return and reimburse Agency for delivery expenses. If the

**REQUEST FOR QUOTATION – CRFQ DMV24\*01**  
**Contact Center Solution**

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original packaging cannot be utilized for the return, Vendor will supply the Agency with appropriate return packaging upon request. All returns of unacceptable items shall be F.O.B. the Agency's location. The returned product shall either be replaced, or the Agency shall receive a full credit or refund for the purchase price, at the Agency's discretion.

- 6.5 Return Due to Agency Error:** Items ordered in error by the Agency will be returned for credit within 30 days of receipt, F.O.B. Vendor's location. Vendor shall not charge a restocking fee if returned products are in a resalable condition. Items shall be deemed to be in a resalable condition if they are unused and in the original packaging. Any restocking fee for items not in a resalable condition shall be the lower of the Vendor's customary restocking fee or 5% of the total invoiced value of the returned items.

**7 VENDOR DEFAULT:**

**7.1** The following shall be considered a vendor default under this Contract.

- 7.1.1 Failure to provide Contract Items in accordance with the requirements contained herein.
- 7.1.2 Failure to comply with other specifications and requirements contained herein.
- 7.1.3 Failure to comply with any laws, rules, and ordinances applicable to the Contract Services provided under this Contract.
- 7.1.4 Failure to remedy deficient performance upon request.

**7.2** The following remedies shall be available to Agency upon default.

- 7.2.1 Immediate cancellation of the Contract.
- 7.2.2 Immediate cancellation of one or more release orders issued under this Contract.
- 7.2.3 Any other remedies available in law or equity.





**ADDENDUM ACKNOWLEDGEMENT FORM**  
**SOLICITATION NO.: DMV240000001**

**Instructions:** Please acknowledge receipt of all addenda issued with this solicitation by completing this addendum acknowledgment form. Check the box next to each addendum received and sign below. Failure to acknowledge addenda may result in bid disqualification.

**Acknowledgment:** I hereby acknowledge receipt of the following addenda and have made the necessary revisions to my proposal, plans and/or specification, etc.

**Addendum Numbers Received:**

(Check the box next to each addendum received)

- |                                     |                |                          |                 |
|-------------------------------------|----------------|--------------------------|-----------------|
| <input checked="" type="checkbox"/> | Addendum No. 1 | <input type="checkbox"/> | Addendum No. 6  |
| <input checked="" type="checkbox"/> | Addendum No. 2 | <input type="checkbox"/> | Addendum No. 7  |
| <input type="checkbox"/>            | Addendum No. 3 | <input type="checkbox"/> | Addendum No. 8  |
| <input type="checkbox"/>            | Addendum No. 4 | <input type="checkbox"/> | Addendum No. 9  |
| <input type="checkbox"/>            | Addendum No. 5 | <input type="checkbox"/> | Addendum No. 10 |

I understand that failure to confirm the receipt of addenda may be cause for rejection of this bid. I further understand that that any verbal representation made or assumed to be made during any oral discussion held between Vendor's representatives and any state personnel is not binding. Only the information issued in writing and added to the specifications by an official addendum is binding.

NeuraFlash,  
LLC

DocuSigned by:  
*Brett Chisholm*  
686514EAC77447F...

Company

Authorized Signature

2/14/2024

Date

NOTE: This addendum acknowledgement should be submitted with the bid to expedite document processing.