



Proposal Staffing Plan

I. INTRODUCTION

Rapid-Trace is a contact tracing company. We are focused as a company in assisting our customers to deal with the consequences of any infectious disease, specifically, in this case, the Corona Virus Disease 2019 (COVID-19). If Cochise County is looking for support from a company that knows contact tracing, then the chances are excellent that we're the right choice for you. We currently provide contact tracing services to nine academic clients across the country. This is our specialty, and we would like to assist you in your response to this pandemic.

Rapid-Trace, a subsidiary of Over The Ridge LLC, was established in 2012 and is a Service-Disabled Veteran Owned Small Business with offices in Tampa, FL, and Colorado Springs, CO (Rapid-Trace West). Our company specializes in traditional contact tracing services to support your mitigation program and strategy in combating the COVID-19. Rapid-Trace possesses the management, highly trained staff, resources, and contact tracing services capable of delivering the systematic, reliable, and timely follow up needed to warn contacts of possible exposure.

Due to the magnitude of COVID-19 outbreaks, states, counties, and school districts will require numerous well-trained contact tracers to track the spikes in confirmed cases and close contacts. The function of a comprehensive contact tracing program is to quickly locate cases, assist them to effectively isolate themselves, and work to identify people who have been in close contact with an infected person. To mitigate the spread of the virus, close contacts must also be removed from the population via self-quarantine. Our contact tracing service capability enables Counties to perform this process, and we are pleased to present the following proposal to Cochise County to assist you in stopping the spread of COVID-19 in your county.



II. SCOPE OF WORK

The Rapid-Trace team has the demonstrated experience, performing similar tasks, to perform the COVID-19 Case Investigations/Contact Tracing Staffing Services for the Cochise County Health and Social Services Department (CHSS). Rapid-Trace's approach for accomplishing each Task is described in the following sections.

TASK 1 – Provide COVID-19 General Case Investigation/Contact Tracing Services

Within (10) days of contract signing, Rapid-Trace will provide an initial cadre of required empathetic Contact Tracers (CTs) and Supervisors to begin contact tracing efforts. Our contact tracing teams are normally configured as a sixteen (16) person team with the following personnel:

- **Supervisor** – The supervisor who oversees each Rapid-Trace team ensures that all information is timely, accurate, complete, and that guidelines are followed. The ratio of supervisor to contact tracer is 1 to 15. The supervisor is the primary point of contact for scheduling, for adjusting to situations and redistributing caseloads and investigations as required, as well as for performance issues.
- **Contact Tracers** – Our contact tracers receive over 30 hours of training before making a phone call to a COVID-19 case. This is a standard we are proud of. Each is hand-picked to accomplish their mission. They are compassionate, well-educated, trained (including a COVID-19 Contact Tracing Certification from the Johns Hopkins Bloomberg School of Public Health) and possess strong elicitation skills. Those selected come with an empathic heart and an investigative and analytical mind-set. They will communicate primarily with the infected person's contacts. The contact tracer training and testing they receive provides them with ability and confidence to do their job and normally average three case investigations or five contact notifications per hour. Our Contact Tracers are hand-picked to accomplish their mission. They have background checks and are cleared prior to being assigned to work on government contracts. Each is educated, smart, with strong elicitation skills and training. We understand the importance of the HIPAA and the need for confidentiality. We are well informed as to the principles of COVID-19: the exposure, infection, infectious period, potentially infectious interactions, and the symptoms of the disease. Rapid-Trace personnel conduct empathetic, confidential, and timely case interviews and close contact notifications that follow any Cochise County guidance and relevant state laws.

Responsibilities of each Rapid-Trace Contact Team

- Call contacts of newly diagnosed cases.
- Communicate with contacts in a professional and empathetic manner.
- Collect and record information in our data base.
- Provide contacts with approved information regarding quarantine procedures, and if appropriate, refer them to testing according to protocol.

- Contact tracers will follow their script to inform contacts about the importance of quarantine and what to do if symptoms develop.
- Maintain constant contact with supervisor.

All the personnel will arrive with background security checks and contact tracing training. Integrating Qualtrics and MEDSIS training, documenting training completion, and getting to an operational level can be accomplished rapidly.

Once the initial staff is onboard, we will initiate remote support operations. The supervisors will learn the specific Cochise County requirements and run operations based on these guidelines. We typically conduct a daily meeting at the start of each shift.

Positive cases and their close contacts are normally traced within 4 hours of Rapid-Trace being notified – well within the standard 8-hour timeframe. Additional follow-up may be needed by Rapid-Trace outside the timeframe, but everyone will be contacted or attempted to be contacted within 4 hours. Our personnel currently average the completion of a case investigation in 22 minutes, once contacted, and close contacts within an average of 10 minutes. This includes the time required to input the case investigation into the CRM.

To implement this effort, Rapid-Trace will provide the Cochise County with our hotline number for self-reporting of a positive test result for COVID-19. Contact tracers and supervisors operating remotely will work collaboratively to stop the further transmission of COVID-19 amongst your citizens. Rapid-Trace understands that public health organizations can easily become overwhelmed with the magnitude this effort requires.

Rapid-Trace has a proven ability to hire and train staff to the required scale. We have multiple avenues to quickly scale hire and train staff. Three of our main avenues include: our own website (<https://www.rapid-trace.com>) which receives numerous resumes each day, all major job search engines; and finally, TalentBoost <https://www.talentboost.net/>, an HR and staffing company in Boston, Massachusetts who is our strategic partner and provides hiring support to us. Their experience includes hiring and training 1,400 contact tracers for the State of Massachusetts in April 2020. The results were Massachusetts brought the caseload down to a minimal level in June 2020. Rapid-Trace has experience where we have had to rapidly hire and train new contact tracers, a process which was aided by TalentBoost's support.

As strategic partners, Rapid-Trace and TalentBoost hold weekly executive calls to discuss synchronization of our hiring and training process. Through these three avenues we have met the mark. The results for hiring and training Rapid-Trace contact tracers have placed the company in a good position at all times to hire additional contact tracing manpower.

Rapid-Trace maintains a large reserve of contact tracers that we can quickly move from backup status should Cochise County require it. Our database of qualified applicants to become contact tracers numbers over 1,200 personnel. This includes over 200 from the state of Arizona. We can seamlessly both increase and decrease our backup capability. We currently provide this flexible HR option for our other clients, based on the disease's waxing and waning over the past year. In

addition, just over half of Rapid-Trace associates speak a foreign language. The primary language spoken is Spanish.

The quality of the Rapid-Trace team performance is of utmost importance to us and will be managed as such. First-line supervisors monitor team performance to ensure each team members' work is of high quality and data entry of investigation and tracing information is accurate, timely, and logical. The project manager and select key staff also have the requirement to monitor team members work to ensure accurate data entry. These personnel are trained to look at CRM systems for errors or omissions. They are available to provide ongoing technical assistance for team members by ensuring access to a supervisor, holding daily team meetings, and reviewing a selection of each team member's case interviews, including contact tracing on a regular basis to ensure compliance with guidance.

Compliance

Our supervisors ensure guidelines, goals, metrics and HIPAA requirements are met. They oversee the training of all contact tracers, supervise production of daily and weekly required reports, and are constantly available to provide follow-up and guidance to contact tracers. They look ahead to try to mitigate unforeseen issues.

The supervisor will be experienced with contact tracing and at least a college graduate. Often it will be someone in the nursing or medical field. The supervisor will ensure that the contact tracers follow the County's established protocol and comply with the applicable regulations and laws. They will be the main point of contact for daily interaction with coordinating with the County and resolving issues. Supervisors will be responsible for ensuring contact tracers meet established quality control standards and the County contact tracing training. Regardless, upon written notification, should any prospective contact tracer require additional training; a period of close supervision by the Contractor; or is unacceptable to the County, Rapid-Trace will make every effort to cooperate to provide a reasonable opportunity for a prospective contact tracer to demonstrate competence, but understands the final determination for continued employment will be made solely by the County.

Cultural Competency

As a company, Rapid-Trace recruits, promotes, and supports a culturally and linguistically diverse workforce that is responsive to the population in the service area. Our contact tracers, all of whom are formally educated, come from all walks of life. Two of our supervisors were born in the Dominican Republic. Several our contact tracers originate from overseas as well. They have seen, lived, and worked in numerous different environments. Understanding different cultures and being able to work with people is important for this contract.

Access to State Designated Systems

We have a very experienced CISO (Chief Information Security Officer) who regularly recommends and implements best practices and proactive security policies and procedures in the

company. He will ensure compliance with all necessary security and confidentiality paperwork needed for access to state designated systems.

To be effective, Rapid-Trace personnel will require access to the state designated technology or a remote access verification for the Rapid-Trace.com domain, and additional jurisdiction-specific training requirements at the start of the contract. Rapid-Trace anticipates seven days to provision accesses and complete all training. Upon completion of the training, we will go to full operational capability to investigate cases and contacts.

The Rapid-Trace information security management system is integral to its operation. It is our CEO's directive that all information processed, stored, or transmitted by Rapid-Trace be treated with appropriate and sound measures. It is the intention of this policy to assure the protection of information assets from threats that could introduce harm to Rapid-Trace or its clients.

We are also quite cognizant of, and dedicated to, cybersecurity and privacy. Our practices align to the NIST Cybersecurity Framework. Data security controls include strong encryption and restrictive access controls for authentication. In addition to technical controls, there is a focus on process, procedures, and training to ensure client data is gathered and processed in a secure manner.

Background Checks

All Rapid-Trace employees who will be working with the elderly and minors will have the appropriate and applicable background checks as required.

Contact Tracing Training An integral component of Rapid Trace's onboarding process is the mandatory requirement to successfully complete the Johns Hopkins Bloomberg School of Public Health COVID-19 Contact Tracing course. All of our staff, including management, supervisors and contact tracers, obtain this certification prior to conducting investigations and informing close contacts.

Proven Experience in a Disease Investigation

Our company has proven experience in disease investigations during a pandemic. Half of our current workforce of contact tracers are rooted in the medical field. Together, they boast a combined 70 years of experience. Within our ranks of contact tracers, you will find:

- Doctor of Pharmacy student
- Master's in Public Health student
- Registered Nurses with current licenses
- Certified EMT's and a combat medic
- Certified Coding Specialist
- Registered Health Information Technician credentialed
- Healthcare Informatics professionals
- Extensive background in anatomy/physiology, health laws, healthcare data and analytics/statistics.
- Clinical Neuroscience Research

Staffing Coverage

As per the RFP, we will work 8:00am – 5:00pm (Mountain Time Zone) Monday through Friday. If needed, we will adjust our daily shift hours as best suits the needs of Cochise County. To meet the performance requirements of this contract, Rapid-Trace will provide the required number of contact tracers to ensure coverage seven days a week. This will not be a problem, as our personnel are accustomed to working scheduled shifts that cover seven days a week.

Technology

Rapid-Trace will provide telephone software, RingCentral (VOIP communications system) enabling our contact tracers to conduct remote inbound and outbound case investigations and contact tracing.

Implementation of Services

Rapid-Trace is prepared to perform the services specified in this RFP within 1-4 weeks of being awarded the contract.

TASK 2 – Follow CHSS Guidance and Relevant State Laws to Conduct Empathetic, Professional and Timely Case Investigations and Close Contact Notifications

Our contact tracers have each undergone extensive solo and group training in the following subjects: Emotional intelligence; diversity training; barriers to effective communication; active listening; verbal communication; communicating with confidence; and de-escalating agitated cases.

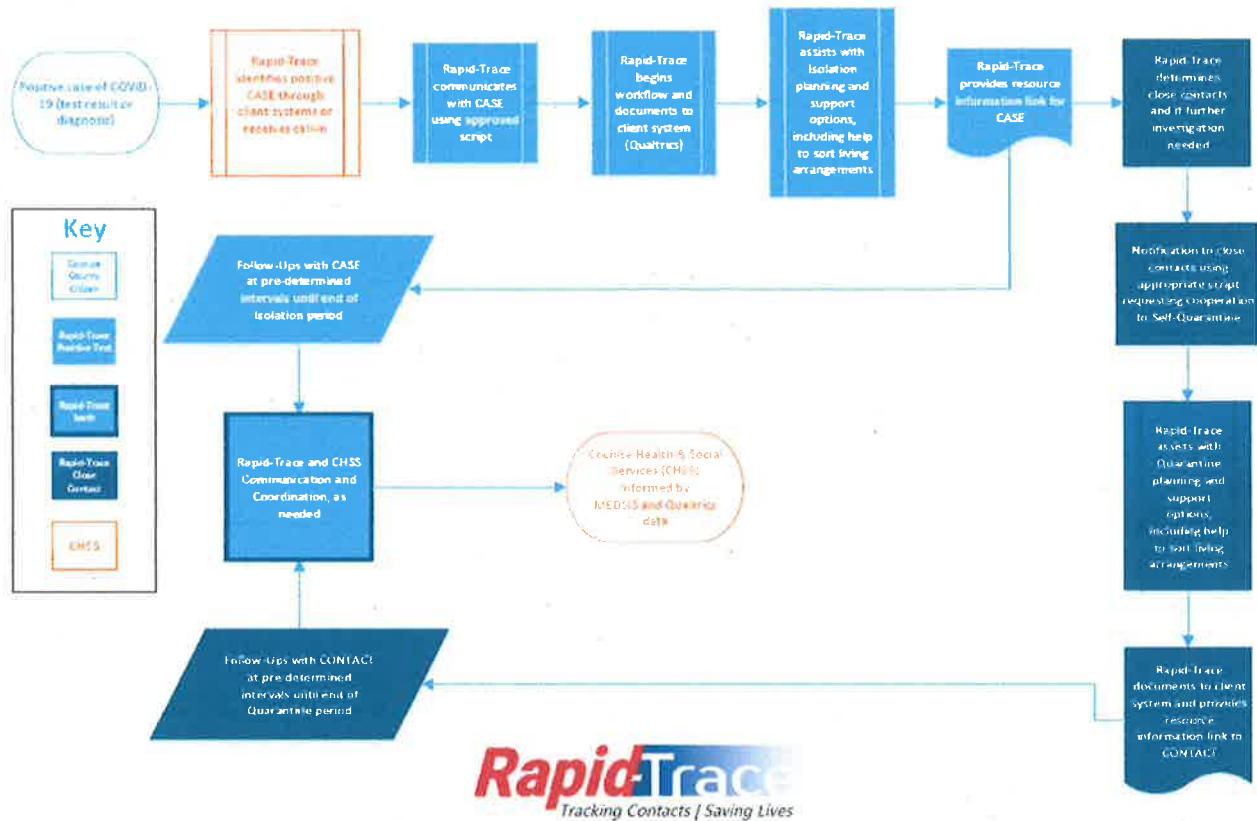
Rapid-Trace contact tracers stick to the facts and communicate in a way that clients understand. We use the interview to educate the respondent about COVID-19. We provide clear information by avoiding technical terms and correct any misconceptions. We have clients in multiple states, spread across a large geographic area. Our workforce of multicultural contact tracers speaks English, Spanish, French, Filipino, as well as basic Italian and Tagalog. Almost half of our tracers are native Spanish speakers. This enables us to offer language assistance to individuals who have limited English proficiency and/or other communication needs, and to facilitate timely access to all health care and services. *Rapid-Trace recognizes that cultural differences between people exist and may affect the way respondents:*

- Describe and communicate their symptoms.
- Understand causes of illness, infection, and transmission.
- Take/do not take action to seek medical treatment.
- Feel comfortable disclosing close contacts.

TASK 3 – Provide Full Investigation Workflow for Each Case

Below is the workflow we presently utilize with our existing client base. We will review this with CHSS upon contract execution and modify as needed to support your operations.

Rapid-Trace Investigative Workflow



TASK 2 – Gather Required Case Contact Information and Input in ADHS Qualtrics System

Rapid-Trace contact tracers are skilled interviewers and effectively obtain close contact information during case investigations. Sometimes it is necessary to assist cases in recalling those whom they have been in close contact. Rapid-Trace training equips our contact tracers with various techniques to elicit this information. As information is gathered during the investigation, contact tracers directly input the information into the system utilized to support the contact tracing process. For this contract, contact tracers would be trained on the use of ADHS Qualtrics System to record case contact information as part of their case investigations.

TASK 3 – Daily Reporting of Casework to CHSS

Rapid-Trace has a proven ability to provide reports, both on an agreed upon schedule as well as on an ad hoc basis. We currently provide weekly reports to 50% of our clients. The remaining clients we provide on "as needed" basis, per their requests. The reports are customized to the requests and needs of each client. Rapid-Trace can provide the daily progress reports as requested by the County. Our Program Manager will learn the Qualtrics System and provide daily Casework reports at a specified time via email to Cochise County Epidemiologist as the

designated county official. The reports will include mutually agreed upon information, including, but not limited to:

- Number of cases interviewed
- Number of contacts traced

TASK 4 – Attend Regular Meetings with CHSS Investigations and Public Health Staff

The Rapid-Trace team understands the challenges associated with contact tracing and will bring our experiences to assist CHSS and Public Health staff in ensuring case investigation and contact tracing efforts are successfully completed. We will participate in meetings and calls with CHSS Investigation and Public Health staff as requested in order to meet the evolving needs of managing the COVID-19 case investigation and contact tracing efforts. We will join these discussions as active participants; digesting the information to understand and identify modifications necessitated by guideline changes, caseload changes, etc.

TASK 5 – Keep Up To Date With Relevant Changing Guidance and Goals

We constantly keep abreast of ongoing changes with the CDC, including their December 2, 2020 update. In addition, we will stay aware of your Local and State Covid related announcements and changes and adhere with the most current guidelines.

TASK 6 – Assign Investigators In The Specialized Areas

TASK 7 – Assist Organizations in Specialized Areas With Contract Tracing And Protocols Relevant To Their Industry

For both Tasks 6 and 7, Rapid-Trace will assign our Supervisors who currently perform the role of liaison with local agencies, clinics, health care workers, etc. We are well aware of the importance of keeping in contact and maintaining relations with these important stake holders. We are willing to assist with the specialized areas and protocols relevant to these industries as may be required.

TASK 8 – Provide Monthly Expense Report to Cochise County

Rapid-Trace will submit monthly expense reports for payment to Cochise County by the 15th of every month that will capture the previous month's expenses. Rapid-Trace will be provided with a Cochise County approved template for use.

TASK 9 – Other Duties As May Be Assigned by Cochise County Health And Social Services Director

Rapid-Trace is always willing to sit down and discuss with CHSS personnel topics to improve our services in any way we can. As needs arise throughout the course of the contract, we will discuss these with CHSS to resolve as to where they fall within the scope of the contract.

SUMMARY

Rapid-Trace currently has nine clients across the country. For each client we have delivered their specific requirements on time and under budget. We are an agile and responsive company that has a sort and direct command structure. This allows us to rapid move forward on new projects. We only take on projects that we are sure we can handle. If we are going to put our name on a project, you can be sure that it will be accomplished correctly.

10.0 AUTHORITY

The undersigned personnel are authorized to release the information contained within their submittal and has the authority to contractually bind and enter into agreements for their firm. All information submitted by the Firm shall conform to the requirement as outlined out by this solicitation, its attachments and/or appendices, unless otherwise proposed to the County, as mutually agreed.

VENDOR: RAPID-TRACE

Signature:  Date: 24 February 2021

Printed Name: Stephen R. Tiernay

Firm Name: Rapid-Trace