

Attachment 2 - Statement of Work

1. Purpose

This Statement of Work establishes the work to be performed by selected Contractor to implement and perform operational processes and the Services. It also sets forth the roles and responsibilities of USAC in these processes.

2. Responsibilities and Requirements of Selected Contractor

The primary responsibilities and requirements of selected Contractor are identified below.

- i. Contractor and its agents, staff and employees working on the USAC account shall be located within the United States.
- ii. Contractor shall operate its contact center in accordance with all federal and state laws and regulations, to include compliance with any accessibility-related requirements ([508 compliance](#)) and with 18 U.S. Code § 2511 and other similar state wiretapping laws (e.g., for recording customer support calls).
- iii. Contractor shall provide a turn-key, full service operation to include, but not limited to: facilities, equipment (including telephone instruments, related lines, and cable), telephone service, software, circuits, staff, and training, setup, testing, and reporting. Contractor shall be responsible for the installation of the required cable and wire at any of its facilities.
- iv. Contractor shall forecast demand and keep strong workforce management principles to maintain adequate staffing and meet performance standards described in this RFP.
- v. Contractor and its staff may utilize a hybrid staffing model of a remote and onsite staff.
- vi. Contractor shall provide live agent contact center from 9 am – 9 pm ET, Monday – Sunday ("Business Hours") excluding three major holidays.
- vii. Contractor shall provide any automated contact center services (e.g., interactive voice response ("IVR", digital self-serve) on a 24/7/365 basis. Four IVR's will be required to support operations.
- viii. For escalation purposes, a supervisor shall also be always available during business hours.
- ix. Contractor shall provide call center support with staffed English and Spanish speaking agents. Additionally, Contractor shall provide call center support in, at a minimum, the ten (10) most common languages. However, these agents can be offered through a third party vendor as needed.
- x. Contractor shall be responsible for all work performed by its subcontractors.
- xi. Contractor shall work collaboratively with both USAC and other USAC contractors as needed to support and provide input into to the design of workflows, portals, customer relationship management interfaces ("CRM") and any technical component directly impacting the efficiency of the business process outsourcing services ("BPO Services").
- xii. Contractor shall provide the following customer support for consumers, service providers, agencies, and other external stakeholders, which includes but is not limited to:
 1. Conducting inbound and outbound live operator services.
 2. Communicating service or product information, including responses to inquiries and questions about the Lifeline program ("Lifeline") or Affordable Connectivity program ("ACP"), and other support as appropriate based on a consumer-centric model for information and assistance.
 3. Providing callers with contacts or coordinating with other contact center representatives (i.e., USAC, state, federal, service provider, or tribal representatives) to resolve

- unforeseen issues across all use cases (e.g., confirming that a dated or uncommon document is valid for eligibility).
4. Assisting with reset / recovery of consumer or service provider information, including:
 - a. National Verifier (“NV”) authentication information
 - b. Application numbers
 - c. Password resets for service providers and any other approved third parties with log-in access rights
 5. Drafting scripted information for use by contact center agents to be approved by the FCC and USAC.
 6. Entering consumer data into the NV portals and databases.
 7. Employing common contact center technologies, such as:
 - a. Automatic Call Distributor (“ACD”)
 - b. IVR
 - c. Call recording software
- xiii. Contractor shall provide the following outreach services, including but not limited to:
1. Conducting outreach to customers as required by USAC (e.g., when customers must complete annual recertification), including:
 - a. Outbound robo-calls
 - b. Outbound text messages / Short Message Service (“SMS”) messages
 - c. Outbound automatic emails
 - d. Outbound postal mail, including: printing, enveloping, stamping, sorting, and sending mail
- xiv. Contractor shall provide the following mail and form processing, including but not limited to:
1. Processing and digitizing all incoming Lifeline and ACP related mail, including:
 - a. Entry of form data into the NV
 - b. Scanning of provided supplementary documentation (e.g., copies of identity documents, copies of eligibility documents)
 - c. Use of Optical Character Recognition (“OCR”) to transfer documents into digital form
 2. Proactively reporting unusual trends or concerns (including potentially fraudulent behavior) to USAC
- xv. Contractor shall ensure that the following are reported to USAC and priced as follows:
1. For customer support: the number of contacts with customers, broken out by channel (e.g., IVR, phone, email, and webchat or other additional channels proposed).
 2. For outreach services: the number of outreach attempts, broken out by channel (e.g., robo-call, text, mail, and other additional channels proposed).
 3. For mail and form processing services: the number of pages digitized into the system.
- xvi. Contractor shall provide the above services in support of the NV across all use cases. The majority of service provided is expected to be focused on the following use cases:
1. Consumer application / eligibility verification
 2. Application status check
 3. Annual recertification
 4. Benefit transfer
 5. Reporting
- xvii. Contractor shall interact with a variety of existing USAC services, systems, and interfaces, Additional capabilities Contractor will provide shall be indicated in **Attachment 3**, Vendor Capabilities Checklist.

3. Volume Expectations and Statistical Information

Lifeline and ACP have demonstrated continual growth since the launch of ACP. Attachment 6 represents USAC's historic and current projected demand across services. However, as consumer behavior is uncertain, USAC asks Contractor to provide tiered pricing in **Attachment 1** to cover potential for variances in actual volumes.

- Forecasted volumes determined by current operational volumes and historic trends.
- Note: all volumes and expected timelines are projections only and USAC has the right to revise assumptions at its sole discretion (e.g., based on any new information USAC may become aware of) and without requiring a change order from Contractor.

4. Performance Standards

Contractor must perform to a high standard and deliver work of consistently high quality. In order to ensure that Contractor meets USAC's requirements, USAC intends to measure Contractor's performance against a variety of Service Level Agreements ("SLAs"). The minimum SLA requirements are listed in **Attachment 5**.

The primary performance standards of Contractor are identified below.

- i. Contractor shall present itself to all customers as USAC, not as a third-party contractor.
- ii. Contractor's role shall not be apparent. Only USAC names and logos will be permitted on information distributed, except at the direction of USAC.
- iii. Contractor shall establish, and agree upon with USAC, performance standards for services that must be maintained in order to provide acceptable customer service and satisfy the scope of work under the contract. The standards will be calculated monthly, but USAC may require reports daily or multiple times daily, as well as weekly and monthly reports.
- iv. Contractor shall evaluate the number of telephone lines installed and the staff schedules in order to ensure maximum coverage and efficiency.
- v. USAC shall notify Contractor if any performance standards are not met; and USAC may, if necessary, direct Contractor to submit a revised monthly invoice reflecting liquidated damages.
- vi. Contractor shall provide a corrective action plan upon receiving a deficiency notice from USAC when performance falls below agreed targets
- vii. All calls shall be answered by the IVR by at least the third ring.

5. Quality Control

The primary quality control and assurance standards that apply to Contractor are identified below.

- i. Contractor line supervisors and quality control staff shall be provided to conduct quality control measures, including monitoring operational day-to-day service delivery, monitoring performance, escalating problems for resolution, and maintaining technical support relationships.
- ii. Contractor shall provide the following quality control standards:
 1. Provide a point of contact for weekly meetings on reporting management.
 2. Support audit requirements requested by USAC.
 3. Outline process of dispositioning contacts and audits to assess dispositioning quality of agents.
 4. Provide audit remediation research and resolution and other related support as required.
 5. Identify problems that may arise and propose solutions.

6. Monitor and manage efforts to remedy a failure of performance.
- iii. Quality audits shall meet or exceed criteria set by USAC and provided to Contractor.
- iv. Contractor shall facilitate and allow USAC access to Contractor screen data displaying real time contact activities (e.g., all volume, number of calls waiting time, available staff).
- v. Contractor shall provide USAC with the opportunity to listen in on call recordings for audit and quality assurance purposes.
- vi. Contractor shall record all calls, provide notice to customers that calls may be recorded, and provide copies of such recordings to USAC as requested for at least six (6) months after the call was recorded.
- vii. Contractor shall provide screen capture capabilities for associated calls.
- viii. Contractor will provide continuous quality assurance and quality improvement through:
 1. Identification and application of best practices from other operations it runs.
 2. Implementation of concrete programs, practices, and measures designed at a minimum to ensure that the Services are performed in accordance with the agreement and to improve Service Levels.
- ix. Contractor shall develop and implement a Quality Assurance Surveillance Plan ("QASP") to be mutually agreed on by USAC at contract signing, to be revised as requested by USAC. The QASP shall include metrics and performance standards that measure the quality of Contractor's performance and compliance with Contract (as defined in the RFP) requirements.

6. Transition Plan

Contractor must include in its proposal a comprehensive plan to transition operations of BPO Services from another vendor, including but not limited to the following topics:

- i. Identification of facility location(s):
 1. Procurement, purchase and installation of needed equipment, technology, and data lines, port capacity, etc.
 2. System security and security aspects related to a safe environment for staff.
 3. Statement on Auditing Standards No. 70 ("SAS70") facility audit requirements; audit results must be provided to USAC.
 4. Transfer and organization of process documentation.
 5. Staff training.
- ii. Risk analysis and proposed solution(s) and / or mitigation strategy(ies), including an assessment for the transition.
- iii. Staffing.
- iv. Hardware and software tools, including platforms utilized.
- v. End-to-end performance testing (test period to begin during the transition period), which shall assess the complete business process including, at a minimum:
 1. Testing with existing system applications and services as appropriate.
 2. Validating of system set-up for transactions and user access.
 3. Confirming use of system in performing business processes.
 4. Verifying performance of business critical functions.
 5. Confirming integrity of business process, data, services security, and end product.
 6. Verifying all requirements of the RFP have been met.
 7. Identifying performance speed.
 8. Identifying error and/or failure rate(s).
- vi. If it is determined that the scheduled end-to-end performance test period does not allow for all business processes to be tested, then Contractor will, at no charge to USAC, provide resources necessary to correct problems of the system and services for an additional period, until the system

is free from performance problems and meets all specifications as defined in the Contract. If performance problems or specification problems continue, liquidated damages may be assessed.

- vii. Contractor will also be required to provide a ramp down plan for the end of the Contract Term (as defined in the RFP). This plan shall document and demonstrate how the services and operations provided to USAC by Contractor will be transferred to USAC or to another vendor, if USAC chooses not to renew the relationship with Contractor. The plan shall include, but not be limited to, knowledge transfer, training, and technical support for the handover.

7. Training

- i. All training costs, except those specifically identified as otherwise, are the responsibility of Contractor. USAC will not accept any separate invoicing for training and/or associated expenses.
- ii. As relevant, USAC may reasonably require that external stakeholders participate in trainings with Contractor, including by serving as trainers, providing feedback, and providing input into required material. These internal and external stakeholders may include:
 - 1. Service providers
 - 2. Consumer groups
 - 3. State and federal agencies, and Tribal governments
 - 4. Other external stakeholders as deemed necessary by USAC
- iii. USAC will support initial training up to four weeks onsite, including resources and support. This training will start at the beginning of the onboarding period unless otherwise determined by mutual agreement of USAC and Contractor.
 - 1. Train-the-trainer sessions, as required, will run concurrently during this period of time.
- iv. As required, additional training will be provided by USAC. Examples of when additional training might be required include:
 - 1. If the rules of Lifeline or ACP change for any reason.
 - 2. If the addition of new states and federal sources to the NV requires further training by or with USAC and / or other internal or external stakeholders.
 - 3. If a one-time event occurs that requires special training to handle properly.
- v. Contractor's supervisors / trainers shall work with USAC staff to review Contractor-created training manual.
- vi. USAC shall support refresher and updated training each year. Each annual refresher training will last up to three (3) weeks and consist of policy, procedure and product knowledge, systems training, and any additional required information.
 - 1. Subsequent to each annual refresher training by USAC, ongoing training for new staff will be the responsibility of Contractor.
- vii. Contractor shall train and manage staff assigned to the contact center as follows:
 - 1. Develop, conduct and maintain a comprehensive and continuous training program providing trainers and staff with the appropriate knowledge and current information to perform services required by USAC.
 - 2. Ensure that all staff are trained on and in compliance with all applicable FCC rules, USAC policies, procedures, and operations (inclusive of Lifeline/ACP and the National Verifier), and other applicable federal and state laws.
 - 3. Develop and update training manuals and training records for USAC review and approval.
 - 4. Implement a procedure for ongoing refresher training, updated for retraining of information as needed.

5. Have a dedicated trainer to conduct training that will be monitored by USAC.
 6. Conduct Security, Safety and Conduct training that will include, but not be limited to:
 - a. Compliance training, to include accessibility / 508 compliance, privacy and information security
 - b. Sensitivity awareness
 - c. Projecting a positive and helpful attitude
 - d. Communicating with confidence and competence
 - e. Adhere to confidentiality policies and procedures
 - f. Customer service soft skills
 - g. Data and security training
 7. Program rules training that would include, but not be limited to, Lifeline/AC program rules, to include program eligibility criteria.
- viii. USAC shall update the supervisors/trainers on an as-needed basis with respect to policy updates. USAC may also support provision of current reference materials and updates as needed.
- ix. Any training of Contractor supervisors/trainers required for new projects or new subject matter throughout the term of the contract shall be at the cost and responsibility of USAC.
- x. Whenever new projects are introduced, USAC and Contractor supervisors/trainers shall evaluate the quality standards and time required to train staff.
- xi. Training can be formal in a classroom setting, virtual training, or on-the-job training as mutually agreed to by USAC and Contractor.
- xii. Training requirements may consist of the following as determined by USAC:
1. Introduction to the material
 2. Product familiarity (including program rules)
 3. Script familiarity
 4. Role-play activities
 5. Productions and quality measurement criteria
 6. Oral and/or written quizzes
 7. Review

8. Deliverables and Reporting Requirements

- i. The following minimum Contractor deliverables and duties will be identified in the executed contract:
 1. Contractor shall have in place a comprehensive call flow and IVR routings (scripts provided by USAC). Contractor to supply voice talent for recordings.
 2. Contractor shall provide leadership staff to participate in meetings via conference call with USAC staff, to be held as required, in order to discuss business trends, issues, or any other pertinent information.
 3. Contractor shall be capable of generating customized reports which will be used by USAC leadership to assess performance of processes,
 - a. Contractor shall generate reports as required by USAC, whether on a regular or one-time basis.
 - b. Contractor's reporting software must have real-time access to all the system's data.
 4. Contractor shall also provide USAC access to transaction and performance data at USAC's discretion in an open, standard format, such that USAC can perform its own data analytics.
 5. Reports shall include at a minimum the SLAs and quality metrics in **Attachment 5** and the following:



- a. ACD reports – average number of agents, total calls accepted, total calls answered, ACD calls referred, average speed of answer, average abandoned, ACD downtime, average ACD talk time (seconds), maximum answered, total ACD talk time (seconds), total down time, total wait time, total staff time, staffing levels per hour.
- b. Call volume reports – number of calls during each hour, number of abandoned calls, number of incomplete calls, busy signals and rollovers, length of calls, percentage of calls answered and serviced vs. total calls received,
- c. Performance reports – system up / downtime, monthly turnover rate, average time in queue, average call duration, number of calls handled per hour, number of staff on duty daily, number of calls transferred to USAC or other agencies, problem/complaint resolution log.
- d. Abandon rate reports.
- e. Trouble (maintenance) report.
- f. Call blockage report (e.g., due to insufficient trunking).
- g. Customer satisfaction report.
- h. Ticketing reports – e.g., how many tickets closed, time to close.
- i. Mail and form processing reports – e.g., number of documents received number of documents that were digitized with OCR vs. manually, pages digitized per piece of mail.
- j. Consumer outreach reports – e.g., number of outreaches sent (broken down by channel), number of mailed or emailed documents returned as undeliverable, length of robo-call / IVR outreaches.
- k. Ad hoc reports that may be required by USAC or the FCC.