

ATTACHMENT 3 – STATEMENT OF WORK

1. General Obligations

This solicitation includes two separate and distinct components: 1) Stand up and operation of a Customer Support Center (CSC) and 2) Implementation and operation of a Customer Relationship Management (CRM) system.

The CSC will provide support to participants in the High Cost (HC), Rural Health Care (RHC), and Schools and Libraries (E-Rate) programs of the federal Universal Service Fund (USF) throughout all phases of their participation in the form of phone, email, chat, and web based interactions. The selected CSC vendor will provide the standard tools necessary to receive, route, and retain these customer interactions. The CSC must be operational by December 3, 2021 to ensure continuity of operations. Given that a CRM will take longer to implement, and that USAC does not currently have a CRM in place, offerors must describe in their proposals the interim methods to meet USAC's CSC requirements until such time that the CRM is available. The CSC operation and tools must be assessed and determined sufficient to meet National Institute of Standards and Technology (NIST) 800-53 Revision 5 before an Authority to Operate (ATO) will be granted.

The CRM will be implemented on a different, and presumably longer, timeline. The CRM will be used by the CSC, as well as by other customer service operations managed by USAC for other programs and functions of the USF, including other vendors of USAC. Offerors will recommend a FedRAMP authorized tool to meet USAC's needs, host the tool in a cloud-based environment, configure, test, and deploy the tool to meet USAC's needs, and provide operations and maintenance of the tool in production. USAC will not customize the solution, only configure it as available. The CRM proposed by the vendor must be listed on GSA's FedRAMP Marketplace as FedRAMP Authorized ("In Process" or "Ready" statuses are not acceptable) at the time of proposal submission. Vendor proposals offering non-FedRAMP Authorized solutions will be disqualified.

The 12-month base phase of this contract will include the stand-up of the CSC and CRM, and operation thereof through the end of the initial 12 months. Following the base phase, there will be four option years for continued operation of the CSC and CRM.

USAC seeks a professional services vendor who places a premium on customer service both in how it interacts with the USF program participants and in how it interacts with USAC as its client. USAC seeks a vendor with experience working in the federal government space, who understands NIST guidelines. Further USAC seeks a strong partnership with the vendor in the following ways:

- Demonstration of exceptional customer service and professionalism through empathic support to participants, the provision of accurate and complete information, and a

command of USAC program information as it pertains to stakeholder advocacy and success.

- Operational efficacy and efficiency achieved through the successful demonstration of key performance indicators (KPIs).
- Maintenance of a highly qualified workforce with low turnover, ample program and training opportunities, and a clear desire to work in a close partnership with USAC.
- Continuous command and provision of key trends and insights, shared internally and to USAC, based on both qualitative insights and quantitative data.
- Accountability during periods of success and austerity, and a drive to solve problems as members of a broader team.

2. Requirements of the Customer Support Center Stand up and Operation

Vendor will provide full-suite, omni-channel, asynchronous and live-agent customer service to organizations and personnel participating in three major Universal Service Fund Programs, namely:

- **E-rate (SL):** provides funding for eligible services to schools and libraries across the U.S., helping to ensure they are connected to information and resources through the internet.
- **High Cost (HC):** provides funding to telecom carriers in order to provide service in rural areas where the market alone cannot support the substantial cost of deploying network infrastructure and providing connectivity.
- **Rural Healthcare (RHC):** provides funding for eligible services to healthcare facilities in support of bringing world class medical care to rural areas through increased connectivity.

Vendor will utilize channel technologies, the CRM when implemented, and other contact center resources to facilitate traditional customer service operations. Additionally, in support of customer needs, Vendor will be required in many case to access data/reports already in or provide input into USAC systems, including but not necessarily limited to:

- **E-rate Productivity Center (EPC):** the account and application management portal for the E-rate Program. Applicants, consultants, and service providers participating in the E-rate Program use this tool to manage program processes and to submit questions.
- **High Cost Universal Broadband (HUBB) System:** the system containing latitude and longitude data of service availability for carriers receiving High Cost USF funding. Carriers are required to file broadband deployment data based on Program rules.
- **MyPortal:** the account and application management portal for the Rural Health Care Program. Health care providers and service providers participating in the RHC program utilize this system to submit applications and invoices, respectively.
- **Tableau:** a key visual analytics tool used by USAC to glean insight into and provide reporting on aggregated enterprise data pulled from multiple Program and enterprise data sources.

Customer Service Model

Vendor shall propose a model for USAC's customer service and support that capitalizes on Vendor industry expertise and insight and the specifics of USAC's needs. Vendor should propose the best, most effective service model solution, be it Tiered, Swarm, Hybrid, or otherwise; USAC is not stipulating or prescribing requirements with regard to approaches to service modeling.

Vendor will serve as the entry point for and manager of all customer service requests and escalations for SL, RHC, and HC programs, and will provide Tier 0, I, and II level support. Vendor shall establish a robust agent knowledge base to support Customer Service Representatives (CSRs) and inform opportunities for First Call Resolution (FCR), escalations, etc., and extensive training will be provided to establish a critical baseline understanding. At least a subset of agents shall be cross-trained by Vendor to support multiple USF programs, considering the technical complexity of USF programs and skill level of agents.

Correspondingly, in support of and in collaboration with the Vendor, USAC's Client Service team and designated, seasoned outreach subject matter experts from each program will work collaboratively on workflows, trainings, process improvement/calibrations, escalations, complaints, and operational and performance reviews to create a symbiotic customer service partnership.

As determined by USAC, the Vendor will be required to provide support to service requestors through activities such as but not limited to:

- Providing information on rules compliance and program requirements from simple to new and novel issues;
- Application, form, and invoice status look-ups;
- Assisting new Program Participants with account set-ups and password resets;
- Resetting Participant Personal Identification Numbers (PINs); and
- Executing a variety of customer service-related technical, functional and administrative tasks.
- Researching details related to invoicing and payment statuses and concerns.

Omnichannel Service Provision

Vendor will provide and manage omnichannel customer services/technologies supporting a host of stakeholders, including but not limited to USF Program participants, telecommunications service providers, CSRs and managers, USAC subject matter experts, and other USAC vendors such as Business process outsourcing (BPO) providers. This omnichannel service – integrated seamlessly into the CRM system – will consist of multiple unified touch points that allow for smooth transitions of service requests, were applicable, and the linking and preservation of customer service request data. Contact channels should include but are not necessarily limited to:

- Live (synchronous) channels:
 - Phone
 - Web Chat
- Passive (asynchronous) channels
 - Email

- Interactive Voice Response (IVR)¹
- Web-based support request forms
- Application-internal support requests²

Service Stand-up and Go Live

Vendor shall stand up the call center operations by December 3, 2021. USAC will determine the Go Live date upon assessment of the readiness, no later than two months from contract award. Vendor shall prepare and track against a project plan that effectively manages against milestones to ensure a timely and high quality implementation. While additional detail on this requirement can be found in *Section 2.5. Training*, prior to the Vendor's provision of service to customers, USAC will work support designated Vendor trainers to ensure an effective and efficient agent/manager training program is established, and to provide existing materials that may serve as a baseline for Vendor to develop its training program. Notably, Vendor is not required to stand up the CRM on the same schedule, so Vendor shall ensure that interim measures are in place to meet the requirements of the call center operation function until such time that the CRM is available to Vendor and USAC.

Volumes

To provide points of reference and to facilitate bidding, USAC's historical customer support transaction volumes are provided in Attachment 4, Volumes/Forecasts. These volumes are 2019 actuals; 2020 resulted in highly atypical service volumes and did not reflect "normal operating conditions," whereas 2019 transaction data is expected to reflect future actuals more effectively. The USF remains relatively consistent in size, year-over-year; consequently, USAC's customer base also remains relatively consistent year-over-year. These volumes are not a commitment for future years.

2.1 Overall Responsibilities and Requirements of Vendor

- 2.1.1 Turn Key Operation.** Vendor shall provide a turn-key, full service customer support center operation which will include, but not be limited to: facilities; equipment, including telephone instruments, related lines, and cable; telephone service; software; circuits; staff; training; setup, testing; and reporting. Vendor shall be responsible for the installation of the required cable and wire at any of its facilities.
- 2.1.2 Hours of Operation.** Vendor shall provide live agent services from 8 am – 8 pm ET, Monday – Friday ("Business Hours"), except on the following holidays: New Year's Day, Memorial Day, Juneteenth, July Fourth, Labor Day, Thanksgiving Day and day after, and Christmas Day. Business Hours will be extended at different points in the year

¹ Currently, while IVR is utilized across all of USAC's customer service capabilities, the Lifeline Program (Option Phase II) is the only capability that employs IVR self-service through database integration, e.g., providing the ability for callers to check application status. IVR self-service is not currently planned for other Programs but may be implemented at USAC's discretion.

² The E-rate Program's *E-rate Productivity Center* [EPC] is unique in that Program Participants can request support through and within the system. Under current conditions, Vendor will be required to duplicate support request details in both systems (following processes currently used) until and if data sharing between EPC and Vendor CRM.

to support Program Participants' needs, as directed by USAC. For example, as a Program nears the end of a filing window for Program support, USAC may require that Business Hours be extended. Should service needs warrant permanent changes to core hours, USAC will work closely with the Vendor to determine appropriate adjustments and formalize as necessary.

- 2.1.3** On-Site Supervisor. Vendor shall have a supervisor available on-site at the customer service center at all times during Business Hours to supervise the provision of the Services and to communicate to USAC any outages of USAC or Vendor systems. This supervisor will be dedicated full-time and solely to this effort, and will not provide "split time" between USAC and other clientele.
- 2.1.4** Workforce Management. Vendor shall collaborate with USAC to help inform monthly forecast of volumes. Forecasts will be used by Vendor for planning purposes, and will be agreed upon as noted by an email from USAC management six weeks prior to the first business day of each month. Vendor shall adhere to strong workforce management principles to maintain adequate staffing and meet all performance obligations and standards described in the Agreement and its Schedules. Vendor will bear responsibility for all day-to-day oversight and staffing/performance management of Vendor staff.
- 2.1.5** Data Privacy Compliance Plan. In the course of its performance under the Agreement, Vendor may receive or have access to Confidential or Personally Identifiable Information (PII). Within three weeks of contract award, Vendor will develop and provide to USAC, for USAC's review and approval, a detailed plan for complying with all requirements of Attachment 9, Confidentiality/Security. . Vendor shall ensure compliance with the Privacy Compliance Plan by its employees, officers, agents, representatives and subcontractors.
- 2.1.6** Technical Systems. Vendor shall provide the tools necessary to receive, route, and report on customer support interactions, as described in Section 2.4. *Customer Support Service: Technical and Operational Capabilities*). These are tools separate of the CRM system that are required for CSC operations, but which may integrate with the CRM once implemented. Such tools must be FISMA accredited to meet the requirements of NIST 800-53 Revision 5.
- 2.1.7** Network Diagram. Vendor shall provide USAC with a network diagram that outlines Vendor's information technology network infrastructure and all equipment used in relation to fulfilling of its obligations under the Agreement, including, without limitation: (a) connectivity to USAC and all third parties who may access Vendor's network to the extent the network contains PII; (b) all network connections including remote access services and wireless connectivity; (c) all access control devices (for example, firewall, packet filters, intrusion detection and access-list routers); (d) all back-up or redundant servers; and (e) permitted access through each network connection. Vendor shall provide such a network diagram as of the date of completion of the Transition (the "Launch Date") and thereafter whenever the network changes or upon USAC's request.
- 2.1.8** Detecting and Reporting Unusual Trends. Vendor shall develop processes for detecting, and shall proactively report to USAC, unusual trends or concerns (including, but not limited to, potentially fraudulent behavior).
- 2.1.9** Contact Coding. Vendor shall implement contact coding to identify reasons for contacts, end results, and trends.

- 2.1.10 Transaction Reviewing, Monitoring, Whispering, and Barging.** Supervisors shall have the ability to perform *ad hoc* or planned transaction (call, chat, etc.) monitoring, whispering, and bargaining for both quality assurance and agent-requested support. Vendor shall provide USAC with the opportunity to real-time monitor calls onsite and remotely) and the opportunity to review all other work conducted by Vendor.
- 2.1.11 Call Recording and Chat Transcript.** Vendor shall record all calls and maintain chat transcripts, provide notice to customers that calls or chats may be recorded, retain copies of all recordings/transcripts for at least six (6) months after the transaction was captured and provide copies of such recordings or transcripts to USAC as requested. Vendor shall be responsible for providing notices of, and obtaining consents to, such recording as required by Law. The method for meeting this requirement may be different prior to and after the implementation of the CRM. Any customer support center and data storage technologies proposed as part of the customer support center stand-up that are not hosted in an authorized by Federal Risk and Authorization Management Program (FedRAMP) environment must be FISMA accredited to meet the requirements of NIST 800-53 Revision 5.
- 2.1.12 Call Calibrations and Contact Quality Reviews.** Vendor shall, with participation from USAC, perform regular (minimal weekly) call calibration and contact (i.e., non-call channel) quality reviews to assess efficiency and efficacy of CSR engagements with Participants. Scoring of interactions and coaching will be provided to CSRs as needed, based on calibration and review outcomes.
- 2.1.13 USAC Access to Data.** Vendor shall provide USAC with a license to use its reporting tools, allowing USAC real-time access to all data displaying contact activities (e.g., volume, number of calls, waiting time, number in queue, available staff) to monitor key metrics and SLAs. Access to the data will be available remotely by USAC. The vendor will provide training and documentation on how to access this data.
- 2.1.14 Contact Scripts.** Vendor shall, with support from USAC subject matter experts as necessary, develop customer support service scripts and contact templates, and submit them to USAC for approval. Vendor shall make any changes thereto requested by USAC. Contract Staff and any other affected channels/systems shall adhere to all such scripts and templates.
- 2.1.15 Transaction Volume Reporting and Invoicing.** Vendor shall ensure that the following are reported to USAC, in order to sufficiently compliance with Service Level Agreements (“SLAs”), and any necessary transactions required to be included on invoice: For customer support: the number of contacts and total minutes with stakeholders, broken out by channel (e.g., phone, chat, email processed, etc.) or other additional channels designated by USAC.
- 2.1.16 Contact/Transaction Workflow and Routing Processes.** Vendor shall have in place at all times documented and comprehensive workflows and routing processes for all customer support service channels in use (call, email, chat, etc.) and all business operations (e.g., ticket escalations to USAC SMEs, cold or warm call transfers).
- 2.1.17 Participant Communication.** Communicating with Program Participants via telephone, EPC, web chat, email, or other technologies as necessary. Ensuring that the CSC is 508 compliant.

- 2.1.18 Issue Resolution. Providing callers with contacts or coordinating with other stakeholder representatives (e.g., USAC, state, federal, service provider, or tribal representatives) to resolve issues across all use cases;
- 2.1.19 Unusual Themes. Communicating unusual occurrences or trends to USAC that might indicate system issues or process deficiencies, even if only anecdotally, as soon as a concern is identified for resolution;
- 2.1.20 Customer Satisfaction and Experience. Conducting a variety of customer satisfaction and experience surveys as directed by USAC;
- 2.1.21 Correspondence and Call Retention. Retaining emails, chats, recorded calls, and other correspondence that reference customer support in a searchable manner available to USAC throughout the Term of the Agreement and the Exit Transition Period; and
- 2.1.22 Language Capabilities. Providing all of the above Services in English and Spanish. Upon mutually agreed upon notice, using the Change Control Procedures, USAC may require additional language support.

2.2 Responsibilities and Requirements of Vendor for Stand-up Phase

- 2.2.1 Transition Plan. Vendor will create and deliver a transition project plan to USAC within five days of contract award, providing additional detail around the milestones agreed upon as proposed in Attachment 7, Milestones. The plan will cover the activities required to make the CSC operational by December 3, 2021. As each area of the transition is addressed in accordance with prevailing industry standards, Vendor will memorialize the approach and decisions made in a single Transition Plan document. The Transition Plan draft will be due to USAC weekly beginning two weeks after contract award for review and feedback, with a final deliverable due no later than one week prior to launch.
- 2.2.2 Launch Date. While the CSC is required to be operational by December 3, 2021, the Launch Date for the CSC will be determined by USAC after assessing readiness, no later than two months after contract award. Vendor and USAC shall agree to a Transition Timeline for standing up the customer service center, as further described in Attachment 7, Transition Milestones.
- 2.2.3 Scripts and Templates. Vendor will collaborate with USAC to design related process flows, Contact Scripts, the initial customer service center IVR, chat, etc. scripts and email response templates. USAC will have the final decision on process flows, scripts and templates.
- 2.2.4 Customer Service Center Design. Vendor will work with USAC to incorporate external stakeholder feedback on the design of customer service center processes and systems. USAC will have the final decision on which feedback to incorporate.
- 2.2.5 Pre-Launch Obligations. Given the aggressive schedule for CSC stand up, USAC and Vendor may agree to defer certain requirements to a date shortly after the launch. In any event, the following must be completed prior to the launch date:
 - A. Develop a CSC agent training plan and materials for USAC review. Train staff as set forth in this SOW.

- B. Develop a test plan for USAC review. Test and evaluate system/processes to identify and resolve issues.
- C. Work collaboratively with USAC to create training, website content, and other communication materials for internal and external stakeholders prior to the Launch Date, as applicable.
- D. Prepare and finalize the deliverables noted in Section 2.8.

2.2.6 Parallel Services Prior to Launch Date (Nesting). Prior to the Launch Date for each of the Programs, Vendor will (as part of the Transition Plan) shadow or observe the existing customer services for the Programs. At USAC's discretion, for each of the Programs, Vendor may be required to provide customer services during the pre-Launch Date period, in parallel with the existing customer service vendors/providers. USAC shall modulate the volume of calls to be handled by Vendor and the incumbent service provider during the pre-Launch Date period. Vendor's compensation during the pre-Launch Date period is included in the Stand-up Fee referenced in Attachment 1, Bid Sheet; Vendor shall not be entitled to any other Monthly Recurring Fee or Variable Fees during the pre-Launch Date period.

2.2.7 Stand up Milestones and Transition Timeline. USAC requires that the call center is operational by December 3, 2021. Key milestones are reflected in Attachment 7, Milestones, including some for Vendor input. Payment will be made upon acceptance of each milestone. Should Vendor believe that a different timeline is required, Vendor should submit two versions of the attachment to be responsive to both USAC's proposal and to provide information on its own recommendation.

2.4. Customer Support Center Capabilities

2.4.1 Live Operator Service. Conducting inbound and outbound live operator services;

2.4.2 Asynchronous CSR Service. Responding to and working service requests received through non-live channels such as email and web inquiry.

2.4.3 Responses to Inquiries. Communicating service or product information, including responses to inquiries and questions about the Program, and other support as appropriate based on a consumer-centric model for information and assistance;

2.4.4 Customer Service Center Technologies. Employing customer support service center technologies, including but not limited to the following as well as any other technologies agreed upon by the Parties:

- Automatic Call Distributor (ACD);
- IVR;
- Web chat (live);
- Real-time reporting tools (Metrics and Workforce Management);
- Chat transcription; and
- Call recording software.

2.4.5 Interfacing with USAC. Interfacing with, accessing, or supporting utilization of various USAC technologies or systems, including but not limited to the following as well as any other technologies agreed upon by the Parties:

- Enterprise Data Warehouse (EDW) via API (data sharing);
- EPC, CRM, and other case management tools ;
- Legacy Seibel and Invoice-Simplified Tracking and Review System (I-STARs) family of systems;
- Websites of the Programs; and
- Other resources and data sources that provide relevant information to consumers as designated by USAC.

2.4.6 Contact Information. Providing service requestors with contacts or coordinating with USAC to resolve unforeseen issues across all use cases.

2.4.7 Tracking and Logging. Tracking and logging interaction information for each contact, including categorization and dispositioning of the contact, for performance improvement and historical contact data.

2.4.8 Knowledge Base. Creating and maintaining (with appropriate support and input from USAC subject matter experts) an accurate and continuously-updated digital knowledge base, to which USAC will have direct access, for use by agents and Program subject matter experts that contains program guidance and action steps. The knowledge base will be fully integrated into the CRM system.

2.4.9 Requests for Information. Responding to requests for information, and escalating to USAC representatives.

2.4.10 Stakeholder Data. Entering stakeholder data into the USAC systems and databases (as applicable).

2.5. Training

Vendor shall work with USAC to develop both an implementation/start-up as well as an ongoing training and agent development program for all Contract Staff. The analysis, design, and development of these programs will be led by Vendor training subject matter experts, in close consultation with USAC subject matter experts and informed by USAC and Vendor's existing training materials as available. The primary standards that apply to Vendor training are identified below.

2.5.1 General Training Obligations. Vendor shall train and manage Contract Staff assigned to each customer service provision as follows:

- A. Vendor will develop, conduct and maintain a comprehensive and continuous training program providing trainers and Contract Staff with the appropriate knowledge and current information to perform the Services.

- B. Vendor will ensure that all Contract Staff are trained in applicable USAC policies, procedures operations, and Program rules.
 - C. Vendor will maintain and update training manuals and training records for USAC's review and approval.
 - D. Vendor will implement a procedure for ongoing refresher training, updated for retraining of information as needed.
 - E. Vendor will implement a procedure for ad hoc training in the event program guidance changes or new guidance is issued.
- 2.5.2 Training Costs. All training costs will be borne by Vendor. USAC will not accept any invoicing for, and will have no obligation to pay, training or associated expenses.
- 2.5.3 Stakeholder Participation in Training. USAC may require that Vendor participate in program participant training events, including by serving as trainers, providing feedback, and providing input on required material. These internal and external stakeholders may include:
- A. Service providers;
 - B. Consumer and USF Beneficiary groups;
 - C. Applicants of the programs;
 - D. Other external stakeholders as deemed appropriate by USAC.
- 2.5.4 Initial USAC Training. USAC will support initial training, including virtual training classes and resources and support as needed. This training will start at the beginning of the onboarding period unless otherwise determined by mutual agreement of USAC and Vendor. Train-the-trainer sessions, as needed, will run concurrently during this period of time.
- 2.5.5 Additional USAC Training. As required by USAC, additional training will be provided by USAC. Examples of when additional training might be required include:
- A. At the implementation/stand-up of the contract, specific to USAC program-specific learning objectives;
 - B. If USAC systems used by the Vendor are changed or modernized;
 - C. If the rules of a Program change for any reason; or
 - D. If a one-time event occurs that requires special training to handle properly.
- 2.5.6 Vendor Training Manual. Vendor's supervisors and trainers shall work with USAC staff to review Vendor-created training manual, all of which shall be subject to USAC's approval.
- 2.5.7 Vendor Training Program. Vendor shall train and manage Contract Staff assigned to the customer service center as follows:
- 2.5.7.1 Continuous Training. Vendor shall develop, regularly conduct and maintain a comprehensive and continuous training program that will provide trainers and Contract Staff with the appropriate knowledge and current information to perform services required by USAC.

- 2.5.7.2 Policies, Procedures and Operations. Vendor shall ensure that all Contract Staff are trained in applicable policies, procedures and operations.
- 2.5.7.3 Manuals and Records. Vendor shall develop and update training manuals and training records for USAC's review and approval.
- 2.5.7.4 Refresher Training. Vendor shall implement a documented procedure for ongoing refresher training to be provided no less often than annually, updated for retraining of information as needed.
- 2.5.7.5 Onsite Trainer. Vendor shall have a dedicated trainer onsite to conduct training.
- 2.5.7.6 USAC Monitoring. USAC shall be entitled to monitor training at its discretion.
- 2.5.7.7 Security, Safety and Conduct Training. Vendor shall conduct security, safety and conduct training for all Contract Staff that will include, but not be limited to, the following:
- A. Compliance training, to include accessibility and compliance with Section 508 of the Rehabilitation Act of 1973 and similar laws, privacy and information security;
 - B. Sensitivity awareness;
 - C. Projecting a positive and helpful attitude;
 - D. Communicating with confidence and competence;
 - E. Adhering to confidentiality policies and procedures;
 - F. Customer service soft skills; and
 - G. Data and security training.
- 2.5.7.8 Program Rules Training. Vendor shall conduct Program rules training, as pertaining to the application and funding process.
- 2.5.7.9 Manual Review Training. Vendor shall provide manual review training that will include, but not be limited to:
- A. Standards of review for specific documents; and
 - B. Signs of waste, fraud, and abuse (e.g., to enable reviewers to recognize and report potential fraud).
- 2.5.7.10 Scheduling Training. USAC and Vendor may agree to close the CSC on certain days to make time for training.
- 2.5.8 USAC Training for Supervisors and Trainers. 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.
- 2.5.9 Training Setting. Training will be formal in a classroom or virtual setting or on-the-job training as mutually agreed to by USAC and Vendor.

2.5.10 Training Format. Training may consist of the following, subject to USAC's review and approval:

- A. Introduction to the material;
- B. Product familiarity (including program rules);
- C. Script familiarity;
- D. Role-play activities;
- E. Productions and quality measurement criteria;
- F. Oral and/or written quizzes; and/or
- G. Review.

2.5.11 Training for New Projects.

- A. For avoidance of doubt, any training of Vendor supervisors/trainers or Contract Staff required for new projects or new subject matter throughout the term of the Agreement shall be at the cost and responsibility of Vendor.
- B. Whenever new projects are introduced, USAC and Vendor supervisors/trainers shall evaluate the quality standards and time required to train Contract Staff.

2.6. Quality Control and Assurance

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

2.6.1 On Site Quality Control. Vendor line supervisors or quality control staff shall be located on site with the live agents to conduct quality control measures, including monitoring operational day-to-day service delivery, monitoring performance, escalating problems for resolution, and maintaining technical support relationships.

2.6.2 Quality Control Measures. Vendor shall perform the following quality control measures:

- A. Provide a point of contact for weekly meetings on reporting management;
- B. Support audit requirements requested by USAC;
- C. Provide USAC visibility of volumes of contacts, web inquiries, escalation, etc.;
- D. Outline process of dispositioning contacts and audits to assess dispositioning quality of agents;
- E. Provide audit remediation research and resolution and other related support as required;
- F. Identify problems that may arise and propose solutions; and
- G. Monitor and manage efforts to remedy a failure of performance.

2.6.3 Quality Audits. Quality audit results shall meet or exceed criteria set by USAC and provided to Vendor. Quality should focus on agent behaviors, accurate responses, and proper use of tool and process flows.

2.6.4 Quality Assurance. Vendor will provide continuous quality assurance and quality improvement through:

- A. Identification and application of best practices from its other operations; and

- B. Implementation of concrete programs, practices, and measures designed to ensure, at a minimum, that the services are performed in accordance with the Agreement and to improve service levels.

2.6.5 Quality Assurance Surveillance Plan. Vendor shall develop and implement a Quality Assurance Surveillance Plan (“QASP”). Within four weeks of contract award, Vendor shall provide to USAC, for USAC’s review and approval, a draft QASP, to be revised as requested by USAC. The QASP shall include metrics and performance standards that measure the quality of Vendor’s performance and compliance with the obligations under the Agreement.

2.7. Performance Standards.

Vendor shall perform to a high standard and deliver work of consistently high quality. The primary performance standards of Vendor are identified below.

- 2.7.1 Call Center Stand up Performance. If a Milestone as described in Attachment 7, Milestones, is not met by the due date for such Milestone, the Stand-up Fee for such Milestone specified in Attachment 1, Bid Sheet, will be reduced by (i) five percent (5%) of the Stand-up Fee for such Milestone if the Milestone is met five (5) days after the due date; (ii) ten percent (10%) of the Stand-up Fee for such Milestone is met six (6) to eight (8) days after the due date; or (iii) fifteen percent (15%) of the Stand-up Fee for such Milestone if the Milestone is met more than eight (8) days after the due date. For the avoidance of doubt, a single performance failure will only result in a single Stand-up Fee reduction pursuant to this paragraph. USAC may extend a Milestone by written notice.
- 2.7.2 Performance Standards and Reporting. Vendor shall establish, and agree upon with USAC, performance standards that must be maintained in order to provide minimally viable customer service quality, including but not limited to SLAs, Key Performance Indicators (KPIs), and other benchmarks.

USAC has proposed critical SLAs against which a service level credit of 5% will be issued if not met on a monthly basis in Attachment 5, SLAs. As described above, Vendor and USAC will agree to a forecast six weeks prior to the start of a given month to allow Vendor ample time to plan. Vendor will not be subject to the service level credit if volumes exceed the forecast by 20% or more.

USAC requires performance indicator reporting on scheduled and *ad hoc* bases for contract governance, oversight, contract compliance, and operational business needs. Reporting on any SLAs, KPIs, or other performance, transactional, or qualitative indicators will be available as needed. Vendor will establish with USAC a cadence for scheduled reporting, to which the Vendor will comply.

- 2.7.3 Complaints and Resolutions. Vendor shall send copies of complaints and their associated resolutions (if applicable) to USAC-designated personnel and the Vendor manager within

one (1) day of receipt, unless a complaint arises that materially affects multiple users, in which case the complaint should be sent to USAC and the Contact Center Manager within sixty (60) minutes of receipt. Vendor’s CRM must feature a means by which CSRs can tag contacts/tickets as “complaints.” USAC will provide the definition of a complaint for Vendor’s use along with any initial required training on such.

- 2.7.4 Weekly Evaluation of Staffing and Schedule Compliance. Vendor shall evaluate, no less than weekly, the sufficiency of the number staff at all levels and their scheduling/schedule compliance in order to ensure full coverage, maximum efficiency, and compliance with SLAs. Reporting on schedule compliance will be provided to USAC on the same weekly schedule.
- 2.7.5 Leadership Staff Meetings. Vendor shall provide leadership staff to participate in meetings via conference call with USAC staff, to be held as required by USAC, in order to discuss business trends, issues, or any other pertinent information.
- 2.7.6 Report Deficiency in Performance Standards. USAC shall notify Vendor if any performance standards are not met.
- 2.7.7 Corrective Action Plan. Vendor shall provide a corrective action plan upon receiving a deficiency notice from USAC indicating that Vendor’s performance has fallen below the Service Levels or the standards described in Section 3.1 Performance Standards Reporting above.
- 2.7.8 Third Ring Requirement. All calls shall be answered by the IVR by no later than the third (3rd) ring.
- 2.7.9 Performance Metrics. Vendor shall dedicate a Contract Staff member(s) to develop performance metrics and provide regular insights and reporting on those metrics.
- 2.7.10 Reporting Incidents. Vendor shall report to USAC within one hour any discovery or suspicion of an event that may have compromised privacy or security to USAC’s Privacy Officer and to USAC’s Director of Information Security or designated representative. Failure to notify USAC’s aforementioned representatives will result in USAC receiving a service level credit outlined in Attachment 5.

2.8 CSC Deliverables

Deliverable Name	Frequency/Due Date
Transition Project Plan	Five days from contract award
Weekly Status Report	Weekly beginning upon contract award

Risks, Assumptions, Issues, Dependencies (RAID) Log	Weekly beginning upon contract award
Transition Plan	Weekly beginning two weeks after contract award. Final due December 3, 2021
Network Diagram	Two weeks from contract award
Privacy Compliance Plan	Three weeks from contract award
QASP	Four weeks from contract award
Disaster Recovery Plan	Four weeks from contract award
Scripts	To be determined by Transition Project Plan
Training Plan and Manuals	To be determined by Transition Project Plan
Test Plan	To be determined by Transition Project Plan
External training, website, or communication materials	To be determined by Transition Project Plan
Monthly Invoice and Reconciliation Report	Monthly – NLT fifteen (15) calendar days after the billing period (calendar month)
Weekly Status Report	Weekly – due NLT two (2) business days after the previous week
Contract Status Summary Report	Monthly – due NLT fifteen (15) calendar days after the end of the month
Ad-Hoc Reports (upon USAC PM request)	Upon Request – NLT two (2) business days of request

3. Requirements of the CRM implementation and operation

To improve customer experience, satisfaction, and support, and to afford USAC the ability to gather and track multi-program customer service interactions across all channels through a single system, the Vendor will deliver a customer service CRM to be used by the Vendor and USAC customer service personnel (both internal and external [e.g., outsourced support not provided by other vendors of USAC]). The breadth of the CRM may in later phases expand beyond customer

service, possibly including additional internal USAC business units and functions, and Vendor should consider those potential additional functions when recommending the tool. However, at present, the scope of the CRM implementation is constrained to USAC's customer service functions.

USAC does not currently have a CRM system, so the requirements phase of this effort will be critical to help USAC identify its specific needs of the tool. The absence of a current system also means that data conversion will be very minimal.

The highest-level goals of the Vendor-delivered solution are to maximize organizational customer service performance and improve the customer experience. Thus, the CRM system will facilitate an omnichannel customer experience across all in-scope programs and contact channels and will provide USAC customer service with a unified support system that will serve as the hub for all customer service workflows. Additionally, as USAC is a quasi-governmental entity that operates under many of the same policies, guidance, and doctrines of the Federal Government, the Vendor's proposed and provided CRM system must be a FedRAMP Authorized cloud service, per the FedRAMP Marketplace.

Stand up and implementation of the CRM will be considered complete when it is operationally supporting all USAC customer support functions outlined in the requirements, established in part through the vendor-led needs analysis. The CRM implementation must be completed no later than two months prior to the end of the Base Period.. Though Contractor will only provide call center support for the three USF programs in the Base Year, the CRM will be utilized by Vendor, USAC, and other USAC vendors.

The CRM will be required to integrate with the USAC architecture and technology stack as described in Attachment 2, Terms and Conditions.

As noted in this Agreement, it is essential that any and all CRM functionality, workflows, operational rules, role/licensing structure, hosting, and assignment (list not exhaustive) remain fully transferrable to USAC at any time during the course of the Agreement.

Key Functionalities - Customer Relationship Management, Knowledge Base, and Reporting

The CRM, which will be utilized by the Vendor as well as USAC personnel who are integral to the customer service capability, is at the hub of operations, and at a minimum, should provide:

- Contact management capabilities to record, organize, segment customer data, and establish complete customer profiles (cross-program where applicable);
- Omnichannel integrations, e.g. email, chat, phone, and web, to automatically capture incoming and outgoing messages for CRM users and contacts;
- Configurable workflows, tools, and interfaces to optimize service request routing, monitoring, and data collection;

- Synchronization with external applications to store and share files;
- Role-based views to restrict access to sensitive data;
- Provide “single pane of glass” dashboards that visually showcase data for stakeholders in different roles (e.g., agents, program VPs, vendor floor managers, USAC Client Services team);
- Knowledge Base (see additional details below)
- Reporting and data analytics (see additional details below)

Agent Knowledge Base

A key component of the CRM system will be a knowledge base platform and library, and the Vendor will oversee the management and maintenance of it until such a time that USAC will assume its management and oversight. This knowledge base is for internal use only and is not intended for use by USAC customers.

The knowledge base will include:

- Configurable dashboard to comply with USAC style and brand guidelines;
- Robust search functionality to quickly query data;
- Ability to bulk upload documents;
- Content authoring with communications features such as commenting, real-time editing, and versioning;
- Access management to control read/write permissions based on role; and
- Site analytics and reporting that provide usage data and other site statistics

While the majority of knowledge base content will be provided by USAC’s Program SMEs, its organization, accessibility, utilization, and records management are essential to ensuring content is current, accurate, and easily usable. The knowledge base will be seamlessly integrated with the CRM, if not a built-in component of such – accessible to anyone using the system. To the best of its ability, USAC will provide its existing knowledge content for use by Vendor in knowledge base content import and set up.

Reporting

CRM reporting capabilities – both scheduled and *ad hoc* - on any and all reasonable customer service data points are crucial to the success of the Vendor but also for the management, oversight, continuous improvement, and business decisions of USAC’s Programs, service divisions, and leadership. The Vendor will be able to provide a variety of service reports such as, but not limited to:

- Customer service team operational reports;
- Customer satisfaction (CSAT, CES, NPS, etc.) reports;
- Customer service SLA and KPI reports; and
- Service request trend or theme reports.

The Vendor will have, in-house and as a part of its core team, analytics and reporting expertise in order to support its agents and managers but also to provide support to USAC as needed. Access to data and visualization capabilities by USAC for self-service, and training on system(s) if applicable, is also critical. Additionally, export of data determined by USAC on a minimum-

daily basis. Vendor will bear responsibility for development and provision to USAC of all necessary operational and performance reports, and for business analytics/performance improvements associated with such.

Potential Future Functions of the CRM

While the requirements of the CRM implementation for the Vendor are to support customer service center activities, both of the vendor and other USAC teams, USAC may seek to leverage the CRM for additional uses in the future. Vendor should ensure that the recommended solution would allow for these additional potential capabilities.

- Outbound communication management. The ability to organize contacts into different distribution groups to manage outbound communication at both the group and targeted levels. Ability to create templates and schedule notifications from the system, avoiding the need for external tools such as email. The ability to track whether notifications have been opened.
- Collection of documentation. The ability to collect and organize documents in response to outbound communication.
- Guided stakeholder journeys. The ability to initiate outreach based on certain logic related to where someone is in a process that may take place in other systems. For example, if they have been deemed eligible for one USF program, and as a result we think they might be eligible for another program, initiate outreach to explain next steps available to them.
- Forecasting. The ability for the system to use historical information and other inputs to propose forecasts for customer related activity.
- Integration with USAC program systems. The ability for the system to leverage information from other processing systems to automatically generate the answers to common questions around status and next steps. For example, if a web based ticket was created asking about an account balance, the tool could automatically provide the answer with integration to the billing system.
- Web Analytics. Integration with the USAC website to identify use of the site and provide helpful insights that can guide customer interaction strategies.
- Surveys. The ability to initiate surveys to collect feedback and information from program stakeholders on both call center experience and on general program matters.
- Task creation, assignment, and management. The ability to create tasks and subtasks associated with a parent case, assigning them to multiple back office operations connected to customer inquiries and related to other general USF operations.

3.1 CRM Stand Up and Launch

USAC expects that during the Base Phase, implementation of the CRM system will occur in two stages. Vendor may propose an alternate strategy in its proposal.

CRM Deployment Phase 1

The first release of the CRM system in the contract's Initial Term will include functionality supporting:

- USF programs for which customer support work is within Vendor scope.
 - E-rate
 - High Cost

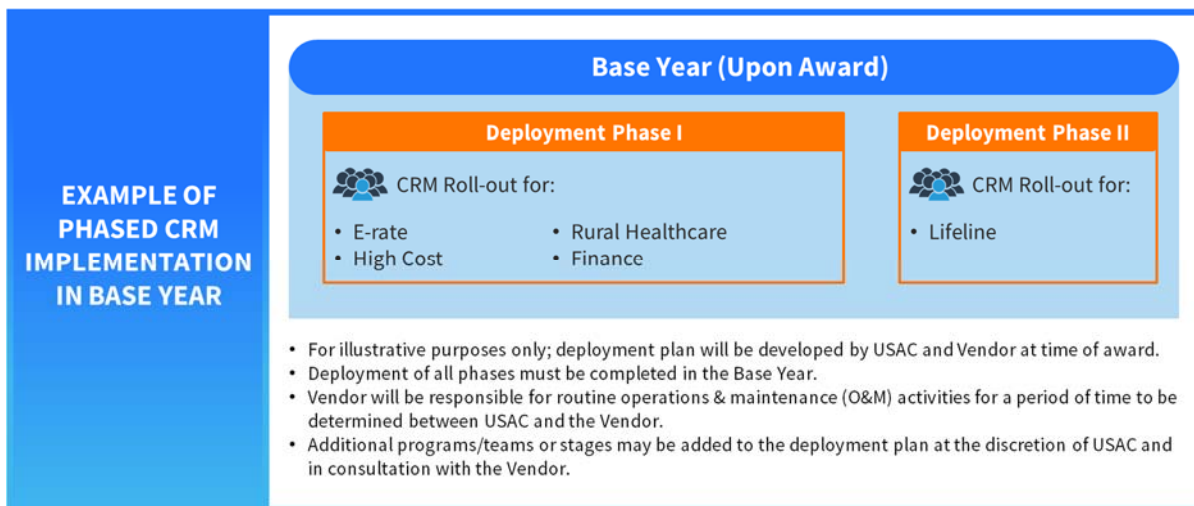
- Rural Healthcare
- Key additional USAC-internal teams.
 - Finance Call Center Operations (internally managed at USAC)

CRM Deployment Phase II

The second release of the CRM system in the contract’s Initial Term will include functionality supporting:

- Lifeline (outsourced customer service center)

Each release must be approved by USAC prior to deployment into production. If the product does not meet the specifications provided by USAC, USAC reserves the right to halt development and decline to proceed.



3.2 Vendor Services to be Performed

Contractor shall provide qualified personnel to support the services categories identified below in bullets A through E.

If necessary, the Vendor is encouraged to partner with a highly successful and experienced CRM implementer to conduct a needs analysis, present viable solutions based on functionality and cost, develop an implementation plan, and support deployment and operations as required.

- A. Project Management
- B. Stand up and Implementation of the CRM system
- C. System Operations and Maintenance
- D. Development, Modernization, and Enhancement of CRM system
- E. E. Performance Standards
- F. Deliverables

A. Project Management

Contractor shall have expert project management skills and the ability to seamlessly deliver and support USAC requirements consistent with the system lifecycle phase, as well as manage the ongoing operations and maintenance of the CRM system. Contractor services shall include requirements for project management during the SDLC, and the SDLC Operations and Maintenance (O&M) phase.

A.1. Contractor Responsibilities

Contractor shall:

- a) Manage all Services provided to support the achievement of the CRM system objectives;
- b) Plan, schedule, and coordinate CRM services with USAC stakeholders and customers;
- c) Work collaboratively and cooperate with USAC IT related support service contractor personnel;
- d) Coordinate and provide informed recommendations to USAC personnel regarding project performance, quality, schedule, cost and risk minimally consistent Project Management Institute's Project Management Body of Knowledge (PMBOK) (*6th edition or latest published version*).
- e) Develop and maintain an Integrated Master Schedule for Contractor's work with reporting against milestones and other progress metrics.
- f) Develop a quality assurance plan to manage the performance of the Contract.

A.2. Supplier Management

- a) Manage the procurement and provision of all goods and services Contractor obtains from third parties by outsourcing, subcontracting, application service provision or other means; and
- b) Provide, record, and track all information for configuration items including items sourced from third-parties.

A.3. Roles and Responsibilities

Contractor will provide PMO and Requirements Analysis support for this project through consultation with USAC personnel and with other USAC's contracted staff and vendors. At a summary level, USAC will manage and oversee the entire CRM implementation effort. The vendor will design the functional operations model and capture requirements, track the overall integrated CRM project schedule and risks, and conduct change management activities. If the vendor subcontracts the CRM work, the vendor will be responsible for ensuring the system developed by the software integrator will meet the requirements, adherence to the full SDLC, and project manage the work in support of overall CRM project schedule. Other third parties will be responsible for components of

this project from time to time to perform various independent assessments and tests of the system.

B. Stand Up and Implementation of CRM System

B.1. Requirements Management

Contractor shall:

- a) Gather requirements from USAC, make recommendations on a solution that will meet the needs of both USAC and the customer service operation supported by the vendor;
- b) Through consultation with the Vendor's CRM planning and implementation experts and USAC, ensure at the effort's onset that there is a clear and well-understood vision of USAC's needs to establish a clear picture of the "end product" so that USAC's and the Vendor's expectations are well understood and aligned;
- c) Develop and update the Requirements Traceability Matrix (RTM) though the end of the trial period of the second CRM system release (CRM Enhancement for Lifeline);
- d) Provide technical/governance reviews, evaluation, and recommendation of creation and changes to develop the Requirements Traceability Matrix (RTM);
- e) Translate user requirements into system specifications, data management plans, program life cycle management documentation, integrated logistics support plans and related operational summaries.

B.2. Solution Architecture and Design Management

Contractor shall:

- a) Design, document and maintain a solution architecture that meets all operational requirements, functional requirements and non-functional requirements;
- b) Identify and provide all artifacts required to specify the conceptual, logical and physical solution architectures as it relates to services, data, enterprise architecture, security and system-level architecture;
- c) Prepare and deliver the CRM system design, and maintain documentation of all approved changes;
- d) Review, recommend, and update CRM architecture;
- e) Ensure proposed architecture conforms to USAC IT Enterprise Architecture, Engineering, and Security Standards;
- f) Identify non-conformance, risk and estimated cost of non-conformance and recommend strategy for achieving conformance;
- g) Evaluate as-is architecture for Business, Application, Enterprise, and Infrastructure services;

- h) Review, recommend, and update architecture for middleware integration such as Service Oriented Architecture (SOA)/Enterprise Service Bus integration and other integration requirements;
- i) Describe plan to implement middleware integration for the CRM interfaces;
- j) Prepare and deliver detailed CRM system/solution architecture documentation to support all system configuration, design verification, and implementation of reports, interfaces, extensions, conversions, forms and workflows; and
- k) Prepare the test design framework, test case specification(s), acceptance test procedures, test scripts, and test reports.

B.3. System Configuration

B.3.1 Configuration Management

Contractor shall:

- a) Provide a Configuration Management Plan that describes specific procedures and the extent of their application during the life cycle; and identifies roles and responsibilities for carrying out configuration management;
- b) Ensure all changes to configuration items are documented and identify/document the interrelationships between configuration items;
- c) Track the status of a configuration, providing traceability of configuration items throughout their development and operation covering the entire system change management lifecycle; and
- d) Support effective, predictable and repeatable configuration management processes.

B.3.2 Source Code and Documentation

Contractor shall create and maintain all Contractor created source code, USAC specific configurations, settings, and documentation, including COTS software items in USAC Enterprise Architecture approved repositories. USAC CRM system requirements shall be met through configuration and not customizations that will bring USAC off of the Software Vendor CRM system product upgrade path. All configuration and CRM requirements implemented by Contractor shall be completed in a method that will not require retrofitting or reimplementation of configurations to apply CRM system vendor patches and minor or major version updates.

B.3.3 Integration Management

Contractor shall:

- a) Research, plan, and document a strategy for supplier coordination, collaboration, interoperability and delivery of standard and non-standard integrations;

- b) Provide an integration strategy encompassing interoperability with external systems; incorporate hardware and infrastructure components with business application and software designs;
- c) Develop software prototypes required for system design or capability analysis;
- d) Support middleware integration, such as SOA/Enterprise Service Bus integration as defined in the system requirements;
- e) Identify and recommend configuration necessary to integrate the CRM system with USAC's customer service-related systems, processes, and workflows; and
- f) Support the sharing of data between various government and commercial entities using standard protocols.

B.3.4 Validation/Testing Design

Contractor shall:

- a) Research, plan, and document a CRM functional, non-functional and security testing strategy using an industry standard and best practice, repeatable test methodology, and automated testing tools;
- b) Develop and manage testing framework;
- c) Develop test design specifications;
- d) Develop test cases and test scripts;
- e) Provide document updates to the RTM;
- f) Design, develop and document a user acceptance test (UAT) Plan according to user requirements;
- g) Support UAT as directed by USAC in an integrated fashion with USAC resources providing demos and functionality walkthroughs.
- h) Manage CRM system UAT, regression, performance, scalability, non-functional, integration, performance (load/stress) and security testing;
- i) Prepare CRM system test and acceptance reports;
- j) Develop integration test design framework;
- k) Define, develop, implement and manage service design to support USAC, FCC and government compliance requirements; and

B.4. Data Management

Contractor shall:

- a) Provide data management services that account for interoperability with USAC internal and external systems;
- b) Plan and Implement methods for database management, administration, and documentation for USAC IT, to include creation, installation, and maintenance of databases;
- c) Deliver a Data Management Plan documenting data migration activities, as required and defined at the Data Strategy document;

- d) Deliver a Data Security Management Plan, as required and defined in Section 11 (Security) and in compliance with Attachment 9 (Confidentiality and Security Procedures).
- e) Develop and execute activities associated with data archiving.

B.5. Data Preparation and Staging

As USAC currently does not have an enterprise CRM, there will not be a data migration from a legacy CRM system. However, the new CRM system will need to be seeded with the minimal data elements necessary to make the customer service center functional and capable of meeting established SLAs at stand-up. Therefore data migration will be primarily focused on basic customer entity and contact information, and recent historical customer complaints.

Contractor shall:

- a) Develop a Data Cleansing Plan to ensure (1) the quality of any migrated data; (2) the ability of the operations to use the migrated data; (3) that all the data sent from the operations is fully loaded; and (4) that the data accuracy and validation is acceptable;
- b) Support mock conversion, dress rehearsal, and dry-run activities, as required;
- c) Perform data cleansing processes in accordance with applicable government and industry best practices for data quality management. Verify that the data is consistent with applicable USAC policies and in accordance with all applicable federal government regulations, requirements, and pertinent industry standards;
- d) Ensure the quality of CRM data for integrity, availability, accuracy, completeness, uniqueness, timeliness, validity, and consistency;
- e) Assist or lead, perform and execute cleansing and extraction of data from legacy data systems into an intermediate data staging area for transformation and loading into the “target system(s)” and data warehouse (as applicable);
- f) Assist legacy systems data cleansing and extraction to the staging area in collaboration with USAC programs; and
- g) Provide a data analysis report from the data audit (e.g., description of problem, data source, number of occurrences, impact on production data, type of fix that was applied, number of records fixed, and #of records unable to be fixed).

B.6. Migration Management

Contractor shall:

- a) Ensure compliance with a data migration strategy document; data migration strategy section shall address gathering the data requirements for all feeder systems, mock data conversions, and coordination with any third-party contractor(s) as required;
- b) Manage, schedule and coordinate CRM migration activities and implementation with all parties;
- c) Set up the staging environment(s);

- d) Load, test and validate converted data in the solution;
- e) Adapt the migration strategy to make use of new technologies as the CRM system evolves from the Initial Operating Capability (IOC) established through CRM Deployment 1 to the Full Operating Capability (FOC) established through CRM Enhancement for Lifeline.

B.7. Training

Contractor shall provide services to support USAC planning, preparation and delivery of training for CRM system for USAC to achieve IOC and maintain FOC. For the IOC phase, Contractor shall provide full service including curriculum development and training delivery to support USAC goals. During the FOC phase, Contractor shall provide steady state service to include training delivery to support goals for workforce skills maintenance.

Contractor shall:

- a) Prepare and deliver a Training Plan for client acceptance;
- b) Deliver, maintain and update end-user training, ongoing/refresher training, and system administrator training;
- c) Deliver training via multiple different modes to accommodate different audience sizes, locations within the continental U.S., and availability of internet access;
- d) Conduct trainee pre- and post- assessments according to standard methodologies and tools (e.g., Sharable Content Object Reference Model);
- e) Develop, distribute, and update training reference materials (e.g., desk reference, “handy” guide, Frequently Asked Questions (FAQs), etc.) and delivery media; and
- f) Ensure all e-training delivery is accomplished via a user interface compliant with the Rehabilitation Act Section 508 for a scalable audience size.

B.8. Go Live User Support

Contractor provide communications and support during and following the deployment. This includes keeping stakeholders informed throughout the deployment steps. It also includes a higher touch support model following deployment for a to-be-determined time period to quickly assess and address any production issues in the early use of the system.

B.10. Service Desk Planning

Contractor shall:

- a) Prepare a plan for a service desk function to ensure CRM users receive appropriate assistance in a timely manner according to service levels specified at the task order level. Contractor shall ensure that the Service Desk Plan addresses the following minimum requirements:
 - i. Provision of live support services via phone, email, and online chat Monday through Friday (excluding New Year’s Day, Memorial Day, Juneteenth, July

Fourth, Labor Day, Thanksgiving Day and day after, and Christmas Day) from 8:00AM until 8:00PM Eastern time. Outside of these standard business hours, Contractor shall provide on-call support via phone. Self-help services shall be available at all times (24x7).

- ii. Staffing, managing, and equipping the service desk sufficiently to ensure compliance with the service desk performance standards; and
 - iii. Logging severity levels for all incidents opened by the service desk according to defined severity levels;
- b) Develop and implement training materials, triage processes, and service desk tools necessary to provide end users support.

C. System Operations and Maintenance

Contractor shall provide operations and maintenance support of the CRM system. This includes, but is not limited to, monitoring the system, responding to bugs and defects, routine patching, and all software updates to any software used in the CRM operating environment. It also includes development, test, system integration, sandbox/demonstration, training, and production. Contractor shall provide O&M support as a highly integrated team with USAC resources while utilizing technical best practices and aligning with USAC security requirements. Operational recommendations may be sourced from industry standard tools including CRM application monitoring components and services on various platforms. Other guiding tools include Federal regulations for the administration of Federal information systems, security audits and reviews, USAC policies, guidelines, recommendations or directions. O&M items shall be recorded and reported in USAC identified collaborative tools that are accessible by USAC and all assigned team members. O&M items will be addressed and prioritized for completion in periodic iterative planning sessions.

C.1. Service Operations

Contractor shall:

- a) Maintain the availability, functionality, operability, compliance, responsiveness and operations of the CRM system;
- b) Provide operational support to USAC by working closely with the USAC PM and other designated business liaisons from operations and help desk support teams;
- c) Adhere to USAC's operational support guidelines and SLAs; and
- d) Coordinate, implement and validate CRM software and other relevant platform upgrades, as well as other related software's including databases, service orchestration layers, and authentication and authorization tools like Okta.

C.1.1 System and Application Monitoring

Contractor shall:

- a) Perform and report on the continuous monitoring of the CRM;
- b) Prepare and deliver a System and Application Monitoring Plan;
- c) Provide System and Application Monitoring Summary Report;
- d) Provide production audit logs that will support streaming to USAC hosted log analysis tools (e.g. Splunk) in support of dynamic, real-time monitoring of the production application;
- e) Produce all required/pertinent documentation to comply with FISMA and USAC security requirements for maintaining the authority to operate the CRM system;
- f) Monitor system storage including total capacity; availability; utilization with projections based on current use;
- g) Monitor Application performance system, application, and module availability; average response time to the system, application and modules; error rates; user utilization (maximum, mean, and median numbers licensed); and application system utilization (CPU, Memory, Storage and Network);
- h) Monitor Application and other System Logs to identify system availability, performance issues;
- i) Alert emergency resources as problems and incidents occur; and
- j) Perform preventive, corrective, perfective and adaptive sustainment engineering, and corrective maintenance for all business applications and associated databases. Involves activities aimed at increasing the system's maintainability, such as minor refactoring, improving the modular structure of the systems, and updating documentation. This maintenance includes the upgrade of components, frameworks, versions to maintain the technical operation of the information system.

C.1.2 System Administration

Contractor shall:

- a) Perform preventive, corrective, perfective and adaptive sustainment engineering, and corrective maintenance for all business applications and associated databases in the CRM system;
- b) Maintain a catalog of user roles and access profiles defined as user listings and functional hierarchies of all the roles in the CRM system, including types of users;
- c) Provision user access requests including verifying the user authorization and access; creating and maintaining user profiles; providing access rights; monitoring the identity status; removing or restricting access; and logging and tracking users' access;
- d) Review all roles periodically to support security and audit compliance requirements in coordination with the Information System Security Officer (ISSO);
- e) Manage and control user access to each application, module, function, and report a user can access in accordance with USAC IT Security policies;
- f) Monitor, operate, configure and maintain the operating system(s) of the CRM system;
- g) Coordinate, communicate and ensure CRM application development teams are adhering to USAC Infrastructure Change Control Board (ICCB) release management schedule and processes;
- h) Comply with USAC production configuration change policies and procedures for all software, system, network, and application releases and infrastructure changes. This

- shall include submission of requisite documentation to the USAC's ICCB for approval prior to any production change;
- i) Lead and execute all system security activities within the CRM system environment;
 - j) Document all current and proposed system designs and settings according to USAC-approved content and format requirements;
 - k) Prepare and execute an interface plan that provides comprehensive and error-free support for all interfaces in order to ensure interoperability between CRM system(s) and other USAC specified systems;
 - l) Perform system performance tuning as required; and
 - m) Troubleshoot all system issues, and document and record the issue, status, resolutions and follow-up actions.

C.1.3 System Performance Management

Contractor shall:

- a) Conduct/support performance and load testing using tools such LoadRunner;
- b) Conduct performance testing to ensure the system is meeting performance standards, including measuring system performance and response times at various customer service, USAC, and remote sites where users will access the CRM system;
- c) Conduct customer surveys to ensure the users are receiving the expected performance (e.g., response times and remediation for issues that arise on a consistent basis);
- d) Coordinate and collaborate with other responsible parties to analyze performance issues reported by users by utilizing tools/ appliances to determine where issues exist either in the hardware, network, application, etc., and shall work with the appropriate responsible party to remediate the issue;
- e) Collaborate with the hosting provider to meet the Key Performance Indicator (KPIs), Measures of Performance (MOPs) and Mean Opinion Score (MOSs);
- f) Report downtime for the CRM system, databases and system interfaces. Contractor shall coordinate this reporting with the hosting provider;
- g) Coordinate with the hosting provider support personnel in executing any downtime event and report consolidated downtime for business application, databases and system interfaces supported by Contractor as well as hardware and network components support by the hosting provider through a single downtime reporting system; and
- h) Provide Performance Management Reports, Customer Survey Reports, and Downtime reports as required and defined at the task order level.

C.1.4 Software Updates Installation

Contractor shall:

- a) Install major and minor updates of any COTS applications used in the CRM system operating environment to the latest USAC approved version, in the time period required;

- b) Proactively manage the application of software updates to include ensuring appropriate system restoration plans are in place prior to beginning any patch cycle; and
- c) Maintain responsibility for adapting CRM and other applications as a result of changes to the environments where the applications operate in Cloud or on-premise environments including production, and multiple integration, test, development and training environments. The environment change may result from a change in business rules or processes, FCC policies, and software and hardware platforms.

C.1.5 Patch Management

Contractor shall:

- a) Proactively manage the application of software patches to include ensuring appropriate system restoration plans are in place prior to beginning any patch cycle;
- b) Ensure the entire patch management process and procedures are documented in the Configuration Management plan;
- c) Implement a system test environment that mirrors the production environment to test all patches and updates; and
- d) Monitor and evaluate the implementation of all patches and evaluate their performance in the production environment.

C.1.6 Test Management

Contractor shall:

- a) Conduct testing and evaluation to support all phases of configuration management, and provide planning, development, test and O&M support to investigate, resolve, track and report CRM application performance (issues and errors);
- b) Coordinate with the infrastructure hosting provider and USAC Office of the Chief Information Officer (OCIO) to investigate and resolve network issues that degrade or affect the CRM user's ability to access and use the system.
- c) Plan, prepare for, and conduct test readiness reviews;
- d) Develop, update, and perform configuration management of test plans; ensure that test plans prioritize regression tests based on risks and resources; and maximize the use of automated testing;
- e) Develop, update, and perform configuration management of test scripts; ensure the scripts contain the steps and data necessary to verify cited requirements and design use cases;
- f) Execute tests in accordance with client-approved test plans and provide in-person and remote access to USAC and FCC test representatives;
- g) Develop test reports and perform other post-test activities in accordance with the test plan;
- h) Ensure defects that are also applicable to the production instance can be readily tracked following the test event;

- i) Review test reports to gauge the potential for past issues to impact the instance received and avoid similar problems; and
- j) Track and manage open and resolved issues, ensure audit capabilities are enacted to collect and log security audit and application performance data, and review audit and performance logs.

C.1.7 Capacity Management

Contractor shall:

- a) Coordinate with the infrastructure hosting provider to manage CRM system capacity consistent with demand plan(s), and to ensure reliability, scalability, availability and maintainability performance requirements are met under normal and surge operating conditions;
- b) Provide system performance tools, techniques, and processes to optimize system throughput and user response time.

C.1.8 System Performance Management

Contractor shall:

- a) Define, recommend, develop, implement, update and manage CRM System Performance Metrics and Reporting;
- b) Provide CRM system that meet or exceed the service related KPIs and corresponding MOPs;
- c) Conduct performance testing to ensure these metrics are continuously being met;
- d) Coordinate and collaborate with the hosting provider to conduct this testing and remediate any identified issues;
- e) Conduct customer surveys to ensure the users are receiving the expected response times and remediation for issues that arise on a consistent basis;
- f) Work with the appropriate responsible party to remediate the issues; and
- g) Work with the hosting provider to meet KPIs.

C.1.9 System Backups

Contractor shall:

- a) Create and execute a backup, offsite storage, and recovery plan that guarantees the security of data consistent with the FIPS 199 rating of the CRM;
- b) Implement a backup policy and process for all elements of the system to ensure backups of all data and configurations are routinely stored and viable; and
- c) Periodically test the backups and restore process to ensure it operates entirely.

C.1.10 Service Desk Operations

Contractor shall:

- a) Perform all activities needed to provide Tier 1, 2, and 3 service desk support for the CRM system;
- b) Provide statistical and performance reporting based on service desk activities; and
- c) Provide a monthly Service Desk Performance Report, as required and defined at the task order level.

C.1.11 Data Management

Contractor shall:

- a) Perform database management, administration, and documentation for CRM system, to include creation, installation, and maintenance of databases for project and mission support, configuration of accounts per mission-specific requirements, and verification of application and database backup processes for system recovery purposes;
- b) Coordinate with the infrastructure hosting provider to document the standard operating procedures, as required; and
- c) Transmit required information through authorized systems interfaces and make that information available to users via Contractor furnished or USAC furnished data analysis and reporting capabilities (e.g., data warehouse, business intelligence application(s)).

C.1.12 License Management

Contractor shall:

- a) Proactively manage the licenses for CRM software to ensure appropriate levels of support, feeding data as necessary into the monitoring and control and problem management functions;
- b) Provide and manage software licenses required for CRM infrastructure;
- c) Support the management of CRM software suite licenses by coordinating with and providing required information to CRM software vendor(s) to optimize availability to users while minimizing cost; and
- d) Validate the license requirements for an annual basis and forecast the projected user licensing requirements for three years; not including the current year.

C.1.13 Event, Incident and Problem Management

Contractor shall:

- a) Develop, implement, and manage effective ITIL-based event, incident, and problem management including content standards; format standards; nomenclature standards; USAC approved escalation process; and reporting standards;

- b) Perform technical analysis of proposed change requests for existing systems to ensure requirements are within scope. Requirements requiring more than two sprints of effort are considered enhancements per Section D (Development, Modernization, and Enhancement of CRM system);
- c) Repair defects resulting from design errors, logic errors and coding errors. Defects result from data processing errors and system performance errors, escaping internal quality control and client acceptance testing, or reported through a help desk or other designated interface. Ongoing maintenance and support may include the administrative update of data by script, data load or similar updates consistent with USAC policies;
- d) Production defects that are blocking or critical with an urgent priority as determined by the PM shall be remedied and deployed as soon as feasible. Analysis and recommendations for workarounds, alternative solutions, and short-term resolution of emergency and urgent defects will be presented to USAC within one business day of the report of defect. Response, analysis, development and deployment of resolutions to Emergency and Urgent Production Defects shall be within scope of the O&M Task Order;
- e) Develop and manage effective ITIL based incident management techniques to ensure the restoration of service to normal levels with a minimum of impact to users or systems;
- f) Initiate and host online conference with relevant teams for analysis of reported blocking and critical defects with immediate escalation to the USAC Application Production Management team and the PM, in accordance with USAC policies and procedures; and
- g) Track, manage and report on problem resolution to ensure the root cause is addressed.

C.1.14 Compliance Management

Contractor shall:

- a) Develop and operationally support compliance management to ensure compliance with all requirements, regulations and laws (i.e., FISMA, 508 Accessibility);
- b) Ensure that all compliance requirements are adhered to; and
- c) Support all Government sanctioned audit activities.

C.1.15 Hosting

Contractor shall identify and describe its proposed hosting solution and associated infrastructure. Contractor shall assist USAC to procure hosting services directly by USAC or procure hosting services on behalf of USAC and pass through hosting costs to USAC without any mark ups. Contractor's shall ensure that its proposal includes:

- a) A sample service level agreement (SLA - consistent with the requirements provided in Section C) governing the hosting and SaaS provision of services for USAC. SLA

- could include suggested improvement/updates based on past SaaS experience or efficiencies to be provided via the contractor's proposed solution;
- b) A high level plan for hosting and infrastructure deployment including acquiring and implementing the necessary infrastructure/hardware, establishing networking/connectivity, addressing access management, and establishing security parameters for the new hosted environments (consistent with requirements in Section C;
 - c) The contractor's most recent System and Organization's Controls (SOC) Report in compliance with the Statement on Standards in Section 5 (Information Security); and
 - d) Contractor's self-assessment against the security controls for moderate baseline systems as defined in NIST SP 800-53 Rev 4, and;
 - e) If applicable, a plan to transition all hosting contracts and resources to USAC without any increase in total cost.

D. Development, Modernization, and Enhancement (DM&E) of CRM system

As USAC requirements evolve, FCC policies and rules are introduced or amended, and stakeholder needs change, and USAC system modernization strategy progresses, enhancements will be identified by USAC. Development, Modernization, and Enhancement (DM&E) may include introducing, designing, and implementing additional phases and architectural patterns to enhance CRM, reduce O&M costs, and ensure USF Financial applications meet business and consumer demands.

D.1. Major Enhancements

USAC may at any time submit a written request that Contractor perform an enhancement ("Enhancement"). Upon receipt of such a request from USAC, Contractor shall provide USAC with a written proposal including a technical assessment for such Enhancement that includes:

- a) Description of the services, functions and responsibilities Contractor anticipates performing in connection with such Enhancement;
- b) A schedule for commencing and completing such Enhancement;
- c) Contractor's prospective fees for such Enhancement, including a detailed breakdown of such fees;
- d) Description of any new staffing, Software or machines to be provided by Contractor in connection with such Enhancement, and;
- e) Such other information as may be requested by USAC. Contractor shall not begin performing any Enhancement unless and until the USAC Contract Administrator has provided Contractor with authorization to perform the Enhancement and a change order or an amended has been executed by both parties, in each case subject to requisite approvals.

E. Performance Standards

- CRM Stand up Performance. If a Milestone as described in Attachment 7, Milestones, is not met by the due date for such Milestone, the Stand-up Fee for such Milestone specified in Attachment 1, Bid Sheet, will be reduced by (i) five percent (5%) of the Stand-up Fee for such Milestone if the Milestone is met five (5) days after the due date; (ii) ten percent (10%) of the Stand-up Fee for such Milestone is met six (6) to eight (8) days after the due date; or (iii) fifteen percent (15%) of the Stand-up Fee for such Milestone if the Milestone is met more than eight (8) days after the due date. For the avoidance of doubt, a single performance failure will only result in a single Stand-up Fee reduction pursuant to this paragraph. USAC may extend a milestone in writing.
- Performance Standards and Reporting. USAC has proposed critical SLAs against which a service level credit of 5% will be issued if not met on a monthly basis in Attachment 5, SLAs.
- USAC requires performance indicator reporting on scheduled and *ad hoc* bases for contract governance, oversight, contract compliance, and operational business needs. Reporting on any SLAs, KPIs, or other performance, transactional, or qualitative indicators will be available as needed. Vendor will establish with USAC a cadence for scheduled reporting, to which the Vendor will comply.
- Leadership Staff Meetings. Vendor shall provide leadership staff to participate in meetings via conference call with USAC staff, to be held as required by USAC, in order to discuss business trends, issues, or any other pertinent information.
- Report Deficiency in Performance Standards. USAC shall notify Vendor if any performance standards are not met.
- Corrective Action Plan. Vendor shall provide a corrective action plan upon receiving a deficiency notice from USAC indicating that Vendor's performance has fallen below the Service Levels or the standards described in Section 3.1 Performance Standards Reporting above.
- Performance Metrics. Vendor shall dedicate a Contract Staff member(s) to develop performance metrics and provide regular insights and reporting on those metrics.

F. Deliverables

For each DM&E, Contractor shall:

- a) Perform development for DM&E Task Orders using an Agile methodology;
- b) Perform the following system analysis tasks:
 - i. Support/gather functional requirements
 - ii. Determine the impact on existing systems supported by a DM&E Task Order,
 - iii. Support/coordinate meetings with project stakeholders
 - iv. Document results and findings, providing recommendations on systems integration and standardization
 - v. Identify courses of action
 - vi. Inform USAC of the impact of new requirements on the existing baselines
 - vii. Conform to USAC IT Governance processes and scope management

- c) Provide documentation for software development and product releases (processes, procedures, designs, code artifacts, and/or policies);
- d) Ensure that all design changes are interoperable with the most current and future planned infrastructure and versions of CRM system where applicable;
- e) Ensure integration and complete interoperability of all current and future software and hardware;
- f) Effectively manage complex business rules;
- g) Include provisions for continuous technological improvement that will maximize opportunities for product improvement available from emerging technological advances in the commercial marketplace;
- h) Design, test, deploy, and transition to O&M;
- i) Support/Perform system unit, integration, regression, performance/load, and acceptance testing for supported applications;
- j) Use USAC approved automated testing tools such as Selenium;
- k) Use JIRA for logging and tracking bugs and maintaining Test cases; and
- l) Comply with, maintain, and operate according to established USAC IT processes, procedures and standard operating procedures (SOPs) for routine, repeatable functions.

E.1. List of Deliverables

Deliverable Name	Frequency/Due Date
Project Management Plan	1. <u>For the Contract</u> : Upon Award – 2. <u>For each Task Order</u> : Original submission no later than (NLT) 30 calendar days after Task Order award. 3. <u>Updates</u> : Updates within fifteen (15) business days upon request by the USAC PM
Integrated Master Schedule	Weekly – due NLT two (2) business days after the previous week
Monthly Invoice and Reconciliation Report	Monthly – NLT fifteen (15) calendar days after the billing period (calendar month)
Weekly Status Report	Weekly – due NLT two (2) business days after the previous week
Contract Status Summary Report	Monthly – due NLT fifteen (15) calendar days after the end of the month

Ad-Hoc Reports (upon USAC PM request)	Upon Request – NLT two (2) business days of request
Quality Assurance Plan	<ol style="list-style-type: none"> 1. For the Contract: Upon Award – 2. For each Task Order: Original submission no later than (NLT) 30 calendar days after Task Order award. 3. Updates: Updates within fifteen (15) business days upon request by the USAC PM.
Data Management Plan (Data Migration Plan, Entity Relationship Diagram (ERD), Data Dictionary, Data Mapping)	As agreed upon by Task Order and approved by USAC PM NLT thirty (30) days prior to beginning of data migration
Availability Management Strategy	Within thirty (30) days prior to initial production deployment
Data Cleansing Plan	As agreed upon by Task Order and approved by USAC PM NLT thirty (30) days prior to beginning of data migration
Configuration Management Plan	As agreed upon by Task Order and approved by USAC PM NLT ten (10) business days prior to beginning of system configuration phase
Configuration Source Files	Upon Request, NLT five (5) business days from Request
Disaster Recovery and Continuity of Operations (COOP) Plan	Within thirty (30) days prior to initial production deployment
Training Plan (including Release Notes and End User Job Aids)	NLT thirty (30) business days prior to deployment
Test Plan (including Unit, Quality Assurance, Integration, Performance, UAT, Security)	As agreed upon by Task Order and approved by USAC PM NLT three (3) business days prior to beginning of each development sprint
Service Desk Plan	Within thirty (30) days prior to initial production deployment
Phase out Transition Plan	Within ninety (90) days before the end of the phase

Architecture and Technical Design Documentation	As agreed upon by Task Order and approved by USAC PM NLT ten (10) business days prior to beginning of configuration phase
O&M Incident Tracker	Within thirty (30) days prior to initial production deployment
Risk Management Plan	Within sixty (60) days of contract award
Risk Log (Mitigation and Tracker)	Weekly - due NLT two (2) business days after previous week
Requirements documented in USAC approved format	As agreed upon by Task Order and approved by USAC PM NLT thirty (30) days prior to beginning of system configuration phase)

Other Deliverables may be clarified and agreed by USAC and Contractor during the course of the Contract.

4. Other Requirements for Call Center and CRM function

4.1 Incident Management.

For the purposes of any system managed by Vendor (phone system, IVR, CRM), the primary troubleshooting responsibilities, incident classification and requirements of Vendor are identified below.

4.1.1 P1, P2, P3 Classifications. Classification of technical issues as P1, P2, or P3 Incidents is described below

“Priority 1 Incident” or “P1 Incident” means a complete loss of a critical business function already in production, for which no reasonable workaround exists. This includes items that result in the total inability of one or more end users to conduct key business functions or activities.

“Priority 2 Incident” or “P2 Incident” means a partial loss of a critical business function already in production and/or significant degradation of the ability to provide service to the end user. This includes an incident with any application/database which is important to a client’s business or operations when the incident makes the application/database unusable or unavailable but a reasonable workaround exists. P2 Incident also includes incidents for which a workaround exists but requires extensive effort to implement. A P2 Incident may be closed after workaround is in place and reopened as a Priority 3.

“Priority 3 Incident” or “P3 Incident” means a degradation or loss of non-critical business functions already in production. Users can continue operating with the results being adequate to perform needed functionalities (although the process or format may be less than desirable). This includes incidents which degrade system functionality or business performance; but in which all major functions of the application/database still work. P3 Incidents also include incidents affecting a single user, preventing completion of a critical task but for which a reasonable workaround exists.

- 4.1.2 P1 Incident Reporting. Vendor shall notify USAC of any Priority 1 (P1) Incident within two (2) hours, provide status updates every one (1) hour, develop a workaround to address a P1 Incident within twenty-four (24) hours, and work continuously on a P1 Incident until resolved.
- 4.1.3 P2 Incident Reporting. Vendor shall respond to a Priority 2 (P2) Incident within four (4) hours, provide status updates every four (4) hours, and develop a workaround to address a P2 Incident within forty-eight (48) hours.
- 4.1.4 P3 Incident Reporting. Vendor shall respond to a Priority 3 (P3) Incident within twenty-four (24) hours, provide status updates every business day, and develop a workaround within seven (7) calendar days. Any problems related to system functionality (e.g., hardware, phone lines, data, etc.) which are not under Vendor’s control must be reported to USAC immediately (via phone and e-mail) upon detection.
- 4.1.5 Incident Resolution. USAC will determine if an incident has been resolved for all P1, P2, and P3 incidents.
- 4.1.6 Notification of Planned Service Outages. Vendor shall notify USAC at least two (2) calendar weeks in advance, confirmed by email, of any planned service outage that may affect service to USAC. Scheduled maintenances shall be conducted outside Business Hours and adhere to USAC maintenance schedules.
- 4.1.7 Material Changes to Workflow. Any material changes to the workflow should be extensively tested and validated by Vendor in a test environment before being released to the production environment, in collaboration with USAC.
- 4.1.8 Connectivity Issues. Vendor shall provide troubleshooting and connectivity issue resolution between the customer service center and database systems.
- 4.1.9 Troubleshooting. Vendor shall provide general troubleshooting of the call module in the areas of customer service center user accounts and call reports, both of which are key functionality of the call module.
- 4.1.10 Disaster Recovery Plan. Vendor will develop and implement a Disaster Recovery Plan (“DRP”), subject to USAC's approval, and periodically update and test the operability of the DRP during every twelve (12) month period that the DRP is fully operational. As soon as reasonably possible (but in any event no later than the point at which the call

center operation goes live, and when the CRM goes live), Vendor shall provide to USAC, for USAC's review and approval, a draft DRP, to be revised as requested by USAC.

- 4.1.11 Incident Response. All privacy and/or security-related incidents including, but not limited to, the disclosure of PII, shall be tracked in accordance with policy standards as outlined in the Incident Response (IR) controls documented in NIST SP 800-53 Rev. 5 or latest version⁴ and NIST SP 800-61 and consistent with the requirements of OMB Memoranda M-17-12 – or the most current revisions of the aforementioned documents, and shall be reported to USAC's Privacy Officer and to USAC's Director of Information Security or designated representative within one (1) hour of any breach or suspected breach of PII. Failure to notify USAC's aforementioned representatives will result in USAC receiving a service level credit outlined in Attachment 5.

4.2. Continuous Improvements Standards

The primary continuous improvement (CI) responsibilities and requirements of Vendor are identified below.

- 4.2.1 CI Team. Vendor shall stand up a CI team (Continuous Improvement Team) with clear governance for the entire CI process, as agreed to by USAC.
- 4.2.2 Feedback from External Stakeholders. Vendor shall stand up a process to collect feedback from key external stakeholders, including customer satisfaction surveys, to be approved by USAC before the Launch Date.
- 4.2.3 Alignment with Internal Stakeholders. Vendor shall facilitate alignment among internal stakeholders at USAC on CI objectives.
- 4.2.4 Improvement Initiatives. Vendor shall define and quantify expected and measurable quality and efficiency benefits of improvement initiatives.
- 4.2.5 Monthly Meetings Re Improvements. Vendor shall set up regular monthly meetings with USAC to review the improvement initiatives and their measurable impact.
- 4.2.6 Assessment of Initiatives. Vendor shall assess the initiatives and plan for the implementation of selected initiatives.
- 4.2.7 Track and Publish Measured Impact. Vendor shall track and publish the measured impact of implemented initiatives to USAC.

4.3 Change Management

After contract award, changes to the terms or requirements established will be proposed by Vendor or USAC using a Change Control Log. The log will capture the justification for the change and proposed revised language. USAC and the Vendor will establish procedures for review and execution of such changes.

4.4 Responsibilities and Requirements of Vendor for Exit Transition Period

In addition to the Transition Plan described in Section 10.1, Transition Plan, Vendor will develop a comprehensive Exit Plan, subject to approval by USAC, for the Exit Transition Period. The Exit Plan shall document and demonstrate how the services and operations provided to USAC by Vendor will be transferred to USAC or to another vendor if USAC chooses not to renew the relationship with Vendor upon termination or expiration of the Agreement. As soon as reasonably possible (but in any event no later than four months prior to the end of the base year), Vendor shall provide to USAC, for USAC's review and approval, a draft Exit Plan, to be revised as requested by USAC.

The Exit Plan shall include, but not be limited to, knowledge transfer, training, and technical support for the handover.

5 Incorporation of Portions of Vendor Proposal and RFP

In response to USAC's RFP, Vendor submitted its final proposal revision (FPR). The following provisions of Volume II, Technical, of the FPR are incorporated herein by reference: Sections 2, 3, 4, 6, 7, 8, and Addendum 1.

For reference, a copy of Volume II, Technical, of the FPR is attached hereto, but no provision thereof other than the provisions listed above (and the definitions of any defined terms used in such provisions) shall be of any force or effect.

In the event of any conflict: (i) between provisions of the FPR incorporated hereby by reference, and the Agreement or any Schedule thereto, the Agreement or other Schedule shall control; (ii) between such provisions of the FPR and the main body of this Statement of Work, the main body of this Statement of Work shall control; or (iii) such provisions of the FPR and the detailed Transition Plan referenced, the detailed Transition Plan shall control.