Q#	Document/Section/Page	Question	Answer
1	General	Please confirm that the current toll free number(s) would be transferred to the new Vendor and no acquisition of toll free number on the Vendor's part will be required.	Yes, the current toll-free numbers will be transferred to the new Vendor.
2	Attachment 3 – Statement of Work, 2. Customer Service Model, Page 3	Please provide a definition of Tiers 0, I and II. Is the appropriate Tier identified in the IVR, or manually by the agent?	Tier 0: self service support via IVR Tier 1: agent support via phone, email, etc. Tier 2: escalations routed to a supervisor
3	General	Does each program have its own toll-free number, or is one common number used for all three?	Yes, each program has its own unique toll free number. (888) 203-8100 - E-rate (844) 357-0408 - High Cost (800) 453-1546 - Rural Health Care
4	General	Please confirm that any transfers to USAC program staff or other Vendors can be cold transfers.	Currently, USAC customer service facilitates both cold and warm transfers; cold transfers are acceptable in some cases. USAC hopes that technical solutions can better facilitates an increase in successful warm transfers (e.g., Vendor CSR to USAC SME).
5	Attachment 4 - Volumes	Please provide the following information for the calendar years 2019, 2020 and 2021 to date: - Calls offered by channel and program - Calls handled by channel and program - Average Handle Time by channel and program (including average talk time, after work time, and average hold time) - Top 10 call Types	Please see the RFP Attachment 4 - Volumes Forecasting. USAC chose data from 2019 to best represent call, email, and web inquiry volumes due to the temporary changes from the pandemic such as remote work/school and one-time covid-19 programs authorized by Congress. The average handle time is 5-8 minutes per call. USAC hopes additional efficiencies will improve this metric. Question 102 provides the top 3 types of inquiries. If broken down by individual form and program, those would comprise the top 10 types of inquiries.
6	Attachment 3 – Statement of Work, 2. Customer Service Model, page 4	Will USAC allow the Vendor the incorporate any self-service options in to the IVR?	Currently, USAC does not provide any self service options to customers for the programs covered under the customer service scope of work (E-rate, High Cost, and Rural Healthcare). USAC would like to introduce self-service options as warranted and welcomes bidder insights on such.
7	Attachment 3 – Statement of Work, 2.4 Customer Support Center Capabilities, page 8	Are outbound calls limited to the 50 U.S states?	Outbound call capabilities should include all 50 states, DC, and U.S. territories.
8	Attachment 1 – Bid Sheet	Should Vendors include CRM license costs for Vendor CSC agents and staff in pricing worksheet 1.4 (Ongoing CRM FFP) or worksheet 1.6 (Variable CS Support)	CRM licensing costs for Vendor CSC agents should be included in Attachment 1 Bid Sheet - Tab 1.4 Ongoing CRM FFP.
9	Attachment 3 – Statement of Work, 2. Customer Service Model, page 3	Will inbound and outbound email be received through the Vendor's CRM or a USAC system?	USAC understands that, due to the rapid implementation timeline of this effort, full integration of email into a CRM solution may not be feasible at the time of service launch. However, in shortest possible course, all inbound and outbound customer service email should be facilitated through the CRM.
10	Attachment 3 – Statement of Work, 2. Customer Service Model, page 3	How many current knowledge articles are used and accessed by Call center staff?	There are 39 categories and 3,251 solutions currently in our RightAnswers knowledge base.

11	RFP, 12.10.B.6.l 12.10.B.6.n, Page 20	Will USAC allow CSC agents to work remotely (from home), or must staff be located in a Vendor operated facility?	Please see USAC Solicitation for Customer Support Center (CSC), Section 4. Place of Performance, and other relevant information contained within the Solicitation regarding locations and facilities.
12	RFP, 4, page 5	RFP indicates that the place of performance must be at the USAC HQ, virtual or an approved site. Does USAC anticipate work at their HQ? If Vendor selects other physical site, what is the process for getting the place of performance approved?	USAC does not anticipate any work will occur onsite but reserves the right to request the Vendor be onsite for certain contract activities such as training, ad-hoc meetings, etc.
13	Attachment 3-SOW, 2.2.3, page 7	Please provide current IVR call flows	See Attachment 10 - IVR Options. USAC will work with the Vendor to update the IVR options to best meet the needs of each program.
14	Attachment 3 - SOW	Please provide list of current Toll Free and/or DIDs	See the answer to question #3.
15	Attachment 3 – SOW, 3, page 16	Section 3 states that USAC does not currently have a CRM system. However, Siebel is included in the list of systems to interface in Section 2.4.5. Please clarify the requirements for integration to any existing systems/applications.	USAC does not currently have a CRM and Siebel is in use for a different business function. While we anticipate integration with certain USAC systems, those requirements have not yet been captured. USAC will work with the Vendor develop these requirements. Please see Question 66 for more details.
16	General	Under the terms of the Federal Communications Commission (FCC) Memorandum of Understanding with USAC is the contract subject to Service Contract Agreement and Department of Labor Wage Determinations or Executive Orders regarding minimum wages of Federal Contractor staff?	At present, no. USAC is not a federal agency, a government corporation, a government-controlled corporation or other establishment in the Executive Branch of the United States Government. USAC is also not a Contractor to the Federal Government.
17	Attachment 1 (Bid Sheet)., 1.6 Variable CS Support, Excel Tab	Under this tab the yellow cell reference to be completed by the contractor are only highlighted for Year 1. Year 2 through Year 5 are shaded in gray, should the contractor assume no pricing is required for these years will be proposed and negotiated at a later date.	Year 2 - 5 should have been highlighted too. The offerors should provide pricing for all 5 years.
18	Attachment 3 Statement of Work, 3. Requirements of the CRM implementation and operation, page 15	Approximately how many user groups and individual users will access the CRM?	Please reference Attachment 1: Bid Sheet for assumption and tiering, which addresses customer service support users (USAC, Vendor). The Bid Sheet assumptions do not account for status checks/external views by customers; this would be a potential future enhancement.
19	RFP, 5, page 5	Please clarify that Attachment 8, Confidentiality Agreement, is not included in page count.	Attachment 8, Confidentiality Agreement, is not included in page count.
20	RFP, 5, page 5	Please clarify that Attachment 8, Confidentiality Agreement, is required with our proposal only for Key Personnel and all other will be due prior to the kick-off meeting.	Offerors should submit one signed Attachment 8, Confidentiality Agreement as part of its proposal. The signed document will apply to all staff involved in the RFP/Contract.
21	RFP, 12.11.A.4, page 21	In regards to the evaluation criteria "Deliverable Planning", to which appropriate Statement of Work reference(s) does this apply?	Please see Attachment 3 - Statement of Work.
22	RFP, 12.11.A.4, page 21	Can USAC provide a requirement in RFP Section 12.10, with its own page count to address the evaluation criteria "Deliverable Planning" in Section 12.11.A.4?	There is no specific page count for addressing this evaluation criteria. However, it is within overall page count for Techncial Volume.

#	Reference	Question	Answer
23	Attachment 1 – Bid Sheet	Tab 1.5 CRM T&M rate card only includes a column for one option period. Does USAC want a composite rate for Option Periods 1-4, or should Vendors expand the rate card to include a single rate for each option?	If the Vendor is intending to propose different rates throughout the option years, the Vendors should extend the card to include a single rate for each option year. If not, USAC will assume that the proposed rate will be the same for all 5 years.
24	Attachment 3 –SOW, B.7 Training	Can USAC provide more information on the training required for CRM?	Please review section B.7 of the SOW for the CRM training requirements.
25	Attachment 3 –SOW, B.7 Training	Who comprises the audiences that will require training?	The audience for the CRM training should include, but not limited to, Vendor agents, supervisors, USAC Program operations staff, and subject matter experts.
26	Attachment 3 –SOW, B.7 Training	Does USAC envision in person instructor-led training or only E-training?	USAC prefers a combination in-person and online training but will defer to the recommendations of the Vendor.
27	Attachment 3 –SOW, B.7 Training	What is the estimated number and sizes of the audiences outside of Vendor staff?	Please see Attachment 1 - Bid Sheet and assume 300 users.
28	Attachment 3 –SOW, B.7 Training	Will USAC make the training developed by the contractor available on the USAC website or does the contractor need to plan for a web-based training site?	All Vendor-developed training may be stored on USAC's intranet and made accessible to the Vendor.
29	Attachment-3_Statement-of-Work.pdf, 3. Requirements of the CRM implementation and operation, page 15	Is the CRM expected to provide a public portal or just integrate with existing USAC public portal? Please clarify.	The CRM will integrate with USAC's public website to allow for support requests via web inquiry. Future enhancements should allow users to check the status of their support requests.
30	Attachment-3_Statement-of-Work.pdf, 3. Requirements of the CRM implementation and operation, page 15	In relation to question above, is the Chat functionality is expected to work with USAC public portal? Please clarify.	Yes, the chat functionality should be integrated and accessible through USAC's public website.
31	Attachment-3_Statement-of-Work.pdf, 3. Requirements of the CRM implementation and operation, page 15	Can government please provide information related to # of anticipated public users accessing portal?	USAC does not currently have a CRM, therefore we do not have estimates on the numbers of public users that would interact with a CRM in the future. However, a rough total of the number of program participants (applicants, service providers, and consultants) for each program is listed below. E-rate - 35,000 High Cost - 2,000 Rural Health Care - 6,000
32	Attachment-3_Statement-of-Work.pdf, Key Functionalities - Customer Relationship Management, Knowledge Base, and Reporting Synchronization with external applications to store and share files, page 16	Is CRM expected to connect to a USAC provided storage solution or Vendor needs to propose a different storage solution and price? Please clarify.	While USAC has internal storage solutions such as SharePoint and shared drives available for routine document storage associated with customer service operations, we request the bidders propose solutions, pricing, and recommendations on a preferred approach such as Amazon S3 or other compatible and FedRAMP authorized storage solutions. USAC does not anticipate providing an existing cloud storage solution to use with the CRM. Bids should also include pricing for any recommended application and database storage (e.g. xGB SSD) for the cloud environment.
33	Attachment-3_Statement-of-Work.pdf, Reporting, page 17	Can Vendor propose leveraging USAC's existing reporting solution (e.g. Tableau)	Yes.

34	Attachment-3_Statement-of-Work.pdf, Web Analytics, page 18	This item refers USAC website and collecting metrics. Can government please clarify how collecting website metrics is related to CRM feature/capability?	Integration with web analytics and metrics is intended to help optimize the CRM in the future - for example: understanding what pages result in a user contacting USAC via one of our channels can help determine where there may be unclear or missing content on the website.
35	Attachment-3_Statement-of-Work.pdf, C.1.3 System Performance Management: Conduct/support performance and load testing using tools such LoadRunner, page 28	Please clarify whether Vendor is expected to provide these performance testing tools or provided by USAC. Does Vendor need to price only labor?	USAC's expectation is for bidders to bring testing tools to the engagement that are sufficient to satisfy the quality and performance expectations for the CRM implementation outlined in the statement of work.
36	RFP, 12.10.C.1 & 12.11.B, page 20 & 22	The instructions state that the Past Performance needs to be in the past 5 years to be relevant; however, the evaluation criteria states that to be relevant it must be within the last 3 years. Please clarify.	The Past Performance needs to be in the past 5 years to be relevant.
37	section B7.f – e-Training options	1) Will the "eTraining" mentioned be utilized for internal employees or external stakeholders? 2) How many users could this "eTraining" potentially be scaled up to?	1) Interal Employees 2) See answer to question 28.
38	Section C.1.3.c	Who will supply the survey? Client or Vendor?	USAC will provide the questions for the survey. The Vendor is responsible for incorporating the survey into their IVR and via the CRM for email, web, and chat inquiries.
39	Section 2.4.4	Is USAC interested in a solution that allows for callback capability?	USAC encourages bidders to propose solutions that align with industry best practices and provide the best possible quality of service to customers.
40	Section 2.1.11	USAC states a requirement for FedRAMP or FISMA 800-53 revision 5 for the contact center platform. This seems like an onerous security requirement for the contact center platform. This will raise the cost to USAC and will limit the solutions offered to those few platforms already FedRAMP approved. There are other contact center platforms with Federal ATOs in the process of FedRAMP certification that would present more economical options for USAC. Would USAC remove the requirement for the contact center solution to be FedRAMP certified or FISMA 800-53 revision 5 compliant, if the contact center solution was in the process of FISMA certification?	While USAC is not a government agency, we administer the federal Universal Service Fund on behalf of the FCC, and as such all processes and systems must adhere to federal security and privacy requirements. USAC is not at liberty to remove this requirement. The CRM software proposed must be FedRAMP authorized. Any other tools and processes must be assessed to meet NIST-800-53 revision 5 before operational.
41		In Attachment 1, Tab 1.1, Milestone 4 (Launch) is NLT 12/10/21. In the Attachment 3 – SOW, 1. General Obligations (and several other locations in the SOW), the date is 12/3/2021. Which date is correct?	The date should consistently be 12/3/21. USAC will update the materials.
42		We are pulling past performances from multiple partners, to demonstrate the depth of our experience. Our key personnel may not have worked on two of the engagements cited in the past performance section or they may be relatively new to the firm. Is it acceptable to have Key Personnel who may not have worked on any of the past performances?	Per section 12.10, C., 1. of the RFP, It is expected that the proposed Key Personnel will have been heavily involved in at least two (2) of the provided examples of past performance. If such personnel are not available, Offeror may propose Key Personnel with relevant experience for USAC review.

43		In the SOW, List of Deliverables (Page 35), the Project Management Plan, Quality Assurance Plan, Data Cleansing Plan, Configuration Management Plan, Data Management Plan, Test Plan, Architecture and Technical Design Documentation, and Requirements make reference to a Contract Award and Task Order Awards. Will there be TORPs under this contract?	There will not be TORPs under this contract. We will update the materials to remove reference to task orders.
44		Is there an incumbent contractor currently performing these services? If so, would you be able to provide the incumbent contractors name and contract number	USAC does not provide information about the incumbent or existing contract.
45	SOW- 2.5 Training	Will USAC supply the Vendor with existing training materials used by the previous Vendor, including materials on the use of USAC systems such as EPC?	Yes, USAC will provide the Vendor with any applicable existing training materials that can help to facilitate a successful transition.
46	SOW- 2.2 Responsibilities and Requirements of Vendor for Stand-up Phase	Given the aggressive stand-up schedule, will USAC supply the Vendor with existing CSC materials during transition, such as call scripts and flows currently in use?	Yes, USAC will provide the Vendor with any applicable existing materials that can help to facilitate a successful transition.
47	SOW- 2.4.4 Customer Support Center Capabilities	Is a web chat feature expected prior to December 3rd?	USAC does not currently utilize a web chat function; while implementation of this function is welcomed as soon as feasible, it does not have to be active by December 3.
48	SOW- 2.1.22 Overall Responsibilities and Requirements of Vendor	Historically, what percentage of the overall volume (call, web, email) requires Spanish language capabilities?	Overall, less than 1% of all inquiries are in Spanish.
49	RFP- 10 Operations	Can you confirm that subcontractors can be used for the role of CSC agents?	Please see references to subcontractors provided in the USAC Solicitation for Customer Support Center (CSC).
50	SOW- Training 2.5.7.5, Overall Responsibilities and Requirements of Vendor 2.1.3, and Quality Control and Assurance 2.6.1	Can CSC roles such as "On-Site Trainer", "On-Site Supervisor", and "On-Site Quality Control" be done remotely?	Please see USAC Solicitation for Customer Support Center (CSC), Section 4. Place of Performance, and other relevant information contained within the Solicitation regarding locations and facilities.
51	12.2, 12.10	Section 12.2 (page 15) states that the proposal must be "submitted in the form of one electronic copy…." However, Section 12.10 (starting on page 17) outlines four volumes, including a separate cover page for the price proposal (volume IV). Should we provide all four volumes in one document, provide all four separately, or provide two documents (i.e., volume I-III and volume IV)?	All four volumes must be submitted separately.
52	Cover Page, 12.9	The cover page of the RFP includes fields for some of the information listed in Section 12.9, but not all. Would you like us to modify the RFP cover page to include in our proposal or can we use our own format to provide the required information?	Offerors can use their own format to provide the required information.
53	5	Section 5 of the RFP (page 5) states that Offeror must submit Attachment 8, Confidentiality Agreement, along with any proposal. Can USAC confirm with which volume we should include the executed agreement?	Attachment 8, Confidentiality Agreement should be included with volume 1.
54	12.10.B.3	Attachment 2 is provided in PDF format. Is a marked up PDF acceptable or can USAC provide a Word document for Offerors to use track changes?	USAC provides a word version of Attachment 2.

55	6.2	Section 6.2 of the RFP states that Offerors "must address any concerns with CSLAs or other milestone credits in its response to this proposal to minimize negotiation and contract award time." Is it acceptable to outline any concerns in Attachment 5 as part of Section 5 of the technical volume (SLA Template)?	Offerors must outline and include any concerns regarding CSLAs in Attachment 5. While addressing section 5 of the technical volume, offferors may reference that concerns regarding CSLAs are included in Attachment 5.
56	Attachment 7	Please confirm that Attachment 7 should be included as Attachment A to the technical volume.	It should be included as Attachment 7 to the technical volume.
57	Attachment 7	Would USAC please clarify the expectations of this 30-day trial that starts 12/3?	The trial period allows USAC and Vendor to ensure that the system deployment or operations launch, as applicable, is operating as designed without issue before considering the work completed and before USAC makes final payment of the fixed price stand up fee.
58	SOW 2.2.6	Please provide additional detail and clarify the expectation to take calls pre-launch? (e.g. is the expectation that the Vendors telephony system is up and running?)	The Vendor's channel solutions will be fully functional and capable of processing customer service request inbound and outbound communications by, on, and beyond the first day of service. Vendor personnel will be expected to process communications on the first day of service. Consequently, systems will be functional, fully tested, and verified as such prior to the first day of service.
59	N/A	Would USAC consider a two-week extension?	USAC does not extend the proposal due date.
60	12.1	The RFP requires Bidders to respond using 12-point font. May Bidders use a smaller, still readable font for each of the following: a) headers and footers b) requirement text c) exhibits/figures/graphics d) tables	Bidders may use a smaller, still readable font for each of the following: a) headers and footers c) exhibits/figures/graphics
61	SOW-B.3.4	How many USAC users will be involved in UAT? How many days does USAC anticipate will be needed to complete any USAC testing?	As part of the testing plan, the Vendor should propose a testing strategy that includes recommendations on the numbers of testers and the duration of UAT. Testers should include agents, program staff, project managers, subject matter experts, etc.
62	SOW - 2	Are there any specific data exchange formats to be used for EPC, HUBB, MyPortal & Tableau?	USAC has Pentaho Data Application (PDI) for data warehouse (EDW) ETL processes. USAC also has begun to use Red Hat FUSE enterprise service bus (ESB) for system integration, which could be leveraged to accommodate system integration. The EPC, HUBB, MyPortal systems leverage a variety of technologies from Appian to legacy and modern JAVA. There are also integration capabilities available through API and web services.
63	SOW - D.1	Please confirm that the enhancement phase will be post Go Live of the CRM implementation.	Yes, enhancements to the system will be developed and implemented after stand up and will address changing business practices such as FCC Orders, rule changes, etc.
64	SOW -1	What is the minimum call related information that USAC would prefer to collect between the CSC implementation and the CRM implementation?	If Vendor proposes a delayed CRM implementation, USAC expects that the Vendor will identify and outline what call related information is collected, understanding that minimally viable efficiency and efficacy reporting/analysis is achievable based on said data. Further, call related information will ideally import into the CRM once stood-up.

65	RFP, Cover Page, page 1	As this procurement requires a significant number of past performances, key personnel, and contains a complex pricing structure, is USAC amenable to extending the due date to September 20, 2021?	USAC does not extend the proposal due date.
66	RFP, Section 12.10.B, page 18	Can USAC please confirm that call center resources are not required to be dedicated to the contract?	USAC does not currently have a required degree of dedication and looks to bidders to propose operational models that they consider optimal.
67	RFP	Can USAC please provide additional details on the existing customer support efforts, including current number of call center resources per program, current contract value, and current service rates?	USAC does not provide information about existing contract and incumbent.
68	Attachment 3: Statement of Work, Section 3.1, page 19	Will USAC please confirm that the Lifeline program will integrate with the Vendors CRM solution, but will not require Customer Support Center services (CSC)?	Correct, the Lifeline Program will utilize the CRM solution but will not require CSC services.
69	Attachment 3: Statement of Work, Section 3.1, page 19	If CSC services are required for Lifeline, can USAC please include volume forecasting?	Customer service center services (e.g., agents) for the Lifeline Program are not included under the current scope of this procurement.
70	Attachment 4: Volumes Forecasting, table 1, page 1	Can USAC please provide additional details on peak volumes (per day, per hour) for each program?	In general, peak hours for E-rate are between 11:00-11:59 AM ET and 3:00-3:59 PM ET when school employees are on lunch or when the school day has ended. For Rural Health Care, peak hours are between 11:00-11:59 AM ET and 2:00-3:59 PM ET. For High Cost, the volume is much lower and does not lend itself to calculating specific peak hours, but most inquiries tend to come in between the hours of 10:00 AM and 4:00 PM ET. Inquiry volume increases significantly during filing windows and deadlines. For E-rate, the filing window typically opens in mid-January and closes in March - the two weeks at the end of the window see large increases in volume and extended CSC hours. For Rural Health Care, the filing window typically opens in December and closes April - the two weeks at the end of the window see large increases in volume and extended CSC hours. For High Cost, the month of June sees an increase in volume due to the July 1st filing deadline. Filing windows and deadlines are set by the FCC.
71		What is the average time for each call in the IVR?	See question 5
72		What languages are supported?	English and Spanish.
73		Is there a current CRM in place and if so, what is it?	There is no CRM currently in use.
74		In addition to a CRM integration, are there any other sources of data that should be integrated into the call experience?	Please see Attachment 3 - Statement of Work for additional details.
75		Are agents using more than 1 desktop tool (i.e., Salesforce, Zendesk, knowledge base, etc.)? What are those tools and how are they using them?	Agents are not currently using a CRM system, however they do rely on numerous tools, including USAC's internal systems (E-File, EPC, My Portal, HUBB, etc.), data tools (Tableau, Siebel, etc.), and a knowledge base tool (RightAnswers).
76		What efficiencies do you hope to garner?	Please see Attachment 3 - Statement of Work for additional details.
77		How many agents are on the platform during peak hours?	Based on the call, email, and web inquiry volume provided, USAC would like the Vendor to provide estimates on the best number of agents to ensure proper coverage, quality responses, and low wait times.
78		Is there a WFM solution in place and if so, what is it?	No incumbent workforce management solution will be provided to the Vendor. Bidders are encouraged to propose solution(s) as they see fit.

79		What compliance requirements do you have?	See Attachment 9 - Security and Confidentiality Procedures and Attachment 2 - Terms and Conditions for additional details. Generally, Vendor should be experienced providing the services described in this RFP to federal government agencies.
80		Do you require screen recording for agents?	Capabilities allowing agent screen recording are encouraged.
81		Do you require supervisor monitoring of calls?	Yes. See Attachment 3: Statement of Work, Section 2.1.10, Section 2.6.1, and other relevant information in the Solicitation and Attachments.
82		What are your requirements around call recordings/retention period?	See Attachment 3 - Statement of Work for additional details.
83		Are you using a chatbot today, and if so, what is the average number of chat sessions you are getting per month?	No, we do not currently have chat capabilities.
84		What is your total number of outbound calls handed per month, and what is the estimated number of outbound minutes per month?	Please see the RFP Attachment 4 - Volumes Forecasting. USAC chose data from 2019 to best represent call, email, and web inquiry volumes due to the temporary changes from the pandemic such as remote work/school and one-time covid-19 programs authorized by Congress. The average handle time is 5-8 minutes per call.
85		What is your estimated number of inbound minutes handled per month?	See answer to question 84.
86		How many inbound minutes are delivered via USA Toll-Free numbers per month?	See answer to question 84.
87		What is the average length of Toll-Free calls?	See answer to question 84.
88		How many inbound minutes are delivered via USA DID numbers per month?	N/A
89		What is the average length of DID calls?	N/A
90		How do your end customers interact with you? What channels are they using? What would you like to use? (i.e. voice, chat, video, etc.)	See Attachment 3: Statement of Work.
91		What is the need for advanced customer analysis?	See Attachment 3: Statement of Work.
92		What are the top 3 reasons your customers call you?	1.) Help submitting a form 2.) Status of a form 3.) Status of an invoice
93		Is there an integration need for existing enterprise applications (either on premise/cloud based)?	USAC expects bidders will include proposed call center/CRM integration as part of their response. EPC, HUBB, MyPortal & Tableau are tools that Vendor will be interfacing with to provide call center services. See question 66 for details on data exchange formats. USAC is interested in achieving greater levels of integration, but is receptive to implementing the CRM with a limited set of integrations with other USAC systems. Bidders should include any proposed suggested customer service use cases for CRM to USAC system integration based on the capabilities of the proposed CRM system. (Insert any examples of USAC identified use cases for integration (e.g. customer contact information updates, etc.))
94		What are your reporting requirements? How do you measure success in your contact center? What are the most important metrics to your business?	Please see Attachment 3: Statement of Work and Attachment 5: SLA Template. USAC would like the Vendor to recommend industry standards, common metrics, and best practices.
95		Is there a bidders conference for this procurement?	No

96		What is the date by which you will answer these questions?	The questions will be posted by August 27, 2021, 5:00 PM
97		Why has this bid been released at this time?	To meet USAC's current need for a customer service center and CRM.
98		Is there any insurance types required for bidders to have?	See Attachment 2 - Terms and Conditions, Section XXIII. Insurance
99		Are bidders permitted to deviate in any way from any manner of quoting fees you may be expecting? For example, if there is a pricing page in the RFP, can bidders submit an alternate fee structure? If there is no pricing page in the RFP, do you have any preference for how bidders should quote fees or can bidders create their own pricing categories?	Offerors must submit pricing using Attachment 1 - Bid Sheet. Offerors may submit pricing structure in addition to Attachment 1.
100		Please describe your level of satisfaction with your current or recent Vendor(s) for the same purchasing activity, if applicable.	USAC does not provide information about the existing contract or the incumbent.
101		Has the current contract gone full term?	USAC does not provide information about existing contract or incumbent.
102		Have all options to extend the current contract been exercised?	USAC does not provide information about existing contract or incumbent.
103		Who is the incumbent, and how long has the incumbent been providing the requested services?	USAC does not provide information about existing contract or incumbent.
104		To what extent will the location of the bidder's proposed location or headquarters have a bearing on any award?	The Solicitation provides clear requirements and guidance on Vendor location(s). Additionally, USAC strongly encourages bidders to consider locations with infrastructure conducive to highly reliable service provision.
105		How are fees currently being billed by any incumbent(s), by category, and at what rates?	USAC does not provide information about existing contract or incumbent.
106		What estimated or actual dollars were paid last year, last month, or last quarter to any incumbent(s)?	USAC does not provide information about existing contract or incumbent.
107		What is the minimum required total call capacity?	Bidders are encouraged to leverage data including but not limited to that provided in Attachment 4: Volumes Forecasting and, based on subject matter expertise, propose solutions accordingly. Though not required, Bidders may provide solution/approaches for volumes higher or lower than those provided for bidding purposes.
108		What is the maximum hold time?	USAC does not have maximum hold time. Callers are not dropped from hold queues.
109		What percentage of calls must be resolved without a transfer, second call, or a return call?	USAC does not currently have a minimum FCR target.
110		What is the maximum percentage of calls that can be terminated by the caller without resolution?	USAC does not currently have a requirement for maximum percentage of calls that can be terminated by the caller without resolution.
111		Is there a minimum or maximum number of operators and supervisors?	No. USAC looks to bidders to propose operational models that they consider optimal.
112		What is the required degree of dedication for the call center?	USAC does not currently have a required degree of dedication and looks to bidders to propose operational models that they consider optimal.
113		What is the required degree of dedication for the operators?	USAC does not currently have a required degree of dedication and looks to bidders to propose operational models that they consider optimal.
114		Are callers required or allowed to connect with a message verification system or pre-recorded message before connecting to a live operator, or must a live operator be the initial contact?	Callers can connect with an IVR, virtual agent, etc. (depending on channel) prior to connecting to a live agent.

115		What information is to be included in call logs?	Based on SLA requirements, specifics outlined in the Statement of Work, industry best practices, and bidder expertise, USAC looks to bidders to define what information is to be included in call logs.
116		What is the current number of seats for operators and supervisors at your existing call center?	Based on the call, email, and web inquiry volume provided, USAC would like the Vendor to provide estimates on the best number of agents to ensure proper coverage, quality responses, and low wait times.
117		What is the current average after-call work time for operators?	The average wrap-up time is less than 30 seconds.
118		Over the past year, what is the percentage of calls received in English versus non-English?	See the answer to question 48.
119		What time of day, days of the week, or times of the year do calls typically peak?	See question the answer to question 70.
120		Does USAC have a preferred CRM solution that would a good fit for the current key components of USAC's technical stack?	No, the Vendor should propose FedRAMP authorized solutions that will meet the requirements of the SOW.
121		What is the current Cloud Service Provider for a majority of USAC's cloud workload?	USAC cloud services are on AWS. Any cloud services included in the proposal should be FedRAMP authorized.
122	Attachment 2 – XXII Key Personnel	Does the "term of the Contract" include just the base year or include option years? Our concern is that if it includes option years, it provides the employee with no personal growth or promotion opportunities for five years.	The contract will be for one base year plus four option years.
123	RFP – Section 12.10 – B.6.e, f, and m	Is there a word limit on these responses?	No.
124	Past Performance	Will subcontractor past performance be weighed equally as the offeror's?	Yes.
125	Attachment 6, Key Personnel	The mix and amount of key personnel would severely limit competition. We recommend that the Government reduce the key personnel requirement to: CSC Program Manager Workforce Manager CRM Project Manager Solution Architect	USAC has provided estimates for the allocation percentages that will be required for each of the key personnel for both the implementation work and continued support. Please review attachment 6 for more details.
126	SOW, Page 9, section 2.4.5	Will USAC extend any CRM in the initial phase, and if not, does the contractor need to provide an interim CRM solution for one or more of the programs?	USAC is not currently utilizing a CRM soluton so there is not tool to provide for interim use. While USAC does not require an interim CRM solution for the affected programs, bidders are welcomed to propose interim solutions provided they meet approporate technical and security requirements (e.g., FedRAMP Authorized) as outline in the Solicitation.
127	SOW, Page 9, section 2.4.5	Is the expectation that the omni-channel platform will integrate with the initial USAC CRM?	USAC understands that, due to the rapid implementation timeline of this effort, full integration of an omni-channel solution into a CRM solution may not be feasible at the time of service launch. However, in shortest possible course, integration is expected. USAC looks to bidders to propose such an integration approach and timeline.
128	Attachment 4	Is it possible for USAC to provide current Average Handle Time, and Abandon percentage?	Please see the RFP Attachment 4 - Volumes Forecasting. USAC chose data from 2019 to best represent call, email, and web inquiry volumes due to the temporary changes from the pandemic such as remote work/school and one-time covid-19 programs authorized by Congress. The average handle time is 5-8 minutes per call

129	Attachment 2	Attachment 2 states that data must be kept for 3 years (record retention), but the SOW says 6 months of transactions need to be retained. Beyond transaction data, what data is required for 3 years?	All emails, chats, recorded calls, and other correspondence that reference customer support should be retained for three years following the final payment.
130	General	Does the solution need to be FEDRamp certified before contracting with the USAC?	The CRM solution must be FedRAMP Authorized at the time of proposal.
131	RFP, Page 7	Page 7 of the RFP they indicate Contract types will be Fixed Price and Variable Pricing. However, the Bid Sheet also has requirements for T&M hourly labor rates. Can USAC confirm that the Contract Type should be Fixed Price and Variable Pricing?	The contract will be a blend of Fixed Price and Variable Pricing. See Attachment 1 - Bid Sheet for more detail.
132	Bid Sheet, Tab 1.3	On the Bid Sheet, tab 1.3 Stand-up CRM has both FFP and T&M totals, however the Annual price estimate tab looks like those totals are combined under one CLIN. Shouldn't they be separate since they are different CLIN types?	USAC requires pricing totals for FFP and T&M for the standup of the CRM. Tab 1.5 requests hourly rates for labor categories for all in-scope work.
133	Bid Sheet, Tab 1.0 and Tab 1.6	On the Bid Sheet, 1.0 Annual price estimate tab has "Variable Fee" for E-Rate, Rural Health and High Cost, however it isn't clear how the values on tab 1.6 Variable CS Support would align with each of these subcategories. Can USAC clarify the intended alignment of Variable CS Support across the three programs in the bid sheet?	In Attachment 1 - Bid Sheet, Tab 1.6 breaks out the variable costs for each individual contact by type (IVR, call, email, web, chat). Tab 1.0 is intended to provide an annual estimate on the total variable fees. You may use Attachment 4 - Volumes Forecasting to help calculate these amounts. For any type of service that we do not current offer volumes for in Attachment 4, you may use 1,000 units.