

**Universal Service Administrative Company  
Board of Directors  
Quarterly Meeting  
Agenda**

**Tuesday, July 29, 2025  
10:00 a.m. – 1:00 p.m. Eastern Time  
USAC Offices  
700 12th Street, N.W., Suite 900  
Washington, D.C. 20005**

<b><u>OPEN SESSION</u></b> Available for Public Use		<i>Estimated Duration in Minutes</i>
Chair	<b>a1.</b> Consent Items (each available for discussion upon request): <b>A.</b> Approval of Board of Directors Meeting Minutes of April 29, 2025 <b>B.</b> Approval of moving all <i>Executive Session</i> Items into <i>Executive Session</i>	5
Chair	<b>i1.</b> Reports from the Committee Chairs: Schools & Libraries Committee, Rural Health Care Committee, High Cost & Low Income Committee, Executive Compensation Committee, and Audit Committee	10
Michelle	<b>a2.</b> Approval of USAC Common and Consolidated 4th Quarter 2025 Budgets for the August 1, 2025 Federal Communications Commission Filing	5
Radha	<b>i2.</b> Enterprise Business Update <b>A.</b> Enterprise Resource Planning Release II Concept	10

<b><u>EXECUTIVE SESSION</u></b> <b>Confidential – Executive Session Recommended</b>		<i>Estimated Duration in Minutes</i>
Radha	<b>i3.</b> Enterprise Business Update (Continued) <b>A.</b> Business Process Outsourcing Transitions	15
Michelle	<b>i4.</b> Information on Contribution Factor	5
Michelle	<b>i5.</b> Acceptance of USAC's 2024 Financial Statement Audit and Agreed-Upon Procedures Review ( <i>Same as aAC05cf</i> )	10
Chris	<b>i6.</b> Enterprise Risk Management Scorecard <b>A.</b> Q2 2025 Risk Management Scorecard <b>B.</b> Risk Management Council Minutes	5
Chris	<b>a3.</b> Consideration of a Contract Award for Oracle Licenses and Technical Support	5

<b><u>EXECUTIVE SESSION</u></b> <b>Confidential – Executive Session Recommended</b>		<i>Estimated Duration in Minutes</i>
Chris	<b>a4.</b> Consideration of a Contract Award for F5 Support and Hardware	5
Chris	<b>a5.</b> Consideration of a Contract Award for Financial Statement and Agreed Upon Procedures Audit Services	5
Chris	<b>a6.</b> Consideration of a Contract Award for Enterprise Statistician Services	5

<b><u>EXECUTIVE SESSION – INFORMATION ONLY</u></b> <b>Executive Session Recommended</b>		<i>Estimated Duration in Minutes</i>
Teleshia	<b>i7.</b> Information on Two USAC Audit and Assurance Audit Division Universal Service Contributor Revenue Audit Reports	–
Chris	<b>i8.</b> Procurement Business Update	–

<b>CONFIDENTIAL EXECUTIVE SESSION</b> <b>Confidential Executive Session Recommended</b>		<i>Estimated Duration in Minutes</i>
Chris	<b>i9.</b> Personnel – United Health Care Employee Survey Results	10
Chair	<b>i10. Confidential Executive Session:</b> Board of Directors Only	20

**Next Scheduled USAC Board of Directors Meeting**

<b>Tuesday, October 28, 2025</b> <b>USAC Offices, Washington, D.C.</b>
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