

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

**Tuesday, October 28, 2025
10:00 a.m. – 1:00 p.m. Eastern Time
USAC Offices
700 12th Street, N.W., Suite 900
Washington, D.C. 20005**

<u>OPEN SESSION</u> Available for Public Use		<i>Estimated Duration in Minutes</i>
Chair	a1. Consent Items (each available for discussion upon request): A. Approval of Board of Directors Meeting Minutes of July 29, 2025 and August 20, 2025 B. Approval of moving all <i>Executive Session</i> Items into <i>Executive Session</i> C. Consideration and Approval of Four Routine Procurements D. Consideration of Approval to Reimburse Board Members to Attend an Event Other Than a Quarterly USAC Board or Committee Meeting E. Resolution Honoring a Board Member Whose Service on the Board Has Recently Ended	5
Chair	i1. Reports from the Committee Chairs: Schools & Libraries Committee, Rural Health Care Committee, High Cost & Low Income Committee, Executive Compensation Committee, and Audit Committee	10
Chair	a2. Appointment of a Nominating Committee and Direction to Committees for the Appointment of Committee Chairs and Vice Chairs	5
Dale	a3. Approval of USAC Common and Consolidated 1st Quarter 2026 Budgets for the October 31, 2025 Federal Communications Commission Filing	5

<u>INFORMATION ONLY</u> Available for Public Use		<i>Estimated Duration in Minutes</i>
Teleshia	i2. Information on Five USAC Internal Audit Division Supply Chain Audit Reports	—

<u>EXECUTIVE SESSION</u> Confidential – Executive Session Recommended		<i>Estimated Duration in Minutes</i>
Michelle Jeremy	i3. Enterprise Business Update (<i>Continued</i>) A. CEO Update	10
	B. Zero Trust Roadmap Update	10
Dale	i4. Information on Contribution Factor	5
Chris	i5. Enterprise Risk Management Scorecard A. Q3 2025 Risk Management Scorecard	10
	B. Risk Management Council Minutes	
Chris	a4. Consideration of a Contract Modification for IT Development and Technical Services to Support Appian-Based Platforms	–
Chris	a5. Consideration to Exercise Option Term for Call Center Services and Customer Relationship Management System	–
Chris	a6. Consideration of a Contract Modification for Enterprise Architecture Assessment and Support Services	–
Chris	a7. Consideration of a Contract Modification for Enterprise Resource Planning, Analysis, and PMO Services	–

<u>EXECUTIVE SESSION – INFORMATION ONLY</u> Executive Session Recommended		<i>Estimated Duration in Minutes</i>
Teleshia	i6. Information on Four USAC Audit and Assurance Audit Division Universal Service Contributor Revenue Audit Reports	–
Chris	i7. Procurement Business Update	–

CONFIDENTIAL EXECUTIVE SESSION Confidential Executive Session Recommended		<i>Estimated Duration in Minutes</i>
Chris	i8. <i>Personnel Matter:</i> United Healthcare Survey	10
Chris	a8. <i>Personnel Matter:</i> Consideration of Contract Awards for the USAC Employee Benefit Programs	15
Sabina	a9. <i>Personnel Matter:</i> Consideration of a 2026 Compensation Item	10
Chair	i9. <i>Confidential Executive Session:</i> Board of Directors Only	35

Next Scheduled USAC Board of Directors Meeting

**Tuesday, January 27, 2026
USAC Offices, Washington, D.C.**