LOCKHEED MARTIN
We never forget who we're working for™

**December 11, 2007**

**Response to Solicitation Number:**
**GSV07PD0007**
**Volume I: Technical Proposal**
**Revision 01**

**A Proposal to Provide Multichannel Contact Center Services through GSA's USA Contact Program**

**Prepared for:**

**General Services Administration**
**Operational Contracting Staff (VC)**
**1800 F Street, NW., Room G127**
**Washington, D. C. 20405**
**Attention: Robert H. Corey, Contracting Officer**

**Prepared by:**

**Lockheed Martin Services, Inc.**
**2277 Research Boulevard**
**Rockville, MD 20850**

# *Technical Proposal*

**DUNS:** [REDACTED]

**PROPRIETARY DATA**
**This proposal or quotation includes data that shall not be disclosed--in whole or in part--for any purpose other than to evaluate this proposal or quotation. If, however, a contract awarded to this offeror or quoter as a result of--or in connection with--the submission of data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to the restriction is contained in sheets 1-1 through 6-4.**

# Information Systems & Global Services
# Mission and Values

Our mission is the customer's mission:

## [REDACTED]

**Lockheed Martin Information Systems & Global Services provides high-value**

## [REDACTED]

# Table of Contents

**Section** **Page**

**Section 1: Executive Summary ..... 1–1**

**Section 2: Experience and Past Performance ..... 2–1**

2.1 Minimum Required Experience ..... 2–1

2.2 Documentation of Experience ..... 2–2

2.2.1 Lockheed Martin: An Overview ..... 2–2

2.2.2 Experience in Key Disciplines ..... 2–5

2.2.3 Operational and Management Processes and Programs ..... 2–8

2.2.4 Specialized Experience and Capabilities of Lockheed Martin and Teaming Partners ..... 2–9

2.3 Past Performance ..... 2–12

**Section 3: Technical Approach ..... 3-1**

3.1 Services To Be Provided ..... 3-7

3.1.1 Automated Services ..... 3-8

3.1.1.1 Automated Voice Response Services. ..... 3-8
3.1.1.2 Facsimile Services. ..... 3-9
3.1.1.3 Voice Mail Service. ..... 3-10
3.1.1.4 Automated Callback. ..... 3-10
3.1.1.5 Web Callback. ..... 3-10
3.1.1.6 Automated Outbound Dialing Campaign. ..... 3-10
3.1.1.7 Automated Facsimile Delivery. ..... 3-11
3.1.1.8 Automated E-mail Delivery. ..... 3-11
3.1.1.9 Hosted Online Ordering. ..... 3-11
3.1.1.10 Hosted E-mail Web Form ..... 3-11
3.1.1.11 Hosted FAQ Service. ..... 3-12

3.1.2 Attended Services ..... 3-12

3.1.2.1 Responding to Telephone Inquiries. ..... 3-13
3.1.2.2 Outbound Calling Services. ..... 3-13
3.1.2.3 Responding to Postal Mail Inquires. ..... 3-13
3.1.2.4 Responding to E-mail Inquiries. ..... 3-14
3.1.2.5 Responding to Facsimile Inquiries. ..... 3-15
3.1.2.6 Interactive Web-Based Services. ..... 3-15


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

3.1.3 Other Support Services ..... 3-15
3.1.3.1 Fulfillment Services. ..... 3-15
3.1.3.2 Transcription Services. ..... 3-17
3.1.3.3 Language Translation Services. ..... 3-17
3.1.4 Directory Listing Services ..... 3-18
3.1.5 Technical and Management Services ..... 3-19
3.1.5.1 Core Project Management Support. ..... 3-19
3.1.5.2 Site Management. ..... 3-19
3.1.5.4 Technology Management ..... 3-23
3.1.5.5 Content and Knowledge Management. ..... 3-24
3.1.5.6 Contact/Case Management. ..... 3-24
3.1.5.7 Relationship Management. ..... 3-25
3.1.5.8 Customer Satisfaction Assessment. ..... 3-25
3.1.6 Special Project Support ..... 3-27
3.2 Facilities and Technology Infrastructure ..... 3-27
3.2.1 Facilities To Be Provided ..... 3-27
3.2.1.1 General Requirements. ..... 3-27
3.2.1.2 Facility Infrastructure ..... 3-30
3.2.1.3 Site Selection and Facility Design Requirements ..... 3-30
3.2.1.4 Project Housing ..... 3-31
3.2.1.4.1 Exclusive Use of Space ..... 3-31
3.2.1.5 Facility and Systems Access ..... 3-31
3.2.2 Technology Infrastructure To Be Provided ..... 3-31
3.2.2.4 Knowledge Management. ..... 3-38
3.2.2.5 Contact Management. ..... 3-39
3.2.2.6 Workforce Management. ..... 3-40
3.2.2.7 Customer Survey Automation ..... 3-40
3.2.2.8 Compliment and Complaint Management. ..... 3-41
3.2.2.9 Service Monitoring and Quality Control. ..... 3-41
3.2.2.10 Training. ..... 3-42
3.2.2.11 Literature Fulfillment. ..... 3-42
3.2.2.12 Voice Mail and Electronic Mail ..... 3-43
3.2.2.13 Online Ordering System. ..... 3-43
3.2.2.14 Web Chat System. ..... 3-44
3.2.2.15 Power Supply. ..... 3-45
3.2.2.16 Database Design ..... 3-45
3.2.3 Telecommunications Services To Be Provided ..... 3-46
3.2.3.1 Local Telecommunications Services and Internet Access. ..... 3-46
3.2.3.2 Intercity Telecommunications Services. ..... 3-46


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

3.2.3.3 Network Design. ..... 3-47
3.2.3.4 Network Termination Equipment. ..... 3-47
3.2.3.5 Service Coordination. ..... 3-48
3.2.3.6 Telephone Number Ownership. ..... 3-48
3.2.3.7 Internet Domain Name Ownership. ..... 3-48
3.2.4 Compliance With Section 508 ..... 3-48
3.3 Contingency/Disaster Recovery Planning ..... 3-49
3.3.1 Overview of BC/DR Plan ..... 3-50
3.3.2 Preventing and Mitigating Service Disruptions ..... 3-51
3.3.3 Program Operations Recovery ..... 3-53
3.3.3.1 System Redundancy/Backup. ..... 3-53
3.3.3.2 Recovery of Specific Systems. ..... 3-53
3.3.4 Staff Roles and Responsibilities ..... 3-54
3.3.5 Testing Procedures ..... 3-55
3.4 Emergency Response Capability ..... 3-57
3.4.1 Capacity ..... 3-57
3.4.2 Staffing ..... 3-58

**Section 4: Management Plan ..... 4-1**
4.1 Program Management Plan ..... 4-1
4.1.1 Program Management Structure ..... 4-1
4.1.2 Corporate Leadership and Support ..... 4-3
4.1.3 Staff To Be Provided ..... 4-5
4.1.3.1 Key Personnel. ..... 4-5
4.1.3.2 Support Staff. ..... 4-7
4.1.3.3 Information Specialists. ..... 4-9
4.1.4 Subcontractor Management ..... 4-10
4.1.5 Management Reports ..... 4-11
4.1.5.1 Weekly and Monthly Status Reports. ..... 4-11
4.1.5.2 Operational Reports. ..... 4-12
4.1.5.3 Problem Resolution Reports. ..... 4-12
4.1.5.4 Monitoring Reports. ..... 4-12
4.1.5.5 Compliment and Complaint Management Reports ..... 4-12
4.1.5.6 Ad Hoc Reports ..... 4-12
4.2 Human Resources Management Plan ..... 4-13


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

4.2.1 Staff Recruitment, Screening, and Retention ..... 4-13
4.2.1.1 Staff Recruitment. ..... 4-13
4.2.1.3 Staff Retention. ..... 4-15
4.2.1.4 Removal of Contractor Personnel. ..... 4-16
4.2.2 Staff Training ..... 4-16
4.2.2.1 Overview of Training Program. ..... 4-16
4.2.2.2 Training Curriculum. ..... 4-17
4.2.2.3 Training Facilities. ..... 4-20
4.2.2.4 Instructor and Classroom Criteria. ..... 4-20
4.2.2.5 Reporting and Recordkeeping. ..... 4-21
4.2.2.6 Training Metrics and Analysis. ..... 4-21
4.3 Performance Management Plan ..... 4-22
4.4 Quality Assurance/Quality Improvement Plan ..... 4-23
4.4.1 Service Monitoring and Calibration ..... 4-25
4.4.1.1 Monitoring Processes ..... 4-27
4.4.1.2 Monitoring System. ..... 4-28
4.4.1.3 Calibration ..... 4-29
4.4.1.4 Continual Process Improvement. ..... 4-30
4.4.2 Effectiveness of Service Delivery ..... 4-30
4.4.2.1 Accuracy of Information Provided. ..... 4-31
4.4.2.2 Accuracy of Information Recorded. ..... 4-31
4.4.2.3 Customer Satisfaction Assessments. ..... 4-31
4.4.2.4 Employee Satisfaction Assessments. ..... 4-31
4.4.3 Quality Improvement Program ..... 4-31
4.4.3.1 Compliment and Complaint Management ..... 4-31
4.4.3.2 Employee Suggestions. ..... 4-31
4.4.3.3 External Operational Assessments. ..... 4-31

**Section 5: Security Plan ..... 5–1**
5.1 Methodology ..... 5–1
5.1.1 Information Systems Security Management ..... 5–1
5.1.1.1 Staff Roles and Responsibilities. ..... 5–1
5.1.1.2 Reporting. ..... 5–1
5.1.1.3 Communicating With the Contracting Officer. ..... 5–2
5.1.2 Personnel Security ..... 5–3
5.1.3 Information and Telecommunications System Security ..... 5–4
5.1.4 Facility Security ..... 5–6


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

5.2 Certification and Accreditation ..... 5–7
5.3 Assessing Security Controls ..... 5–8
5.4 Addressing System Deficiencies/Vulnerabilities ..... 5–8

**Section 6: Plan for Special Hiring ..... 6–1**

6.1 **[REDACTED]** Affiliates ..... 6–1
6.2 Recruitment, Hiring, Training, and Retention Processes ..... 6–2
6.3 Roles and Responsibilities of Affiliates ..... 6–3
6.4 Compensation Arrangements ..... 6–3
6.5 Documented Past Association With NISH and NIB ..... 6–4

# [REDACTED]


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 1: Executive Summary

USA Services, managed by the General Services Administration (GSA) Office of Citizen Services and Communications, helps citizens obtain information and services from the Federal Government. A crucial component of this help is USA Contact, the GSA-sponsored program that supports the establishment and operation of multichannel contact centers. Through the issuance of task orders, Federal agencies partner with GSA to define their specific contact center requirements and performance standards and obtain the services of an IDIQ contract holder quickly and with relative ease. More important, by using the USA Contact Program, agencies are able to tap into best-of-breed companies that deliver contact center services—companies that are committed to delivering the highest levels of customer service; use state-of-the-art, scalable, and secure contact center facilities and technology; offer the rapid response capability, capacity, and experience needed to operate contact centers in emergency or crisis situations; and know how to control costs effectively.

This proposal substantiates why Lockheed Martin is imminently qualified to serve as a USA Contact contract holder. **Exhibit 1–1** summarizes our understanding of what GSA is seeking in a USA Contact contractor, along with a brief statement about what Lockheed Martin offers GSA and other Government agencies that use USA Contact. Following the exhibit, we provide further evidence of how our qualifications, technical approaches, and management solutions will enable Lockheed Martin to serve the Government's contact center requirements, now and in the future.

Exhibit 1–1: Lockheed Martin Proposal Overview. *GSA and Lockheed Martin—a partnership committed to the future success and longevity of the USA Contact Program.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

***With more than 30 years of experience operating multichannel, multilingual, high-volume, and case management system-based contact centers for the Federal Government, Lockheed Martin far exceeds GSA's minimum experience qualifications criteria.***

**Section 2: Experience and Past Performance** describes Lockheed Martin's indepth experience in managing major Federal contact centers, experience that is backed by a verifiable record of performance excellence. Our three past performance references **[REDACTED]** reflect how we meet and exceed GSA's minimum required experience. The section documents Lockheed Martin's 30+ years of operating federally sponsored contact centers and also details our experience in the RFP-specified key disciplines, ranging from our development and implementation of self-help methods available via the Web and speech-enabled IVR for the **[REDACTED]** Section 2 also highlights the experience of our subcontracting partners, whose skills and qualifications supplement and complement those of Lockheed Martin.

**[REDACTED]**

***Lockheed Martin's service and technology framework was developed specifically to (1) meet the demands of building and maintaining top-performing, customer-focused contact centers; (2) provide scalability to respond quickly to emergency needs; and (3) offer corporate reach back—in areas such as human resources, security, facilities management, and technology refreshment—to meet evolving requirements over the next 10 years.***

**Section 3: Technical Approach** defines our approach to meeting GSA's Performance Work Statement requirements and specifies the technologies and business processes we will use to ensure USA Contact's success. The technical approach Lockheed Martin proposes is the result of a 2-year effort by a dedicated group of leading technical experts from **[REDACTED]** business process experts from Lockheed Martin's **[REDACTED]** and the experienced contact center leadership team within the company's Contact Center Solutions Center of Excellence. **Exhibit 1–2** shows the outcome of this effort, the "**[REDACTED]** operations, improved workflows, and new technologies that will bring greater efficiencies, increased productivity, heightened responsiveness, and reduced costs to the USA Contact Program. Equally important, G12 is scalable to meet the unique needs of Government agencies—whether they wish to set up and operate a full-scale, multichannel, 24×7 contact center with hundreds of customer service staff, an emergency contact center within 48 hours' notice, or a small, specialized operation requiring subject-matter experts to respond to technical questions from specific consistencies like physicians, or consumer advocates.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 1–2: **[REDACTED]** Contact Center Solutions. *Lockheed Martin's research into best-of-breed*



*contact center technologies resulted in a flexible solution that we will use for the USA Contact contract.*

***The Lockheed Martin [REDACTED]) will employ proven management methodologies to recruit, hire, and train qualified contact center staff; apply management processes that encourage maximum performance within Government-mandated time and cost parameters; implement collaborative tools to enhance communications and reporting; and apply increased quality control based on standardized, replicable procedures.***

**Section 4: Management Plan** presents Lockheed Martin's approach to managing the USA Contact Program and incorporates many of the company's best practices in operating IDIQ contracts of similar size, scope, and complexity. Implementation of our approach will be overseen by the **[REDACTED]** led by seasoned contact center professionals who will ensure that each task order has the staff, tools, methodologies, and resources needed to perform successfully. This will include, for example, applying Lockheed Martin's aggressive staff recruitment and training program to fill time-critical assignments, particularly those associated with emergency, fast-turnaround task orders.

This section also identifies our proposed key personnel, led by **[REDACTED]**, and describes how we will manage our subcontractors, ensuring that they are held to the same


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

performance measures, quality control procedures, and surveillance techniques that we will apply across the contract and for each task order. The section discusses our approach to meeting GSA's reporting requirements, which will be supported by the development of USA Insight, a **[REDACTED]** and GSA-approved users instant access to key contract and task order information—information that is essential to monitoring performance as well as tracking and managing the USA Contact's diverse requirements. Finally, it presents our approach to upholding the quality of services provided to the Government including the processes and methodologies that focus on service improvement and process engineering to ensure that customer satisfaction goals are achieved.

***Lockheed Martin's Security Plan complies with Federal regulations, meets the highest industry standards, and safeguards the critical information assets, facilities, and personnel that are integral to the USA Contact Program's success.***

**Section 5: Security Plan** provides a comprehensive description of how we will maintain information and physical security for USA Contact. Our plan leverages Lockheed Martin's **[REDACTED]** and several agencies within the **[REDACTED]**. Our Information Systems Security Manager will oversee the implementation the Security Plan, ensuring that all program, GSA, and Federal security guidelines and requirements are met. He will also apply the methodologies used by Lockheed Martin in attaining certification and accreditation (C&A) for multiple Federal agencies, **[REDACTED]** ***Established, in-place relationships with the*** **[REDACTED]** ***their local affiliates, and State vocational rehabilitation agencies will enable Lockheed Martin to place individuals*** **[REDACTED]** **Section 6: Plan for Special Hiring** outlines Lockheed Martin's approach to promoting job opportunities for blind or severely disabled individuals. **[REDACTED]**, their local partners, and State vocational rehabilitation agencies, we will primarily seek to directly hire employees from the local workforce. However, subcontract arrangements will also be considered to augment our hiring. For example, through **[REDACTED]** of experience in placing candidates who meet the USA Contact Program hiring criteria. **[REDACTED]** will recruit and submit candidates with severe disabilities, in accordance with GSA and Lockheed Martin requirements. Although all candidates must meet minimum job requirements, such as education, language capability, and customer service skills, we will make accommodations (e.g., reduced work hours), as appropriate, for those employees who are severely disabled.

*****

As evidenced throughout the following pages, Lockheed Martin's considerable experience in the Federal contact center arena, combined with our proposed operational efficiencies, advanced technologies, management capability, and staff resources, will give GSA the attributes the agency demands in its USA Contact contractors. Perhaps most important, Lockheed Martin is deeply committed to building our contact center line of business, and GSA can be assured that we are equally committed to helping fulfill the agency's vision for the USA Contact Program.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 2: Experience and Past Performance

As GSA's USA Contact Program evolves and the list of its customer agencies expands over the coming decade, the program's success will hinge increasingly on the capabilities of its contractors. Indepth experience in managing major Federal contact centers—backed by a verifiable record of performance excellence—is essential to meeting GSA's requirements and the dynamic needs of agencies that use the USA Contact Program.

The following subsections provide evidence of Lockheed Martin's capabilities, developed, refined, and expanded over 30 years of operating information and referral services and multichannel contact centers for a variety of Federal customers, including GSA. Organized in accordance with RFP Section L.7.2.1.3, the subsections detail our decades-long experience and successful performance record and validate Lockheed Martin's ability to deliver the cost-efficiencies, technical skills, and management know-how that GSA demands of its USA Contact contractors.

## 2.1 Minimum Required Experience

Lockheed Martin's operation of **[REDACTED]** As noted in **Exhibit 2–1,** the years of general and specialized experience we have gained meet or exceed the minimums specified by the RFP.

Exhibit 2–1: Minimum Required Experience. *Experience that goes well beyond the minimum—Lockheed Martin's decades of directly relevant experience will ensure maximum efficiencies and minimum risk for USA Contact task order operations.*

| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| | | | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | | | |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

## 2.2 Documentation of Experience

In response to RFP Section L.2.1.3.2, the narrative below documents Lockheed Martin's experience—and the tangible benefits that experience will bring to this procurement—by providing:

- A brief overview of Lockheed Martin, our financial strength, core business lines, contact center qualifications, and experience in managing teaming partners and subcontractors.
- Our experience in the nine key disciplines specified in the RFP.
- A description of major operational and management processes employed by Lockheed Martin to ensure service excellence.
- The specialized expertise offered by Lockheed Martin and our subcontracting partners.

### 2.2.1 Lockheed Martin: An Overview

Headquartered in Bethesda, Maryland, Lockheed Martin Corporation is the Nation's largest Federal contractor, employs about 140,000 professionals worldwide, and manages 939 facilities in 45 States and 56 nations and territories. Ranked first among Washington Technology's 2007 Top 100 Government IT contractors, the company is consistently cited as a top corporate performer among the S&P Index of 500 companies by business periodicals such as *Business Week* and *Fortune*. Last year, *Business Week* also ranked Lockheed Martin as the "second best place to launch a career," testifying to the company's ability to attract and retain skilled professional staff.

Information Systems & Global Services (IS&GS), **[REDACTED]** The USA Contact contract will be managed by Lockheed Martin Business Process Solutions (LMBPS), a 5,500-employee business unit within IS&GS that houses the Contact Center Solutions Center of


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Excellence, which is devoted solely to the design, implementation, and operation of Government contact centers.

**Financial Strength.** Lockheed Martin reported net sales of $39.6 billion in 2006, **[REDACTED]**, with the financial wherewithal to invest in, operate, and sustain large, complex contact centers that consistently exceed industry standards for responsiveness and customer satisfaction.

**Core Business Lines and Years of Experience.** Long recognized as a major partner in developing systems solutions for the Government's defense, aeronautics, and space programs, Lockheed Martin has expanded its service offerings over the past decades and now stands as a premier provider of IT and business process management services to a host of Federal civilian and defense agencies. The company's Contact Center Solutions Center of Excellence was established in 2006 to capitalize on the systems and customer relationship management (CRM) expertise we have honed over 30 years of implementing, operating, and transitioning clearinghouses, information and referral service operations, and multichannel, multilingual contact centers.

**Contact Center Locations and Capacities.** Lockheed Martin currently operates contact centers, clearinghouses, and help desks across the country that serve dozens of Government and private-sector customers and respond to more than 4 million inquiries each year. **[REDACTED]**

Exhibit 2–2: Lockheed Martin Contact Center Locations. *Lockheed Martin's contact center locations show our ability to meet GSA's needs throughout the United States.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Lockheed Martin's largest contact centers are operated out of **[REDACTED]** In addition to the three hub locations, **[REDACTED]**. Our major subcontractor, **[REDACTED]** sites located across the United States. The current and expansion capacities of each facility are indicated in **Exhibit 2–3,** along with the types of services/business sectors supported by each center and the total number of full- and part-time employees. (The facilities noted in the exhibit are large contact centers within LMBPS. Corporatewide, Lockheed Martin has an expansive real estate portfolio, which is described in Section 3.2.1.)

Exhibit 2–3: Lockheed Martin Contact Center Capacities. *Capacity to cover all contract needs—Lockheed Martin and team member ACS operate large contact centers that offer agency customers the space, staff skills, and technical expertise to meet USA Contact's current and future requirements.*

| Location | Current Capacity | Capacity for Expansion | Type of Service | Secto |
|---|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |

We are proposing the **[REDACTED]** the facility is specifically designed to support large contact center operations; is highly scalable to meet changing work volumes over the life of the contract and quick ramp-up and ramp-down task order demands; features a secure, state-of-the-art network operations center; and meets or exceeds industry and Government standards for security and accessibility. (See Section 3.2.1 for further details.) Our **[REDACTED]** backup support and additional space to accommodate rapid expansion needs. To accommodate short-term emergency surge requirements, Lockheed Martin also has facilities throughout the greater **[REDACTED]** area.

More than **[REDACTED]** technical and management staff across Lockheed Martin are dedicated to supporting our contact center services, including **[REDACTED]** The


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

depth of expertise offered by these individuals is evident in the complexity of the contact centers they support—from (1) multisite flight service centers that operate as a fully integrated, point-to-point, multichannel network, to (2) the **[REDACTED]**, which demands comprehensive knowledge of more than **[REDACTED]** and statutes and an understanding of topics such as debt collection, credit reporting, identity theft, privacy violations, and mortgage contract infringements, among others.

**Management of Teaming Partners and Subcontractors.** Lockheed Martin teams with hundreds of large and small business partners in operating Government-sponsored projects—many of whom participate in our mentor-protégé program. For each project, subcontractor work is typically monitored by an experienced Subcontracts Manager, who also serves as the subcontractor liaison to the project customer. **[REDACTED]** Roles and responsibilities are clearly delineated in subcontracting agreements, and appropriate subcontractor staff participate in initial and ongoing training sessions. We develop detailed task descriptions so each teammate clearly understands the task, scope, schedule, deliverables, acceptance criteria, QC requirements, status meetings, reporting requirements, and allocated budget. Scheduled and unscheduled random checks are performed on subcontractor performance quality, and, if deficiencies are identified, the Subcontracts Manager works with Lockheed Martin's QC staff to implement corrective actions (e.g., rework, retraining). Communication with our partners is continuous; daily, weekly, and monthly updates are provided through a variety of mechanisms, including **[REDACTED]**, weekly and monthly project status meetings, and monthly meetings with each subcontractor.

**[REDACTED]**

### 2.2.2 Experience in Key Disciplines

As a proven operator of Government contact centers, and an incumbent for the current FirstContact contract, Lockheed Martin offers GSA considerable experience in each of the nine disciplines specified in RFP L.7.2.1.3.2. **Exhibit 2–4** features selected examples of our qualifications in each discipline, developed through the operation of contact centers whose requirements are similar in size, scope, and complexity to USA Contact. The past performance references featured in Section 2.3 detail how this disciplinary knowledge is applied to enhance operational efficiencies in our three most relevant contact centers.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 2–4: Lockheed Martin Experience in Key Contact Center Disciplines. *Lockheed Martin's experience spans 30 years of successfully operating contact centers similar to the USA Contact requirements.*

| Discipline | Lockheed Martin Experience and Qualifications |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

### 2.2.3 Operational and Management Processes and Programs

Lockheed Martin's commitment to service excellence and consistent, repeatable results is perhaps best demonstrated by our largest contact center operations [REDACTED] which adhere to industry best practices and receive unfailingly high marks for superior performance from our Government customers. Examples of the processes and skills that are applied to these operations include [REDACTED] plans, developed and executed by certified security specialists, that reinforce and maintain the security, integrity, and availability of our information assets; and disaster recovery plans, backed by an in-place technical infrastructure, customized Standard Operating Procedures, and DR protocols that have earned us high marks for minimal service disruptions in all of our contact centers. Oversight of these large, complex contact centers is in the hands of some of the industry's most experienced program managers, individuals who work out of the company's [REDACTED] or project-specific [REDACTED]. Further details on how we will apply our operational and management processes to USA Contact are presented in Sections 3.3, 4.2.2, 4.4, and 5.

### 2.2.4 Specialized Experience and Capabilities of Lockheed Martin and Teaming Partners

As described throughout the preceding subsections, Lockheed Martin offers GSA specialized contact center experience and capabilities that few others can claim. In addition to the recognized


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

skills resident in our **[REDACTED]**, we bring a wealth of corporate resources that will be available to the USA Contact Program—system integration qualifications; **[REDACTED]** based quality improvement programs; **[REDACTED]** engineering expertise; credentialed security, QA, and training experts; a pool of staff members who understand, through experience, the demands of running a successful Government contact center; and considerable financial resources. Beyond these, or perhaps because of these experiences and resources, we are committed to expanding our contact center line of business and to giving GSA and its customer agencies the high level of service they expect from an experienced contact center provider.

We believe our commitment is evidenced, in part, by the team of highly qualified subcontracting partners we have assembled for this procurement. **Exhibit 2–5** lists Lockheed Martin's team members, identifies each member's business type, specifies the role each will play in supporting the contract, and highlights the members' relevant experience and past association with Lockheed Martin.

Exhibit 2–5: Lockheed Martin's USA Contact Team. *Our highly qualified partners each have unique skills in supporting similar efforts.*

| Subcontractor Name and Business Type | USA Contact Role | Relevant Experience | Past Association With Lockheed Martin |
|---|---|---|---|
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Subcontractor Name and Business Type | USA Contact Role | Relevant Experience | Past Association With Lockheed Martin |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

## 2.3 Past Performance

Lockheed Martin's experience is backed by a solid record of superior performance in operating major Government contact centers. In compliance with RFP Section L.7.2.1.4, the profiles below feature detailed information on our three most relevant projects of similar size and complexity performed within the past 5 years. In addition to information regarding work scope, each project profile specifies to whom and when the Past Performance Survey Questionnaire (RFP J, Attachment 1) was sent. Sample reports for each project are located in [REDACTED].

Project 1: **[REDACTED]**

| Project #1 | | |
|---|---|---|
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |

| Annual Work Volumes | | | |
|---|---|---|---|
| | English | Spanish | Other |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A |

*Includes Spanish-language volumes

| Scope and Complexity of Project |
|---|
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Project 2: **[REDACTED]**

| Project #2 | | |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

| Annual Work Volumes | | | |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

| Scope and Complexity of Project |
|---|
| [REDACTED] |
| [REDACTED] |
| [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# [REDACTED]

| Project #3 | | |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

| Annual Work Volumes | | | |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | | | |

| Scope and Complexity of Project |
|---|
| [REDACTED] |
| [REDACTED] |
| [REDACTED] |

# Section 3: Technical Approach

The technical approach that Lockheed Martin will employ to fulfill USA Contact requirements **[REDACTED]** specifically to meet the demands of building and maintaining top-performing, customer-focused contact centers. A product of Lockheed Martin's Contact **[REDACTED]** business process experts from Lockheed Martin's Operations Excellence organization **[REDACTED]**), and our experienced contact center leadership team. Their efforts, which will continue throughout the duration of the USA Contact contract, will drive our technical approach and also give contract users the most advanced and innovative solutions available in the marketplace today and in the future.

*As the largest provider of information technology and services to the Federal Government, Lockheed Martin brings unique scale and expertise to GSA and the agencies that will use USA Contact. Our solutions are built on decades of experience and industry-leading technical and thought leadership.*

**[REDACTED] and Technical Leadership.** IT staff dedicated to the USA Contact Program will receive support from Lockheed Martin's **[REDACTED]** team. **[REDACTED]** is an IS&GS resource center comprising experts specializing in many technology solutions and responsible for evaluating the latest offerings from all major technology vendors. Recognizing the complex and technical innovation required to build, maintain, and scale contact centers operated across the Lockheed Martin enterprise, **[REDACTED]**, which will support all IT staff dedicated to the USA Contact Program, offers several benefits to GSA, including strategic planning that will minimize the agency's long-term technology costs.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 3–1: **[REDACTED]** Sources, Mission and Benefits. *Bringing innovations to reality for the benefit of GSA and their partner agencies.*



Like GSA, Lockheed Martin serves a wide range of customers that vary drastically in scale and specific requirements. **[REDACTED]**. This program required a large-scale, fully redundant, 24×7 technical infrastructure. It also had unique technical challenges related to radio frequency protocols that required specific solutions. At the other end of the spectrum, we operate many specialized contact centers that require fewer then 20 subject-matter experts in specialized areas in health, education, energy, housing, and criminal justice.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Exhibit 3–2** shows the outcome of our **[REDACTED]** The **[REDACTED]** team continually evaluates new technologies and enhances the solutions through regular summits with customers and leading solution vendors. These summits are led by **[REDACTED]** in the Lockheed Martin **[REDACTED]** housed in our **[REDACTED]**, facility, and charged with identifying and creating innovative solutions that can lower cost, improve performance, and enhance capabilities. The team manages partnerships with vendors such as **[REDACTED]**. Through these ongoing relationships, we have access to the leading providers of technologies and services in the Federal Government. This lab and resources are available for use by GSA and its customers at no charge. The **[REDACTED]** will be used to evaluate each task order and develop the most current and leading solutions based on task requirements, and the **[REDACTED]** team and demonstration lab will be provided to all agencies using the USA Contact Program as part of our proposed solution. (Section 3.1.5.4 provides further detail on **[REDACTED]** repeatable solutions for USA Contact task orders.)

**[REDACTED]**
*provides technology/vision roadmaps, recommends tools and processes, and*

Exhibit 3–2: G12 **[REDACTED]**. *Lockheed Martin's research into best-of- breed contact center technologies resulted in a flexible solution that we will use for the USA Contact contract*



The **[REDACTED]** Matrix featured in **Exhibit 3–3** provides an overview of our technology infrastructure and the technology solutions that will support USA Contact, including


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

special capabilities that will enhance task order operations. The matrix is organized according to RFP Section C to make it easy to understand what technology will be used to meet each requirement and what our solution offers in the way of special capabilities to USA Contact. In addition, all solutions are based on the leading technologies in the field, which will assist us in ensuring that the latest innovations are available throughout the life of the contract vehicle.

Exhibit 3–3: **[REDACTED]** Matrix. *Lockheed Martin's technology solutions meet and exceed GSA's requirements for USA Contact.*

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACT | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| ED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACT | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| | | | |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACT | [REDACTED] | [REDACTED] | [REDACTED] |

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| **ED]** | | | |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |

**Lockheed Martin [REDACTED]).** In addition to **[REDACTED]** our technical approach is founded on the proven processes developed in **[REDACTED]** A corporatewide initiative that is a principle-based, structured management system, **[REDACTED]**. Using **[REDACTED]** Lockheed Martin has produced savings to our customers on many programs. For example, for the **[REDACTED]** handling changes, reducing handle times by 2 minutes on some types of calls. At a tactical level, **[REDACTED]** validates the effectiveness of the change, and then repeats the system baselines. The **[REDACTED]** is also robust and flexible, enabling it to respond to ever-changing business climates.

**[REDACTED]**

Lockheed Martin's Contact Center Solutions group has developed a set of specific, repeatable **[REDACTED]** enable us to quickly scale across a common set of operating models—similar to the way technology platforms are scaled—and develop "operation handbooks" that address all major areas of program management, reporting, quality, training, and service-level management. Potential benefits to GSA and to the agencies that use USA Contact include:

## [REDACTED]

Continuous improvements identified and implemented through **[REDACTED]** will enable Lockheed Martin to update and revise our practices as specific task orders emerge, just as

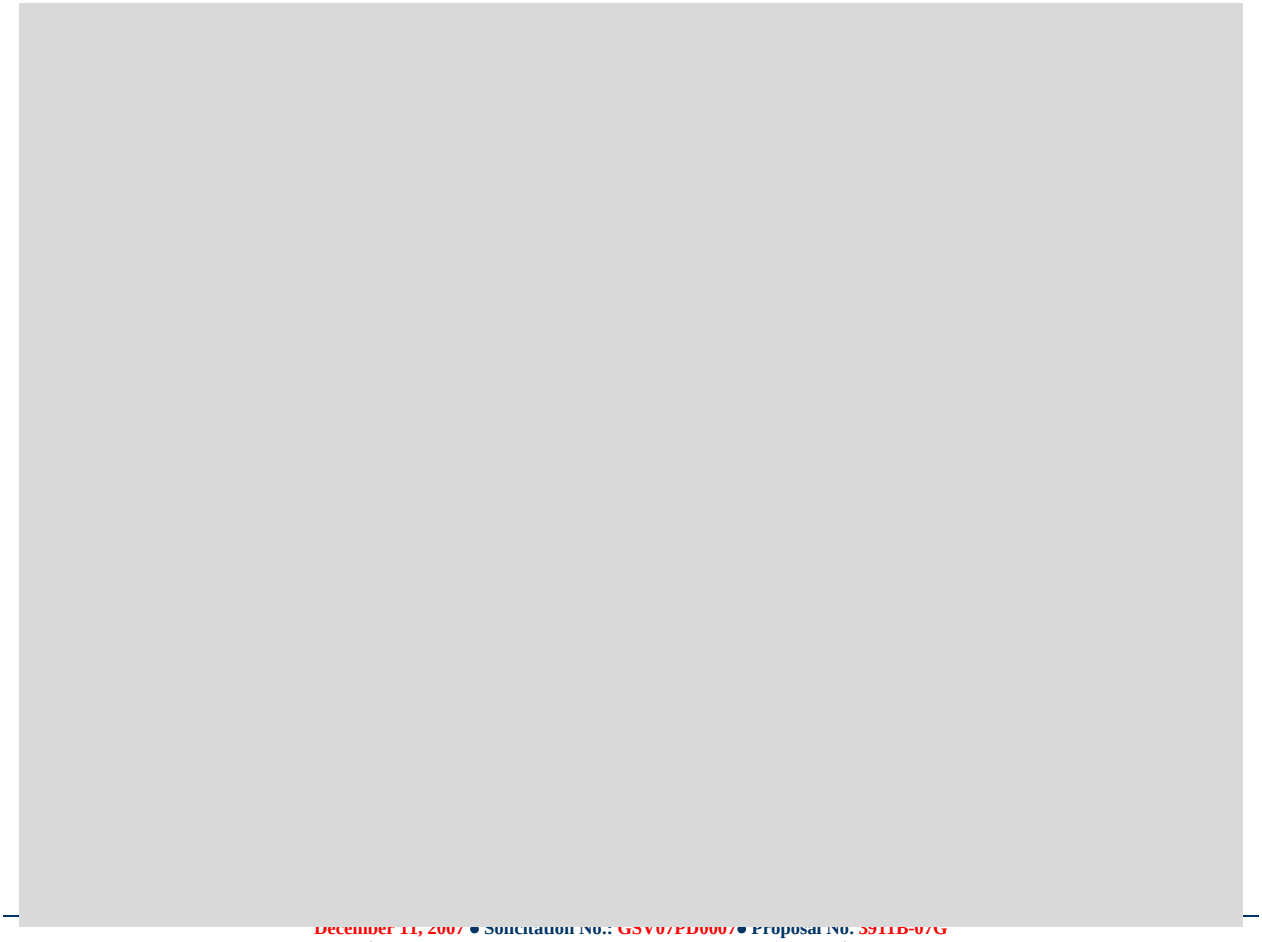

Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

our application of **[REDACTED]** will give us the tools to address industry changes in technology or business processes. As the frameworks powering our technical approach **[REDACTED]** will clearly benefit GSA and the agencies that use USA Contact—especially in the context of the contract's content, scale, and overall length. Our technical approach, detailed in the following pages, will support not only the known requirements of today, but, equally as important, the requirements of the future.

## 3.1 Services To Be Provided

GSA will benefit from Lockheed Martin's vast technology integration leadership and Federal program experiences as we deliver a best-of-breed, commercial-quality COTS-based solution. As illustrated in **Exhibit 3–4,** our technology capabilities match the spectrum of requirements defined by the USA Contact Program and all consumer facing touch points can be deployed in a multilingual manner to provide enhanced customer experience. With a secure, scalable, and highly available platform as its foundation, the USA Contact Program can expect rapid deployment to support requests of an emergency nature without sacrificing engineering quality or information security, as well as the ability to add evolving services or new services to make the processes and call flows more efficient throughout the life of the contract.

Exhibit 3–4: Multichannel Contact Center Operations Overview. *Lockheed Martin's technology capabilities and multilingual services exceed the requirements defined by GSA.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

### 3.1.1 Automated Services

The Lockheed Martin **[REDACTED]** will enable GSA and sponsoring-agency customers to access resources whenever and however they choose—24 hours a day, 7 days a week. Our multimedia automated services layer allows customers to access information resources according to their own schedules and needs. Industry analysts have reported that many customers prefer self-service channels to assisted services. By providing efficient access to consistent and accurate information through automated services, customers will be empowered to obtain the services and information they need at a fraction of the cost of attended services to GSA and its partner agencies. **[REDACTED]** enabling customers to obtain information without interacting with an IS.

**3.1.1.1 Automated Voice Response Services.** Lockheed Martin provides a wide array of user-friendly voice response services, including IVR, voice/speech recognition, and text-to-speech (**[REDACTED]** For the USA Contact Program, our seasoned technicians will design and manage usable, easy-to-navigate voice response systems that empower callers to meet their information needs using self-service telephony applications available in a number of languages. For **[REDACTED]** On a project-by-project basis, these integrated applications will share a universal knowledgebase with various Web-based customer-facing applications to ensure consistent messaging across all program channels. Our technical staff consistently develop and maintain automated voice solutions that provide premium technological service to our customers and users and provide timely updates to postings and script changes on a regular basis.

**Interactive Voice Response Service.** Lockheed Martin has designed and integrated hundreds of call flows and IVR scripts for a variety of contact centers, ranging from large nationwide centers that operate 24×7 and handle millions of inquiries each year to small clearinghouses that serve specific audiences. **[REDACTED]** . For USA Contact, we will record consistent and professional voice prompts to provide **[REDACTED]** for either a Government-provided or a Lockheed Martin-provided IVR system. To assist those calling after normal business hours, specially tailored voice applications will enable callers to select English- or Spanish-language menus (and other languages, as specified by individual task orders), enable callers to access responses to **[REDACTED]** for assistance or to leave a number for a callback, refer them to another agency if appropriate, and, in the case of an emergency, provide them with an emergency number. Lockheed Martin understands that GSA and sponsoring agencies may require **[REDACTED]** . To support this need, our experienced technical team will ensure that script updates are fully tested and, following Government approval, applied in a timely fashion on a 24×7 basis. Lockheed Martin's Project Manager, who will be available by cell phone or telephone and e-mail 24×7, will ensure that emergency notices are posted within 2 hours and that other special script updates meet the fast turnaround specified. As part of our **[REDACTED]** as customers navigate the menus. We will analyze this information and recommend script adjustments to better serve customers.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Voice/Speech Recognition Service.** A speech-enabled solution is a powerful companion technology to traditional IVR and offers great benefits to the caller and the agency: customer frustration with lengthy, cumbersome menus is mitigated, and call times and abandonment rates are reduced. **[REDACTED]** platform to help USA Contact realize these benefits. The application is an open, high-performance speech recognition engine based on industry-recognized **[REDACTED]** This highly accurate, natural-language **[REDACTED]** and offers "barge-in" capability, which allows callers to interrupt the conversation and naturally redirect it to another topic or to request live assistance, reducing caller frustration. **[REDACTED]** applications as the services adapt to actual caller usage, thereby improving customer satisfaction.

**Text-to-Speech Service.** In conjunction with our Intervoice/Nuance solution for speech recognition, Lockheed Martin will enhance automated IVR service using **[REDACTED]** Speechify converts text to natural-sounding, synthesized speech. This powerful technology can understand the context of words as they appear in a sentence and correctly pronounce words that have the same spelling. **[REDACTED]** applications that access FAQs and read responses to callers in real time. By employing TTS, we will also be able to provide GSA with immediate script updates, which will reduce the need for and cost of recording them using human resources.

**3.1.1.2 Facsimile Services.** Within the USA Contact architecture, our Intervoice integrated fax option can produce dynamic, customized faxes on demand. **[REDACTED]** . For reporting purposes, the date and time that each document was faxed will be stored in our Customer Relationship Management (CRM) System, along with the caller's fax number, and whether the fax transmission was successful.

**Automatic Fax-Back Service. [REDACTED]** will be offered through the Intervoice IVR. The USA Contact Program will leverage our Intervoice platform, enabling customers to navigate through and select from a list of available documents. Once the selection has been made, the application will use the identifier to access a database to locate the file path for the document, and then the **[REDACTED]** will transmit the document to the customer's fax number, which will have also been collected by the IVR application. After completing **[REDACTED]** , callers will have the option to return to the IVR menu or speak with an IS for further assistance.

**Fax-on-Demand Service.** The IS can initiate fax-on-demand from the desktop, which will have the capability to send documents from a predefined list of publications to an inquirer's fax machine. The system will make redial attempts, spaced in reasonable time intervals, in case the inquirer's fax number is busy. **[REDACTED]** when directed by sponsoring-agency requirements. **[REDACTED]** to properly review the caller's previous history and update case notes.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.1.1.3 Voice Mail Service.** We understand that voice mail service provides customers with an additional method for conducting business during hours that they find convenient. The USA Contact Program will support 24×7 access by providing **[REDACTED]**

Our experience in designing and implementing voice mail applications ranges from implementations in which a voice mailbox records the caller's voice message, allowing free-format speech, to sophisticated applications in which customers are prompted to provide precise information such as catalog orders. We have also **[REDACTED]** . Recording time per voice mail message or voice mail prompt may be adjusted according to the requirements of the application. To complete the voice message handling process, all messages are retrieved, transcribed, resolved, and logged for reporting purposes and archived in digital format for a **[REDACTED]** . When appropriate, a copy can be provided to a sponsoring agency to listen to the callers' voice mail messages.

**3.1.1.4 Automated Callback.** To provide automated callback service, Lockheed Martin will use **[REDACTED]** call periods when hold times can be high. Voice callback will also give callers the convenience of scheduling a callback at a time that is convenient for them. Should the customer line be busy on callback, the system will initiate automatic callback for a minimum of three calls or until the call is completed. **[REDACTED]** is a fully integrated component of USA Contact technical architecture, which provides a single view for configuration and management, a single-state model for blending inbound calls with callbacks, and universal reporting.

**3.1.1.5 Web Callback.** Similar to automated callback, Web callback enables customers to request an agent-assisted phone call over a standard phone line either immediately or at a customer-designated date and time. **[REDACTED]** platform will receive the request and either immediately or at the scheduled date and time place a call to the customer and automatically connect an appropriately skilled IS. As is the case with most callback scenarios, if the customer line is busy, the system will repeat the callback automatically.

**3.1.1.6 Automated Outbound Dialing Campaign.** Lockheed Martin uses **[REDACTED]** systems to create a wide range of application options, from basic live notifications to fully automated outbound predictive applications. All outbound interactions can be archived for future reference and are reportable via the multichannel reporting system. Our dialing application is compliant with industry standards and FTC regulations, and **[REDACTED]** .

**3.1.1.7 Automated Facsimile Delivery.** Lockheed Martin will leverage the **[REDACTED]** platform for automated fax delivery, enabling GSA and sponsoring agencies to provide notifications and/or delivery of subscribed content of varying page lengths. **[REDACTED]** delivery subscribed content. Redial service is an inherent part of our service and the success and failure rates are archived and reportable.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.1.1.8 Automated E-mail Delivery.** As is the case with fax delivery, the program integrates with the CRM platform for e-mail delivery, enabling GSA and sponsoring agencies to provide notifications and/or delivery of subscribed content of varying length and can easily support text in excess of 15 kilobytes, as specified in the RFP. **[REDACTED]** Success and failures rates are archived and reportable, allowing an agency to determine the accuracy of an e-mail list.

**3.1.1.9 Hosted Online Ordering.** GSA and sponsoring agencies benefit greatly from our experience in building and hosting 24×7 online ordering applications that integrate leading order fulfillment and inventory control systems to provide an end-to-end solution. Our proven solution supports multiple browsers and exceeds GSA's contract requirements. **[REDACTED]** , through which we receive and process hundreds of thousands of orders annually.

We will integrate order entry portal applications by **[REDACTED]** with our contact center platform to provide this robust service for USA Contact. This COTS-based, hosted application will be made available to GSA and its sponsoring agencies through their Web sites. We understand that a variety of sponsoring agencies may be interested in this service; therefore, products will be segregated by agency and appropriately displayed to customer audiences. We also realize that each agency may have more than one distribution center; therefore, our solution will provide for multiple fulfillment options based on product type and associated agency. **[REDACTED]** We will use secure protocols to transmit the order data to whichever distribution center is designated by GSA and its sponsoring agencies— **[REDACTED]** . Depending on program preference, orders may be transmitted **[REDACTED]** .

**3.1.1.10 Hosted E-mail Web Form.** Because most sponsoring agencies will have the resources or desire to host their own e-mail Web forms, we will integrate a dynamically rendered database-driven Web form that can be presented from any **[REDACTED]** By using COTS applications from **[REDACTED]** , we can shorten delivery time for inclusion of new data elements or other enhancements. The **[REDACTED]** , integrated with Lockheed Martin's contact center platform, will **[REDACTED]** for administration and reporting. We will store business rules, including topic choices, in a database for each sponsoring agency. When the e-mail form is accessed on the agency's Web site, it will dynamically render form elements for data that the agency wishes to collect as well as present graphics that are consistent with the look and feel of the agency's Web site. To complement these capabilities, we will use secure standards compliant with **[REDACTED]** ensure future integration into any portal platform required by GSA or sponsoring agencies. The Lockheed Martin implementation of these services supports multiple browsers and Section 508 requirements.

**3.1.1.11 Hosted FAQ Service.** Our hosted **[REDACTED]** services, provides reliable, scalable, self-tuning access to the information the Government repeatedly strives to convey to citizens. Lockheed Martin's implementation of this service will provide a secure, high-availability, user-friendly, and intuitive solution that supports all major browser configurations


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

and can be customized and published to multiple Web sites, as well as implemented in multiple languages. We will use **[REDACTED]** a product that functions at top performance while fitting seamlessly into the design of our client's Web pages. **[REDACTED]** s continuously updating itself, delivering a constant improvement in customer service. Our expert knowledge managers will work with the Government to best determine the form and abilities of the FAQ, contributing our years of expertise in knowledge design.

Lockheed Martin's **[REDACTED]** . The service will collect user feedback on customer satisfaction and usefulness; allow users to subscribe to notification of updates to FAQ of special interest; store each FAQ/answer records with unique ID; allow real-time posting, customer answers, and modification by **[REDACTED]** ); allow tagging with meta-data; provide notification on expired and/or outdated information; present data capable of being indexed by search engines with minimal service degradation; provide customizable query acknowledgement messages; and enable users to select the knowledgebase(s) that they wish to query, search, select, or sort.

The system will also support a variety of management tracking and reporting capabilities. Authorized users will **[REDACTED]** administrative information such as scheduled or on-demand reports and automated content management tasks. Lockheed Martin will work with the GSA and other Federal Agencies to ensure that the knowledgebases can be searched and harvested to provide the Government with maximum utility.

### 3.1.2 Attended Services

When self-service solutions are unable to satisfy the customer's inquiry, the customer prefers to speak to a "live agent," or the agency wants the customer to talk to an agent, **[REDACTED]** By establishing inquiry workflow and protocol based on agency requirements, Lockheed Martin will process inquiries in a systematic, efficient manner. Lockheed Martin understands that most of the costs for operating a contact center come from agent costs. With this understanding, our technical solutions as described below, will support agents in providing accurate answers and excellent service to callers while being as efficient as possible.

**3.1.2.1 Responding to Telephone Inquiries.** During normal business hours, **[REDACTED]** (which uses skills-based routing) will send the call to the most appropriate IS. The IS will access the FAQ and knowledge management system to respond to the customer's question, complete a fulfillment action in response, or, if appropriate, forward the customer to another agency or offer to research the inquiry further and call the person back.

When appropriate, **[REDACTED]** . Calls requiring transfer will be executed using either **[REDACTED]** , as specified by the agency, or will be referred to the appropriate agency via e-mail or fax rather than via telephone transfer. The IS will log required information and any action items through the **[REDACTED]** tool. If fulfillment is required, the IS


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

will respond via the channels specified by the established business rules, such as facsimile, e-mail, or postal mail. **[REDACTED]** . Because some inquiries may require followup, our case management system **[REDACTED]** trained information team for further action or escalation. After business hours, **[REDACTED]** callback number and time, or, if appropriate, given an emergency number to call.

**3.1.2.2 Outbound Calling Services.** Lockheed Martin embraces the variety of methods used in a multichannel contact center and the Government's need to reach its audience in a variety of ways. One method is through outbound calling in response to an inquiry, including those received through TDD/TTY. **[REDACTED]** . We may also, based on business rules, elect to place an outbound call in response to a survey, an e-mail, a customer comment, or to provide additional or followup information to the customer. Inquiries will be sorted and responded to by **[REDACTED]** . We will route inquiries to the appropriate team for research and resolution, using either the internal transfer function within the **[REDACTED]** or through an online form. The **[REDACTED]** solution will be used to launch large-scale outbound calling programs, as directed by GSA or sponsoring agencies, and to conduct customer surveys, promotional campaigns, or other special events.

Our solution will also enable customers **[REDACTED]** . These inquiries will receive first priority on the next business day and will be reviewed for complexity and then queued for action in the **[REDACTED]** , which will facilitate customer and IS communication. The IS will mark the inquiry "closed" once the contact has been made. However, in the event that the **[REDACTED]** a busy signal, or if there is no answer, the system will queue the call based on predefined business rules. If voice mail or an answering service is available for the customer, the **[REDACTED]** indicating the purpose and time of the callback and instructions for calling back, if any.

**3.1.2.3 Responding to Postal Mail Inquires.** Mail forwarded through the U.S. Postal Service, including the associated envelope/packaging, will be **[REDACTED]** for efficient inquiry routing. Each correspondence package will receive a date and time stamp and other tracking information such as nature of the inquiry. **[REDACTED]** Inquiries will be reviewed to determine the response protocol (telephone, fax, e-mail, or other communications media) best suited to the inquirer and distributed to the most qualified IS for response. For inquiries requiring additional information, the IS will call the inquirer or send a letter acknowledging receipt of the request and providing an estimated time for the response. **[REDACTED]** including any fulfillment, interim and final response date, quality control checks, and followup actions. Postal mail inquiries referred to other Federal agencies for direct response will be transmitted as e-mail attachments. We will note in the e-mail that the original inquiry was received as a postal mail document.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.1.2.4 Responding to E-mail Inquiries.** Our team has extensive experience with the design and implementation of fully automated e-mail solutions of varying complexity based on industry best practices and our clients' requirements and business rules. The USA Contact Program will benefit from a fully managed, hosted **[REDACTED]** The Web form will allow users to associate the topics of their inquiries with a list of frequently requested topics identified by the Government. The service will capture all necessary information regarding the inquiry for processing by the USA Contact e-mail management system.

**[REDACTED]**

Lockheed Martin's **[REDACTED]** manage the response process and the content of the replies sent to customers. The system will have the capability and scalability to serve as a central e-mail processing portal for Government agencies. We understand the Government's objectives with respect to providing centralized e-mail handling for partnering agencies and will provide timely e-mail processing services for both forwarded misdirected e-mail and e-mail handled on a sponsoring agency's behalf directly. Our flexible, robust e-mail processing solution will accommodate the varying and changing needs and business rules of sponsoring agencies, as well as handle inquiries of varying complexity, sensitivity, and urgency.

Our e-mail response **[REDACTED]** Depending on the inquiry types and agency requirements, the ISs will be able to respond directly to customers, request more information from customers, **[REDACTED]** other actions as appropriate. Our e-mail processing system will have the flexibility to notify sponsoring agencies of the status of inquiries at key points in the process and to receive inquiry close-out notifications from partner agencies in a variety of formats for automated processing. The Lockheed Martin Team will analyze the causes of nondelivery of any returned responses and will resend those responses whenever a likely cause can be isolated and corrected.

**3.1.2.5 Responding to Facsimile Inquiries.** Facsimile inquiries will be **[REDACTED]** These inquires will be handled using the same workflow principles as those previously described for postal mail. We have developed systems and processes to provide flexibility, so we will develop business rules by using the requirements established in each task order.

**3.1.2.6 Interactive Web-Based Services.** Interactive Web-based services such as **[REDACTED]** can offer customers additional methods for obtaining answers to their inquiries. We use **[REDACTED]** to support these services. Inquiry contacts will be routed through the **[REDACTED]** and skills-based routing mechanism to the next qualified IS for processing. The workflow and protocol for these transactions will be similar to those used for a telephone inquiry. The IS supporting these channels will receive additional training to ensure that customers receive the same high level of service as they do on the phone.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

We do understand the diversity of the customer base and will, as specified in a specific task order, offer these services in the language best suited for or identified by the customer.

**[REDACTED]** will allow Web users to interact in real time with ISs via text chat. When applied to USA Contact, it will provide an additional channel through which customers can choose to communicate with our staff and one that is particularly useful to customers with some speech or hearing impairment and do not have access to a TTY device. In addition, ISs will be able to simultaneously manage more than one chat interaction, which may require fewer staff than managing the equivalent number of phone interactions.

**[REDACTED]** tools will allow ISs and customers to simultaneously browse dynamically generated Web pages and complete online forms. This functionality will allow ISs to assist customers in learning how to find answers to their inquiries or use features on agency Web sites. Customers will benefit from the visual instruction this communication channel provides and will learn to use agency Web sites to serve themselves on future visits.

By integrating Web chat and co-browse into USA Contact's service offering, we will extend the variety of communication channels available to customers and, at the same time, reduce costs for GSA and sponsoring agencies.

### 3.1.3 Other Support Services

To meet the varying complementary and supplementary contact center needs of GSA and sponsoring agencies, the USA Contact contract vehicle provides other support services, including fulfillment services, a transcription service, and language translation services.

**3.1.3.1 Fulfillment Services.** Lockheed Martin offers GSA and sponsoring agencies comprehensive fulfillment services, **[REDACTED]** . Lockheed Martin currently manages and operates 5 distribution centers that serve 20 Government and private sector clients, many of whom contract with Lockheed Martin to support multiple programs. For example, **[REDACTED]** A description of the proven processes and integrated systems that we use in our distribution centers is presented below.

**Materials Storage and Inventory Management.** We currently store and control more than 15,000 items, including forms, documents, brochures, videotapes, CD-ROMs, DVDs, and a variety of public awareness products. **[REDACTED]** system that allows us to process orders received via telephone, mail, e-mail, fax, and the Web—enables precision in inventory management/logistics and accuracy in monitoring supply levels. It also generates standard and ad hoc reports that help our clients track product quantities and make decisions regarding product reprinting or recycling.

**Order Processing and Fulfillment.** We use **[REDACTED]** to fill individual orders and process bulk orders for mailing to redistribution points. The **[REDACTED]** assists with fulfillment operations by producing orders, enabling backorder management, managing picking location stock and bins, decrementing inventory, printing pick/pack slips, and providing


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

real-time order status information to customer service staff, clients, and customers. **[REDACTED]** provide the support needed to handle customer payment and account management services.

Orders will be placed through our **[REDACTED]** hosted online ordering system and seamlessly transmitted to our **[REDACTED]** order fulfillment system. This integration will provide ISs with real-time access to inventory and order status information and provide enhanced customer service for GSA and sponsoring agencies. Our distribution center will process single- and multi-item orders that are placed through multiple communication channels, including phone, fax, Web forms, and e-mail.

**Mailing Services.** GSA will benefit from our comprehensive set of mailing services **[REDACTED]** We process more than 1,200 direct mailing projects each year, distributing more than 17 million pieces to our clients' customers, customers, and members. In addition, to support our clients' marketing and outreach efforts, we compile information kits introducing new client services or initiatives. Our staff members often are asked to collate and mail these kits on short notice for same- or next-day delivery to points across the continental United States. Lockheed Martin uses advanced technology and proven processes to develop and manage clean, accurate, and highly targeted mailing lists for our clients **[REDACTED]** discount criteria through ZIP Code sorting, address format verification, and barcoding.

**Electronic Dissemination Services.** Increasingly, our customers are seeking alternatives to printing, storing, and distributing hardcopy materials. We offer print-on-demand services that involve interfacing with Internet sites or databases and data transfer to multiple high-speed DocuTech printers. In addition to print-on-demand services, Lockheed Martin develops and maintains Web sites that not only disseminate documents electronically but also link to our distribution operations for the placement of hardcopy orders through online catalogs and shopping carts.

**Comprehensive, Cost-Efficient Shipping Services.** We have integrated **[REDACTED]** which enables us to choose from a variety of shipping methods, **[REDACTED]** , to send materials in the most cost-efficient manner. Conquest is a fully integrated logistics program that can track, maintain, and report independent shipping information for individual clients. It also provides direct links to carrier tracking mechanisms. Our staff are experienced and knowledgeable in managing shipping operations and can obtain the best rates, while providing optimal service to meet client and customer delivery needs.

For this procurement, Lockheed Martin will use our **[REDACTED]** , which will be a fully integrated node on USA Contact framework. When fulfillment services are requested by an agency, we will draw on the capabilities and resources available through the **[REDACTED]** to:


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

- Obtain either the physical materials to be distributed or a source for the materials. If a document source is provided in lieu of the actual physical materials, Lockheed Martin will obtain the document and coordinate printing needs.
- Use the **[REDACTED]** to track the print fulfillment status of all required records and files, as specified.
- Record tracking information in **[REDACTED]** and provide reports to the Government upon request.
- Manage multiple requests made by a customer during one transaction through the **[REDACTED]**
- Ship the materials requests using postal services, e-mail, or fax, depending on what is most convenient to the customer and cost effective to the Government.

The **[REDACTED]** has all the equipment and supplies needed to satisfy the Government's fulfillment requirements. We understand that unless otherwise directed, we will use the least expensive mailing method and that postage and supply expenses will be reimbursed by the Government as an other direct cost (ODC).

**3.1.3.2 Transcription Services.** Lockheed Martin will provide transcription services from our **[REDACTED]** facility. Information that is captured via voice mail, IVR, or any other voice-capturing technology will be **[REDACTED]** . The resultant reports will be available daily, weekly, and monthly, as well as on an ad hoc basis. Upon maturation of emerging voice recognition and transcription technologies, we will implement automated applications to provide efficiency and cost savings without compromising quality.

**3.1.3.3 Language Translation Services.** Lockheed Martin currently provides English- and Spanish-language services for processing phone, e-mail, and fax transactions. If the need arises for additional language support, **[REDACTED]** provides multichannel language translation, interpretation, transcription, and quality monitoring services in more than 150 languages, including all those specified in the SOW. Connection **[REDACTED]** be seamless to the caller.

**[REDACTED]** team of more than 1,000 professional, certified linguists are accessible 24×7, within an average connect time of 30 seconds. The interpreters are skilled, educated native speakers certified by **[REDACTED]** and industry-recognized organizations. **[REDACTED]** Customer Care Representatives are accessible 24×7 to assist with language identification and to facilitate the connection to the appropriate interpreter.

When translating written text, **[REDACTED]** will strive to provide a faithful rendition of original material. **[REDACTED]** will concentrate on maintaining the original content and style of the document while taking into account the societal and cultural aspects of the target language.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Finally, if there is a demand for continued service in any languages beyond English and Spanish, **[REDACTED]** is able to provide direct-language ISs, in addition to third-party interpreters, and can provide quality monitoring support in more than 150 languages. We will provide comprehensive data capture and reporting of any language services that are added to the contract.

### 3.1.4 Directory Listing Services

Our current approach to managing telephone directory listings for GSA draws from our experience in handling numerous information management projects for the Federal Government. This experience has enabled us to develop successful strategies for verifying, updating, and ordering directory listings. Our understanding of the directory listings process and our proven techniques for managing accounts, researching companies, analyzing demographic data, providing spreadsheet status reports, and establishing telephone company contacts will allow us to continue increasing public awareness of GSA's Governmentwide information and referral services.

Lockheed Martin's **[REDACTED]** team will ensure that Federal listing data is correct and complete. Our **[REDACTED]** Coordinator will work with Federal agencies to produce effective listings and negotiate with select service providers and directory publishers to establish low-cost Federal listings nationwide. Our **[REDACTED]** will ensure quality by maintaining contact with directory publishers, processing telephone listing invoices, tracking and documenting the status of all accounts, and updating the Blue Pages database.

Although many telephone directories participate in Federal listings projects, many do not. Lockheed Martin will always work to establish relationships with new directory publishers to ensure the placement of GSA's listings. **[REDACTED]** . By communicating with dozens of key contacts at numerous telephone companies and publishing houses, Lockheed Martin will **[REDACTED]**

By employing these strategies, Lockheed Martin will successfully manage directory listing accounts, add new directory listings, and verify the accuracy of existing listings for USA Services and for any other agencies added by GSA. **[REDACTED]** in accordance with the contract, as defined in ODCs. We will process and record all invoices in a timely manner to perpetuate the ongoing quality and efficiency of the project.

### 3.1.5 Technical and Management Services

Lockheed Martin's approach to staffing and managing the USA Contact contract vehicle incorporates the company's best practices in operating vehicles of similar size, scope, and complexity—particularly those that serve multiple Federal agencies, have diverse contact center constituencies and requirements, and demand high-quality standards with strict performance metrics. Our approach, described below, presents our **[REDACTED]** ) which will fulfill core project management needs. It also presents strategies for performing site


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

management, program management, technology management, content and knowledge management, contact/case management, relationship management, and customer satisfaction surveys. Section 4 (Management Plan) elaborates further on the program management issues and plans addressed in this section. In addition, Section 5 (Security Plan) addresses information systems security management (RFP Section C.3.5.5).

**3.1.5.1 Core Project Management Support.** For the USA Contact contract vehicle, Lockheed Martin proposes a PMO to provide contract leadership and direction and to satisfy such critical contract administrative needs as ensuring that the company is complying with all contract clauses and agency regulations, that deliverables are on schedule, that invoices are reviewed and sent to GSA in a timely fashion, and that performance standards are carefully monitored and reported as directed. The PMO, as discussed in Section 4.1.1, will also form the management structure for each contact center issued under an individual task order. Per RFP Section C.3.5.1, this structure supports a single site solution categorized as low impact, in accordance with **[REDACTED]** . If information and information systems are categorized as moderate or high impact, the PMO would be augmented, as appropriate. Incremental support might include additional site managers, if task order requirements dictate multiple locations, or additional information security personnel, if the task order requires Certification and Accreditation (C&A).

Each task order will require the assignment of ISs to respond to inquiries. The number and level of ISs to be assigned (see RFP Section C.3.5.1.1 through C.3.5.1.4) will depend on the scope and complexity of work to be performed. Section 4.2 further describes how Lockheed Martin will ensure sufficient ISs to perform the functions of each individual task order.

**Incremental Support.** Lockheed Martin will support multisite and more complex implementations through the provision of incremental, qualified, support personnel. Projects categorized as moderate and high impact will be individually assessed at the task order level and assigned resources required to ensure successful implementation and operation.

**3.1.5.2 Site Management.** Successful performance of any contact center requires a strong, experienced **[REDACTED]** , who is responsible for daily operating functions. Lockheed Martin's **[REDACTED]** will play a pivotal role in ensuring that the workforce is sufficient, properly trained, and meeting or exceeding service objectives; that the facility is comfortable, offers a conducive work environment to all employees, and is properly configured to provide efficient and effective workflow; that work schedules are properly developed, monitored, and revised, as needed, to manage fluctuating volumes of calls, e-mail, and other communications; and that the systems supporting the contact center environment are operating properly, are available 24x7, and are meeting customer information and security requirements. The **[REDACTED]** will report through the **[REDACTED]** , who also serves as Lockheed Martin's Director for Contact Center Excellence. This will facilitate quick and easy access to the resources needed to perform the range of site management responsibilities required of the contract and of each individual task order.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.1.5.3 Program Management.** For the USA Contact contract vehicle, we will infuse a comprehensive management methodology that enables Lockheed Martin to meet and exceed the performance requirements of our customers. **[REDACTED]** . In performing task order planning, in partnership with GSA and task order sponsoring agencies, we will collaboratively set goals and ensure complete understanding of the success parameters of the COTR and other Government officials. **[REDACTED]** process will be tracked and managed in USA Insight (discussed below), a Web portal that enhances program management and communications, which we are proposing we will customize for this program.

Exhibit 3–5: Total Task Performance Responsibility. **[REDACTED]** *provides a management methodology that incorporates partnership, collaboration, and flexibility—ingredients designed for superior performance.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**USA Insight.** For our large, multiclient, multi-task-order contracts, Lockheed Martin implements **[REDACTED]** among project staff and customers. For the USA Contact Program, we will customize this Web portal to be responsive to specific needs of GSA and other task order sponsoring agencies.

USA Insight will be our premier management information portal, providing access to the data, information, plans, and reports needed to support contract and task order operations and management. **Exhibit 3–6** presents a sample of the USA Insight homepage, which will also serve as a repository for such resource materials as staff contact lists, key and other personnel calendars, report templates, and a reference library containing procedures and forms.

Exhibit 3–6: Sample USA Insight Homepage. *Our USA Insight portal offers GSA real-time access to contracts and reports.*



USA Insight will enable managers to operate as a virtual PMO with remote access to project, task order, and contract information. Moreover, it will give staff access to a variety of automated management and training tools that Lockheed Martin makes available to Project Managers.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

The **[REDACTED]** will be hosted on Lockheed Martin's servers, will have a specific URL, and will be password protected. Our **[REDACTED]** will work with the COTR to determine additional security measures that may be required. We will also use USA Insight to disseminate contract and task order required reports. Separate and distinct workspaces will be established for each task order sponsoring agency so that staff dedicated to serving each task order can easily share information with their Government counterparts. In addition, a general contract-wide workspace will enable GSA-designated personnel to obtain key contract reports and documents, such as monthly progress and financial status reports.

With **[REDACTED]** , and **[REDACTED]** , Lockheed Martin's USA Contact management team will be well positioned to fulfill GSA's objectives for program management, oversight, and quality control of contact center services, systems, and components. Moreover, our management team will be responsible for ensuring that all program management tasks, as outlined in RFP Section C.3.5.3, are successfully accomplished. **Exhibit 3–7** identifies these tasks, along with the management team member with lead responsibility for ensuring its success.

Exhibit 3–7: Program Management Tasks and Lead Persons Responsible. *Lockheed Martin's team is in place and ready to initiate contract operations upon contract award.*

| Program Management Task | Lead Person(s) Responsible |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Program Management Task | Lead Person(s) Responsible |
|---|---|
| [REDACTED] | [REDACTED] |

The managers listed in Exhibit 3-7 are responsible for his or her program management task at the IDIQ contract level. For some task orders, these individuals will perform in the "key position" roles as well. For other task orders, these individuals will serve as primary points of contact for the [REDACTED] in selecting and placing additional qualified individuals to perform in these key positions. Lockheed Martin has exceptional depth of resources to quickly identify task order staff that possess the specific qualifications and experience required by customer agencies. Exhibit 4-3 on pages 4-8 to 4-10 identifies additional resources available within the company to support many of the core program management tasks that may be required. [REDACTED]

**3.1.5.4 Technology Management.** To ensure quality service delivery and to maintain a secure, reliable, and progressive technology posture for the duration of the USA Contact program, Lockheed Martin will commit to GSA a strong and robust technology management program that reflects the company's stature as the leading technology services provider to the Federal Government. Our program will be grounded in the people we propose to perform technology management functions, as identified in **Exhibit 3–8.**

Exhibit 3–8: Technology Management Responsibilities. *Technology management will be performed by an expert team of IT professional with specialized credentials in contact center operations.*

| Task | Scope of Responsibilities | Responsible Party |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

In addition to performing these technology management functions, IT staff supporting the USA Contact program will employ proven management approaches for tracking new and emerging technologies. They will evaluate their potential uses and recommend advances that most efficiently and cost effectively fit the overall contract vehicle and the specific needs of each task order.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** expertise will be applied to many issues affecting the total value of the Lockheed Martin Contact Center solution. **[REDACTED]** resources provide focus on areas such as improving the customer experience through advances in technology; developing new features enabling a better process flow; and providing value through higher customer satisfaction, simplified administration, maximum interoperability, and customization. All relevant and promising **[REDACTED]** will be considered, whether for solving problems or designing solutions.

As appropriate, potential improvements and system enhancements—including the beneficial impact of these improvements or enhancements—will be defined and proposed to GSA and task order sponsoring agencies for approval. Upon approval, proposed improvements will be prototyped to validate proof of concept, including any intended and unintended consequences, before a detailed plan is developed to implement the solution in full scale. All improvement activities will be executed as individual projects, which will adhere to USA Contact project management methodologies. GSA and task order sponsoring agencies will continuously be updated on these improvements through well-established project communication protocols, including our proposed USA Insight Web portal.

After the implementation of any improvement, relevant system performance standards will be upgraded so that incremental benefits offered by the enhancements can be effectively tested and verified. A thorough analysis report on the impacts of any enhancements will be shared with GSA and task order sponsoring agencies.

**3.1.5.5 Content and Knowledge Management.** The Lockheed Martin approach offers a single solution for any agency's embedded knowledge management requirements, across all contact channels. Knowing that each of these channels has its own unique limitations and requirements, we will rely on our experts in Web, e-mail, and contact center technology to provide interfaces tuned to the specific needs of the requester.

**Knowledgebase.** Knowledge comes in many forms but can be broken down broadly into unstructured file content and structured database content. A best-of-breed knowledge management system must support both, since Government agencies vary in how their knowledge is stored. In addition, files or database content may reside in multiple databases across application boundaries or in multiple file repositories. Our Knowledge Management solution is flexible enough to store, manage, and organize both structured database records and unstructured files in flexible repositories. In addition, in order **[REDACTED]** Our solution combines a database repository, a file system repository, application integration, and external content integration to form a complete view **[REDACTED]** , while physically being housed in disparate locations. This flexible solution can include content in many native forms, including databases, word processing files, and HTML.

While the heart of a knowledge management system is in secure and accessible data storage, it is fruitless without points of entry that are flexibly tuned to the needs of its users. Our expertise in e-mail, Web, and contact center technology will enable us to use leading-edge


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** to provide the information that the agency's customers require quickly, accurately, and comfortably.

**3.1.5.6 Contact/Case Management.** To thoroughly understand and effectively serve its customers, the USA Contact Program will leverage our fully integrated contact and case management system to record key information about each customer contact, whether it is made by phone, Web, fax, postal mail, or TTY. **[REDACTED]** . Our integrated solution can be extended to authorized personnel via any authenticated Web connection. Our contact tracking system will assist ISs in providing fast, efficient customer service and will provide our client with insight into customer needs and trends.

**Interface Design.** We understand the important role that best practices play in system design. Our streamlined, interface standard is the result of lessons learned on many Federal programs. The overarching goal of all interfaces to is make information **[REDACTED]** Our proven success, combined with our ability to constantly improve and fine-tune our design, puts us in a position to offer reliable, accurate, and efficient systems to meet our clients' specific needs.

**Contact Tracking.** Maintaining a history of contacts made by a customer is an important factor in providing great customer service. Knowing when, why, and how a consumer has previously contacted the client can help an IS quickly understand customers' needs and provide them with better service. **[REDACTED]** will provide GSA with a complete view of each customer.

Our **[REDACTED]** . From an auditing perspective, the system will track user activity by contact, including whether contacts are resolved by Lockheed Martin staff or forwarded to clients or partner agencies for resolution. Using our contact tracking system as the hub for responding to all types of consumer contacts will help the IS provide first-class customer service. In addition, the integration of multichannel contact data will provide the client with opportunities for enhanced reporting. Details for every type of consumer contact will be stored in the **[REDACTED]** , making it easy for GSA to analyze consumer trends and act accordingly.

**3.1.5.7 Relationship Management.** Lockheed Martin will work closely with program stakeholders to identify program-specific requirements, including technical, content, and operational business rules and to establish specific reporting requirements, as needed. We understand GSA's mandate to increase the public's awareness of services offered by Federal agencies, and our Directory Listings team will work with agencies to produce effective listings and negotiate with publishers and service providers to establish low-cost listings nationwide.

Lockheed Martin will create and maintain physical and electronic filing systems that will allow the client to review and monitor written and electronic correspondence, overall contact center employee performance, work stoppages, agency liaison, hardware and software maintenance, database maintenance, call data, and contract reports. **[REDACTED]** . Hardcopy


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

documents will be stored at Lockheed Martin's scanning facilities and will be accessible through a physical filing system.

**3.1.5.8 Customer Satisfaction Assessment.** We have established a proven customer feedback process that uses face-to-face interviews with our key client contacts (COTR and Project Managers) to find out firsthand how well we are performing in support of their program. Through this process, we are able to obtain feedback that allows us to benchmark our performance against that of other contact center contractors and to get input from the Government about unfulfilled needs that may be satisfied with new product or service offerings.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

To enhance this process, the **[REDACTED]** that ask customers of the project to rate our performance in several key areas. (A sample survey form is presented in **Exhibit 3–9.**) A summary report that includes an analysis of the survey results, together with an action plan to address corrective actions and plans for process improvements, will be available for review. Client and customer feedback from these reviews is incorporated into our plans, and the Training and Quality Assurance Manager follows up with program management staff to ensure action plans are implemented in accordance with an approved schedule.

Exhibit 3–9: **[REDACTED]** *Obtaining feedback from our customers enables Lockheed Martin to identify and implement continuous improvements.*

**[REDACTED]**

We offer the client survey and feedback processes described above at no direct charge to the contract. These services are offered in support of our commitment to continually improve the value and quality of the products and services we provide, and to ensure that these services have a direct impact on assisting our clients in achieving their goals and objectives.

### 3.1.6 Special Project Support

Additional services relevant to USA Contact Program operations will likely emerge over the 10-year contract period. Lockheed Martin looks forward to providing additional support under the direction of GSA to further enhance service delivery and customer satisfaction. As a corporation, we bring to bear extensive expertise in all facets of multichannel contact center operations. We also offer vast experience in the design, testing, and implementation of new technology solutions that support contact center operations and have the staff and resources in place to readily respond to GSA's emerging needs. Additional, relevant, special project support areas we can assist with include: solutions hosting, fulfillment (including print-on-demand), expanded Web services, and software development and integration.

## 3.2 Facilities and Technology Infrastructure

The following section details the facilities, technology infrastructure, and telecommunications services that Lockheed Martin has in place and will use to support the USA Contact Program. The facilities and technology proposed will meet the needs of agencies that might use the schedule today and will be updated and expanded during the life of the contract to ensure that USA Contact continues to provide its users with state-of-the-art contact centers.

### 3.2.1 Facilities To Be Provided

Lockheed Martin manages numerous contact centers supporting both Federal civilian and defense agency clients. Leveraging our experience in placing contact centers throughout the United States, we are well positioned to maximize our current facilities and can leverage **[REDACTED]** a wholly owned real estate subsidiary, to provide additional facilities quickly. **[REDACTED]** operates in more than 500 national and international offices and other facilities. **[REDACTED]** feet. **[REDACTED]** also manages and occupies space in major Government-owned facilities.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

We embrace GSA's goal of providing state-of-the-art contact center solutions to other Government agencies under the USA Contact Program. To help achieve this goal, we have identified our **[REDACTED]** and satisfies all of the RFP criteria related to geographic, weather, and location requirements, as well as size and availability of a qualified labor pool. We are also proposing the use of our **[REDACTED]** for support of overflow and disaster recovery/continuity of operations activities, and management support, respectively. *All of these facilities are fully operational at this time, have space available for expansion, and provide a proven technology solution for the USA Contact Program.*

In the following subsections, we discuss our proposed **[REDACTED]** contact center facilities and infrastructure, and describe our site selection process.

**3.2.1.1 General Requirements.** Lockheed Martin understands that the quality of the contact center environment can greatly influence the ability of ISs to perform their duties. The correct infrastructure must be in place in order for staff to achieve their goals. For the USA Contact program we will leverage our experience with contact center design and our existing sites, where possible, to provide facilities that meet task order requirements.

**[REDACTED]** . This facility is an operating contact center for Lockheed Martin; therefore, the space, layout, wiring, basic telecommunications infrastructure, and generators are already in place and can easily be converted to meet the specifications of any task order. Because it is a turnkey contact center facility, we will be able to configure it rapidly, efficiently, and cost effectively to meet the specifications of any contract-related task order. The building has a fully redundant telecommunications infrastructure with high-bandwidth, high-availability connections to telecommunications networks. The site meets all applicable Federal, State, and local accessibility requirements. Some accessibility features of the **[REDACTED]** include wheelchair access ramps, wheelchair access points for badging, and adjustable-height work tables.

**Exhibit 3–10** shows the floor plan for our Albuquerque facility, which we have designed specifically to meet the requirements of a Government contact center. It consists of **[REDACTED]** Additional floors can accommodate up to **[REDACTED]** more workstations. The telephony infrastructure currently can support up to **[REDACTED]** to rapidly meet the workload stemming from additional task orders. The facility also includes **[REDACTED]** In addition, the building, which will continue to be **[REDACTED]** , which Lockheed Martin has access to if needed. These facilities include six training rooms, five conference rooms, and two video conference rooms.

As a state-of-the-art contact center, the **[REDACTED]** includes modular furnishings that promote an open team working environment. The floor is designed to deflect sound and provide abundant natural and task lighting. The building temperature is computer controlled by floor (by the facilities management team). **[REDACTED]** that is staffed 24×7. In


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

addition, a card access system has been installed, which restricts access to Lockheed Martin employees and Government designated staff, contractors, and consultants. Our facility meets all codes related to the Americans With Disabilities Act (ADA) and the Occupational Safety and Health Act (OSHA). **[REDACTED]**.

To support contract overflow, disaster recovery, and continuity of operations, we offer our **[REDACTED]** offices available for use by management, supervisors (when counseling ISs), and guests of the facility. The **[REDACTED]** is connected to our **[REDACTED]** site via multiple redundant, alternate-path high-speed data circuits. The entire facility is accessible only by electronic key card and is regulated by time-of-day and sector permissions.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** . The USA Contact PMO will be housed at our **[REDACTED]** . The **[REDACTED]** has the requisite facilities and equipment to serve as an additional contact center should a **[REDACTED]** The site is linked via multiple redundant, alternate-path high-speed data circuits to the **[REDACTED]** contact centers. All sites have identical networks, systems, and application infrastructures to facilitate the

Exhibit 3–10 **[REDACTED]** Facility Floor Plan. *The* **[REDACTED]** *acility was designed specifically as a Government contact center.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

rapid addition of new capacity. We will leverage our real estate group to rapidly acquire additional space when warranted.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.2.1.2 Facility Infrastructure.** As part of the USA Contact Program, Lockheed Martin will provide all infrastructure and equipment elements necessary to meet the requirements of each contact center task order. The **[REDACTED]** , so the entire infrastructure is currently in place to support most Government agencies.

**3.2.1.3 Site Selection and Facility Design Requirements.** Being the largest contractor of services to the Federal Government, Lockheed Martin understands the space and location requirements of most Government agencies. Our contact center management works on a monthly basis with **[REDACTED]** to research available facilities throughout the United States. In these meetings, reports of available stand-ready contact centers (as well as other facilities that are easily converted to contact centers) are reviewed, and quarterly visits to potential locations and sites are scheduled.

In reviewing potential facilities, we research information in the following categories: labor pool, accessibility, emergency/disaster recovery, environment, community support, location, and real estate. The major criteria and our reasons for selecting **[REDACTED]** as a primary facility are shown in **Exhibit 3–11.**

Exhibit 3–11: Criteria for Selecting **[REDACTED]** *facility is located in a* **[REDACTED]** *and meets all the RFP requirements.*

| Category | Criterion | Facility |
|---|---|---|
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.2.1.4 Project Housing.** Contiguous dedicated space and workstations for all IS staff will be provided to each task order where necessary. Currently, Lockheed Martin keeps all programs together and does not intermix programs in facilities. Programs can have controlled access to their spaces, so agents cannot walk from one program space to another with out having to use their access badges.

**3.2.1.4.1 Exclusive Use of Space.** A private office equipped with a telephone and personal computer will be reserved and available for authorized Government staff and other authorized personnel (including contractors and consultants) on either a shared-use-space basis or an exclusive-use-space basis, as required by each task order.

**3.2.1.5 Facility and Systems Access.** Because personnel safety and our clients' data security are important to Lockheed Martin, each facility is locked at all times, allowing only monitored access via electronic key card. Personnel access is regulated by time-of-day and sector permissions. Additionally, our N **[REDACTED]** . Visitors to each center are logged-in each day and given the appropriate level of access based on their security level and business needs.

# [REDACTED]

Access will be provided to Government employees and their representatives for all program activities.

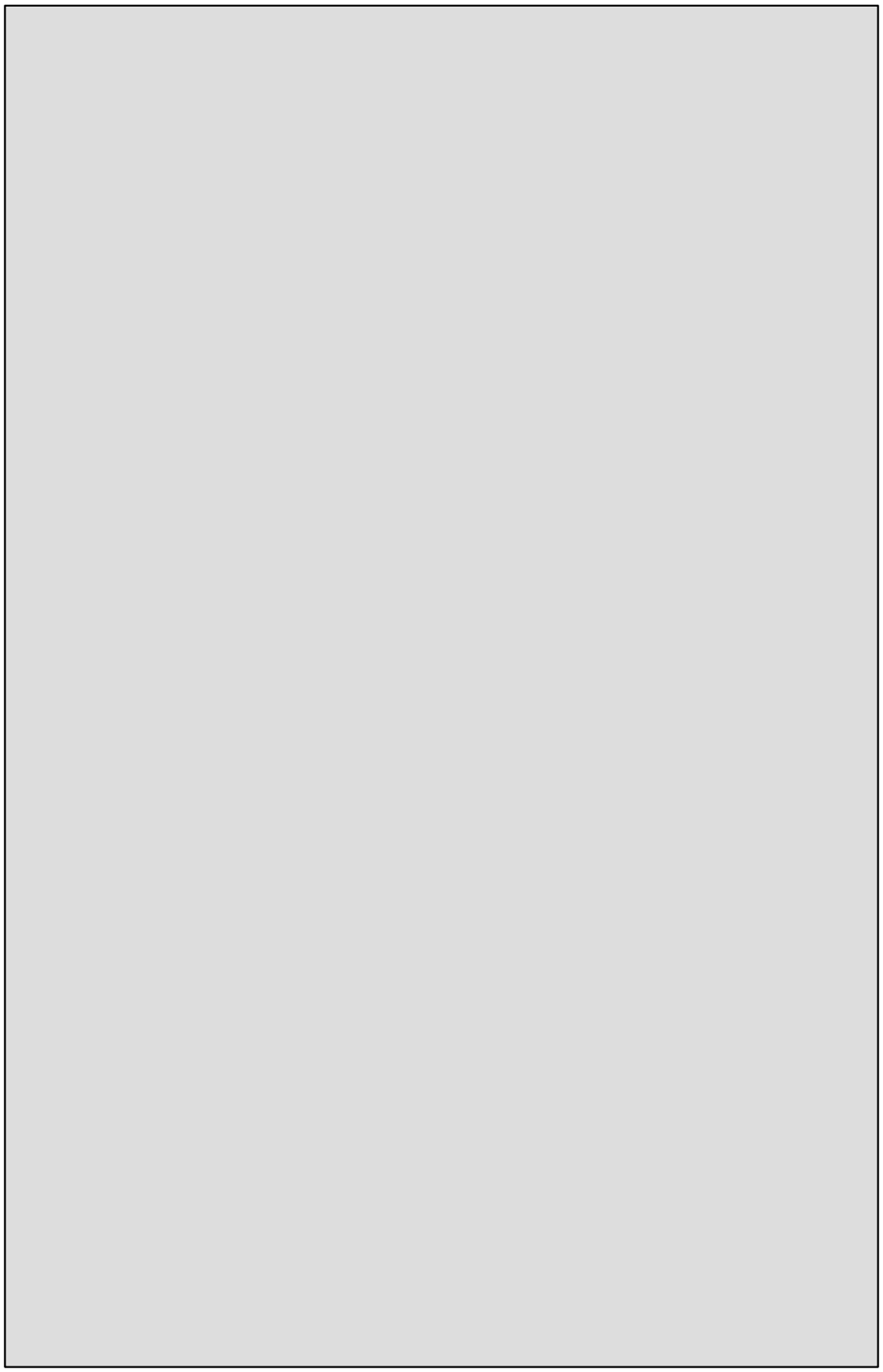
### 3.2.2 Technology Infrastructure To Be Provided

Lockheed Martin will employ a sound technological approach to provide a state-of-the-art contact center management solution that incorporates advanced call management systems, powerful and efficient desktop applications, **[REDACTED]** . This subsection details that approach.

**[REDACTED]** , illustrates the redundant, fault resistant, and highly scalable architecture that will support all USA Contact operations. **[REDACTED]** , including primary and backup site specification, system capacity, and scalability. In response to the requirements specified in RFP Sections C.6.1 through C.6.16, the narrative following these exhibits describes our proposed systems, the functions they will support, and the value they offer to GSA.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 3–12: USA **[REDACTED]** . *Our systems architecture is redundant, fault resistant and highly scalable to support all of USA Contract's operations.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 3–13: Lockheed Martin Systems **[REDACTED]** Details. *Supporting Lockheed Martin's contact center operations is a comprehensive technology platform that exceeds GSA's expectations.*

| |
|---|
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |

**3.2.2.1 Call Processing Technology and Services.** Our integrated solution makes use of the latest industry-favored COTS technologies **[REDACTED]** We have designed our infrastructure with an **[REDACTED]** in mind to accommodate USA Contact's evolving need for more seats and to support multiple programs or multisite task order requirements. While USA Contact will be able to leverage services from all major telecom providers **[REDACTED]** ), we have developed a turnkey package of services from **[REDACTED]** that simplifies contact center service delivery. We will staff and support specially equipped TDD/TTY workstations to delivery quality contact services to USA Contact's hearing impaired customers.

We will provide superior, "**[REDACTED]** . To support USA Contact's multichannel and multisite requirements and provide seamless intelligent call routing, we will deploy **[REDACTED]** ). We will use **[REDACTED]** to ensure that USA Contact has "anytime" automated services.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** . Building on **[REDACTED]** brings an actionable, real-time view of SLA performance across multiple disparate facilities. By leveraging complex predictive and historical algorithms to gain a "big picture" view of service-time performance, **[REDACTED]** will transparently and dynamically adjust agent skill pool allocations in response to undesirable events such as traffic surges, work force adherence, and facility incidents.

The **[REDACTED]** call processing infrastructure also brings the flexibility of digital and analog telephony as well as authenticated, **[REDACTED]** implementation supports industry standards such as H.323 and SIP for voice transmission.

**[REDACTED]** ***IVR.*** All USA Contact customer calls will be greeted with helpful self-service options powered by **[REDACTED]** IVR technology. The **[REDACTED]** platform is compliant with the latest published Voice XML (VXML) standard specification. All customers will retain the ability to "zero" out in order to speak with **[REDACTED]**

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**Value to GSA.** By using **[REDACTED]** intelligent call routing product, we bring seamless delivery of best-in-class contact center services to USA Contact. With **[REDACTED]** , we can alleviate traditional contact center challenges associated **[REDACTED]** , USA Contact will realize cost savings resulting from improved morale, lower agent turnover, and more efficient use of staff.

With the benefit of a standards-compliant **[REDACTED]** application development environment, **[REDACTED]** IVR will deliver both simple and complex automated services while meeting all of USA Contact's usability requirements such as the option to speak with a live agent at any time.

As summarized in the following table, the integrated systems we deploy will cover all of the key RFP-specified call processing functions.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.2 E-mail Routing and Management.** The USA Contact program will be built on a reliable, efficient platform for processing and resolving customer inquiries via e-mail, using **[REDACTED]** Our solution will provide a complete mechanism for fulfilling RFP-specified e-mail routing and management requirements, as shown in the table below.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.3 FAQ System.** Lockheed Martin's approach to implementing a secure, scalable FAQ solution for USA Contact is based on years of experience implementing similar solutions for a variety of Federal customers. Our proposed [REDACTED] service portal solution that provides full self-service capabilities, thereby increasing customer satisfaction.

FAQs will be managed within [REDACTED] , which is powerful, efficient, and easy to use, all via an intuitive graphical user interface. Navigation of the interface incorporates pull-down menus, radio buttons, quick keys, popups, and simple text entry.

[REDACTED] with a user-friendly interface through which to create, review, organize, tag, and publish questions and answers. Integration [REDACTED] into the [REDACTED] knowledgebase for use by [REDACTED] in responding to complaints and inquiries.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Because we have integrated the system into similar contact center operations, we are confident that we can meet the 45-day implementation requirement stipulated for USA Contact. The table below details how the **[REDACTED]** system's functions meet RFP Section C.3.1.11 requirements.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.2.2.4 Knowledge Management.** As outlined in the table below, Lockheed Martin's solution offers the functionality and scalability to meet GSA's knowledge management requirements, as stipulated in RFP Section C.6.4.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.5 Contact Management.** Offering a single point of capture for contact data is a critical piece of Lockheed Martin's solution—a solution that leverages [redacted] reliably tracks customer data across all contact methods.

As detailed in the following table, the functionality provided by [redacted], and in some cases exceeds, the requirements specified in RFP Section C.6.5.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.2.2.6 Workforce Management.** Deploying and correctly scheduling adequate numbers and types of staff at each site are crucial to the successful operation of USA Contact. Lockheed Martin recognizes that fluctuations in workloads will occur and that staff resources will need to be continually reviewed and reassigned for maximum effectiveness. **[REDACTED]**

The table below highlights the functional features of our solution and describes how each meets the requirements specified in RFP Section C.6.6.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**3.2.2.7 Customer Survey Automation.** Lockheed Martin will deliver proven methods for automating the gathering of customer feedback in two forms: e-mail surveys, **[REDACTED]** . By combining both avenues of customer response, and by providing thorough and timely reporting on the combined data, we will be able to deliver an effective measuring tool to improve USA Contact services and enhance the customer's experience. The table below matches the functionality of our proposed systems to RFP Section C.6.7 requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**3.2.2.8 Compliment and Complaint Management.** Capturing, tracking, recording, and analyzing customer complaints and compliments will be vital to Lockheed Martin's efforts to (1) improve the USA Contact customer's experience and (2) leverage successful processes that result in an enhanced experience. We are **[REDACTED]** . The following table details the system's functions.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |

**3.2.2.9 Service Monitoring and Quality Control.** Lockheed Martin will utilize integrated [REDACTED] tools to support service monitoring and quality control. [REDACTED] customer interactions across multiple channels and sites. [REDACTED] provides the data to increase operational efficiencies while maintaining high-quality standards. [REDACTED] includes both voice and data recordings with which to evaluate IS proficiency. [REDACTED] enables local management staff and remote client staff to monitor live calls. [REDACTED] includes tools that enable managers to score recorded calls and provide performance feedback to [REDACTED]. As shown in the table below, the [REDACTED] will satisfy all RFP Section C.6.9 requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.10 Training.** Lockheed Martin's contact center training facilities will have telecommunications equipment and computer terminals that provide desktop content, functionality, and connectivity; and audio visual equipment that enables us to simulate real-world contact center environments. We will also ensure that the facilities are conducive to learning, monitoring, and evaluation. Section 4.2.2 describes in detail the training methodologies, processes, and tools that will enable us to fulfill contract and task order training requirements.

**3.2.2.11 Literature Fulfillment.** To meet the literature fulfillment requirements specified in RFP Section C.6.11, Lockheed Martin will leverage our decades of experience in operating multiple state-of-the-art fulfillment centers in support of Government agency information dissemination programs. For USA Contact, we are proposing a best-in-class solution,


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** includes systems for inventory management, order fulfillment, barcode tracking, and shipping. The following table identifies the features and functional benefits offered by **[REDACTED]** to meet and exceed USA Contact fulfillment requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**Value to GSA.** Lockheed Martin has been highly successful at incorporating least-cost shipping methods and mail coordination processes, which have produced cost reductions in postage for our Government clients. Our team will continue these practices and identify opportunities for reducing USA Contact's overall print dissemination costs. In addition, our distribution centers are postal mail certified and therefore receive USPS incentives, which routinely result in postage reductions for our Federal Government clients. Our transportation management shipping system ensures that all mail and packages are sent using the least expensive shipping method.

**3.2.2.12 Voice Mail and Electronic Mail.** Lockheed Martin's integrated platform will bring **[REDACTED]** . We will use technologies **[REDACTED]** manage, store, and route voice and e-mail messages. Our solution meets all RFP Section C.6.12 requirements, as shown below.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**Value to GSA.** Our experience in designing and implementing voice mail applications ranges from developing applications in which a voice mailbox records the caller's voice mail message, allowing free-format speech, to developing sophisticated applications in which callers are prompted to provide precise information, such as information for catalog orders. Additionally, our **[REDACTED]** will provide cradle-to-grave management of received e-mail and reply correspondence.

**3.2.2.13 Online Ordering System.** We will **[REDACTED]** The site will encompass accepted e-Commerce product browse, shopping cart, and checkout conventions.

Lockheed Martin has extensive practical experience implementing numerous online ordering applications on behalf of the Federal Government. Our experience has taught us how to:


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

- Accommodate numerous customer scenarios and Government business rules, enabling us to deliver a highly usable application integrated seamlessly into our client's Web site and brand.
- Manage the "ease of use" risk a Federal agency confronts when implementing an online ordering system. In other words, we will provide a useable system without increasing overall dissemination costs that could potentially result from wider accessibility.

The table below details the features and functions of our OOS, matched against RFP Section C.6.13 requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**Value to GSA.** From our experience in designing, implementing, hosting, and maintaining e-Commerce applications for Federal agencies, Lockheed Martin identified [REDACTED] . We have been successful in alleviating these concerns through analysis of agency and online user goals, the Government's business rules, and online users' experience. For example, Lockheed Martin implemented a solution on behalf of the [REDACTED] if the item being ordered was over a specific page length and instead encouraged users to download publications less than 15 pages in length. [REDACTED] Our experience with online order fulfillment, coupled with our understanding of the processes of Government agencies, uniquely positions Lockheed Martin to implement a functional, cost-effective solution that meets GSA's needs.

**3.2.2.14 Web Chat System.** Employing integrated systems from [REDACTED] , Lockheed Martin will provide a total-solution Web chat interface that is fully integrated with


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

both our contact and case management platform and any USA Contact Program Web sites. Details on our solution, which meets the required functionality stipulated in RFP Section C.6.14, are provided below.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.15 Power Supply.** All facilities supporting the USA Contact Program will be equipped with [REDACTED] (UPS) and facility backup power generation. As shown in the following table, this functionality will enable us to meet all RFP Section C.6.15 requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.16 Database Design.** Lockheed Martin will employ [REDACTED] to maintain a secure and scalable database system for USA Contact, and industry-best methodologies to ensure that databases developed under contract task orders meet rigorous standards for reliability. As shown below, our database solution meets RFP Section C.6.16 requirements.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

### 3.2.3 Telecommunications Services To Be Provided

Lockheed Martin will leverage relationships with [REDACTED] to provide a secure, turnkey telecommunications package for the USA Contact Program. By leveraging well established relationships, we can offer GSA and sponsoring agencies a flexible one-stop-shop vehicle for procurement of contact center-related voice, data, and Internet services throughout the United States.

**3.2.3.1 Local Telecommunications Services and Internet Access.** We design and provision all voice, Internet, and dedicated data circuits on Tier 1, [REDACTED] optic infrastructure. [REDACTED] , which provides redundant multipath fiber optic delivery of services from the carrier networks to our onsite equipment, mitigates the risk of network interruptions due to construction and the risk of utility mishaps. We view secure and reliable voice and data service as paramount to providing consistent and quality customer service.

**Local Services.** USA Contact's local telephone traffic will make use of an [REDACTED] for clear, digital-quality delivery of Sonet-protected voice services. As part of our end-to-end solution, all ISs will have a [REDACTED] number that will allow direct access by GSA, sponsoring agencies, and, when appropriate, customers. Unlike most contact center platforms in today's marketplace, [REDACTED] , USA Contact will have access to the same cradle-to-grave reporting capabilities traditionally available with skilled call routing.

**Internet Access.** We provide every IS with secure and filtered high-speed Internet access (consistent with his or her duties) to assist in research, referrals, and information gathering for callers. We employ industry-leading technology from [REDACTED] to prevent the introduction and spread of virus, spyware, and other Internet-enabled malicious software. Like voice services, Internet access is delivered via a Sonetprotected fiber optic infrastructure, which guarantees uninterrupted service.

**3.2.3.2 Intercity Telecommunications Services.** As with local voice services, [REDACTED] By leveraging technology inherent to [REDACTED] services, USA Contact will benefit from feature-rich, advanced toll-free routing capabilities such as mutlicenter follow-the-sun call delivery, area code routing, and alternate facility routing.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Enhanced voice routing features, when integrated with our state-of-the-art **[REDACTED]** USA Contact will have access to the key applications described below.

**Advanced Toll-Free Services.** We will provide feature-rich toll-free services, backed by guaranteed network reliability and service for unsurpassed network quality, augmented with comprehensive network management tools, and supported by professional account and customer care teams, offered in both switched and dedicated access.

**Backup IVR Prompting.** Although our integrated Intervoice platform will provide facility-based AVR services, carrier-based IVR features will provide an added value to GSA and sponsoring agencies in the event of a disruptive event at a facility.

**Actionable Automatic Number Identification (ANI).** Caller identification data provided by ANI is actionable and will be maintained, when appropriate, with customer records, offering USA Contact a host of reporting options, including visibility into postal Zip Code and area code call-traffic metrics.

**Emergency/Surge Alternate Call Routing and Redirection.** Each Lockheed Martin-provisioned toll-free number can have multiple dedicated and switched termination points. This configuration will enable GSA to better manage short-fused service requests and unexpected call volume.

**3.2.3.3 Network Design.** The USA Contact Program will benefit from our scale and experience in managing secure, efficient, and highly available NIST/FIPS-compliant data centers and networks. Our design will incorporate the following elements:

- Security
- Flexibility
- Scalability
- Surge responsiveness
- Best practices

**3.2.3.4 Network Termination Equipment.** The USA Contact solution is designed with security and availability at its core for flexible and reliable delivery services for all task order profiles, from small, specialized operations to the most demanding, high-capacity, multisite, 24-hour contact centers. **[REDACTED]** will enable us to provide USA Contact with preestablished local loop access to further facilitate rapid provisioning of circuits, regardless of whether they are vendor or Government supplied.

**Internet Access.** We bring a multitiered approach to private and public network security, ensuring that USA Contact remains online and devoid of service degradation during periods of instability. USA Contact will be protected with **[REDACTED]** of industry-leading technologies to prevent the introduction and spread of Internet-propagated malware such as viruses and spyware. To create this umbrella, we will integrate perimeter security from **[REDACTED]** enable a proactive and powerful network surveillance posture that will keep USA Contact ahead of the increasingly pervasive "vulnerability curve."

**Private Data Networking.** Although private network connections tend not to face the same level of exploitation as the Internet, we view all private network connections, regardless of ownership, as a potential source of security concerns. Therefore, USA Contact will receive the same security


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

umbrella architecture to mitigate and guard against threats to private networking as that previously described for Internet Access. This approach to private network termination will bring additional value to USA Contact by isolating facilities from attacks that may emanate from other Government or vendor operations.

**Voice Networking.** All USA Contact voice circuits will be direct connected from **[REDACTED]** redundant Communication Manager call processing and control. We will provision and design all voice trunk groups to support **[REDACTED]** giving USA Contact ISDN layer redundancy.

**3.2.3.5 Service Coordination.** With our integrated, managed solution, the need for service coordination will be minimized. However, in cases of Government-supplied or -provisioned services, we will draw on our unparalleled experience in technology integrations to provide technical and program leadership, ensuring efficient and transparent implementation of new services and transition of current services for USA Contact.

All coordination activities will be led by a qualified project manager with access to technical and operation resources. This approach will produce the error-free, seamless delivery of cross-vendor services for USA Contact.

**3.2.3.6 Telephone Number Ownership.** USA Contact will benefit from nearly real-time activation of toll-free numbers to support emergent and contingency needs. Because we maintain a carrier-agnostic approach to voice circuit provisioning, USA Contact will enjoy the flexibility of using both Government-supplied and Lockheed Martin-supplied toll-free numbers.

We will provide USA Contact with full-service, project-managed, transition assistance for all number portability-related and Responsible Organization (RespOrg)-related requests. Lockheed Martin and our carriers fully support toll-free and local number portability.

**3.2.3.7 Internet Domain Name Ownership.** USA Contact will enjoy the flexibility of using Lockheed Martin-operated as well as Government-controlled domain names.

As part of our turnkey solution, USA Contact will receive managed transition services from technical subject-matter experts and program managers to ensure transparency to GSA, sponsoring agencies, and customers.

### 3.2.4 Compliance With Section 508

In accordance with RFP Section L.7.2.1.5.2, Lockheed Martin stipulates that our proposed technology solutions for the USA Contact Program will be fully accessible by individuals with disabilities, as required by Section 508 of the Rehabilitation Act Amendments of 1998. Our process for ensuring Section 508 compliance consists of six steps:

**1. Research/Analysis:** Lockheed Martin technical staff are always looking for new solutions to further improve the accessibility of Government systems, actively identifying possible solutions for further exploration. In the event that existing technology needs to be made accessible, response teams are available to quickly assess the special needs of a particular situation.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

As individual personnel needs arise, Lockheed Martin will work with GSA and the employee to utilize the needs-assessment process that the **[REDACTED]** ) offers. In this manner, the appropriate assistive technology can be identified, taking into account the person's specific situation, functional capabilities, and computer compatibility.

**[REDACTED]** employs analysts who are experts in the development of accessible Web sites and applications. As Internet technologies evolve they are constantly seeking new solutions to improve information accessibility.

Lockheed Martin will engage in a partnership with GSA and Section 508 Advisory Workgroups, communicating information gathered during accessibility research to the workgroup members. The availability of assistive technologies and accessibility solutions can then be disseminated throughout USA Contact.

**2. Testing and Evaluation:** As new technologies and solutions are identified, they are thoroughly tested and evaluated to ensure that they not only meet the accessibility needs but also are compatible with the GSA environment. **[REDACTED]**

**3. Cost-Benefit Analysis:** When necessary, Lockheed Martin will perform a cost-benefit analysis regarding the implementation of accessibility solutions. Some solutions may result in a system or application being modified to the extent that it is no longer able to perform the function for which it was originally designed or may require extensive financial or labor resources to implement. In such cases, Lockheed Martin will advise GSA on alternative methods to make the system/information accessible and assist with preparation of the necessary documentation to claim that modification of the system/application is an undue burden.

**4. Implementation:** Lockheed Martin will ensure that selected solutions are implemented quickly and efficiently with minimal disruption to USA Contact Program operations. Our contact centers will be able to route accessibility-related calls to response teams familiar with and trained in the implementation of various assistive technologies. Web and application developers will continue to utilize checklists and independent testing to ensure the accessibility of all Web sites and applications.

**5. Training:** As new technologies and solutions become available, Lockheed Martin ensures that the analysts and technicians are trained in their implementation, and also provides training to personnel. **[REDACTED]** principal resource for providing technical training in Web development accessibility solutions at both the National Developers and the Web Workgroup conferences.

**6. Review/Followup:** Lockheed Martin takes the lessons learned from Section 508 compliance activities and uses them to augment our Best Practices and Tool Repository. Lockheed Martin works to ensure that information gathered in the effort to make electronic and information technology accessible is used to fuel the continuous improvement process.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

## 3.3 Contingency/Disaster Recovery Planning

Lockheed Martin's technical solution for the USA Contact Program includes a proven Business Continuity/Disaster Recovery (BC/DR) methodology consisting of well-documented strategies and procedures that will ensure the continuity of all program operations. Specifically, our plan is structured to do the following:

# [REDACTED]

This section of our proposal, organized in accordance with RFP Section C.3.5.5.4, presents an overview of our BC/DR approach, describes our strategies for preventing disruptions and minimizing the effects of service disruptions, details our recovery processes, defines the roles and responsibilities of Lockheed Martin and Government personnel during contingent and disaster events, describes staff training for responding to operational emergencies, and discusses our procedures for testing the plan.

Lockheed Martin's **[REDACTED]**

### 3.3.1 Overview of BC/DR Plan

Lockheed Martin's comprehensive BC/DR Plan will meet all GSA requirements for the USA Contact Program efficiently and effectively, thereby minimizing agency costs while maximizing customer satisfaction. Our plan, tailored specifically for GSA, will be capable of preventing or responding to any type of service disruption, including power outages, fires, gas leaks or explosions, and floods; hardware and software malfunctions; telecommunication interruptions; acts of nature such as thunderstorms, tornadoes, hurricanes, or other natural disasters; and national or local emergencies. **Exhibit 3–14** presents an outline of the plan for the USA Contact Program.

Exhibit 3–14: Outline for Proposed USA Contact Business Continuity/Disaster Recovery Plan. *Lockheed Martin has a comprehensive approach to dealing with an recovering from disasters.*

| | |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

We will submit an updated BC/DR Plan for the USA Contact Program to the CO and COTR prior to contract initiation. [REDACTED] such as taking calls and entering accurate data into contact management systems. On contract award, Lockheed Martin's [REDACTED] will coordinate with GSA to develop a [REDACTED] that will define and prioritize specific services and the resources to support them, such as servers and other devices, programs, databases, and records that are critical to the public and to the successful operation of the USA Contact Program. The [REDACTED] will also state the timeframes within which the services are to be restored. The USA Contact [REDACTED] will be reviewed and updated annually and as needed, whenever significant changes are made.

In accordance with Lockheed Martin corporate directives, we will review and update the BC/DR Plan semiannually and test it annually. The specific aspects of our plan are described below.

### 3.3.2 Preventing and Mitigating Service Disruptions

Lockheed Martin's proactive approach to assessing risk—any event, process, activity, or action with the potential to cause a service disruption—will ensure the integrity of all USA Contact Program systems. Our proven safeguards for preventing service disruptions, and our procedures for identifying, documenting, and mitigating risk, will include the following:

# [REDACTED]

The primary factor in minimizing the effects of service disruptions will be Lockheed Martin's knowledgeable and experienced support staff, backed by a set of proven mechanisms and protocols, including the following:

# [REDACTED]

**Exhibit 3–15** summarizes the specific BC/DR preventive controls and mitigation practices, including the notification process that we will use for voice communications and data recovery.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 3–15: Business Continuity/Disaster Recovery Preventive Controls and Mitigation Practices. *Our mitigation practices and preventive controls* **[REDACTED]** *of appropriate facilities and vendors for continuity of operations.*

| | |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

# [REDACTED]

### 3.3.3 Program Operations Recovery

Although Lockheed Martin's program management approach focuses on continuity-of-operations, disruptions in service sometimes occur. For outages caused by major or nonmajor disasters, our comprehensive BC/DR Plan will ensure that all attended and unattended USA Contact Program services are restored to pre-outage performance levels within the post-report or postdiscovery timeframes established by GSA. This section describes our strategies and procedures for recovery of program operations.

**3.3.3.1 System Redundancy/Backup.** Because Lockheed Martin's primary contact center ([REDACTED]

Within each site, redundancy has been built into all mission-critical systems (e.g., phone system, data network, and IT infrastructure) to ensure operations in the event of a systems failure.

**3.3.3.2 Recovery of Specific Systems.** **Exhibit 3–16** presents our backup and recovery procedures for major functions.

Exhibit 3–16: Lockheed Martin's Backup and Recovery Procedures, by Major Function. *Our backup and recovery procedures ensure that contact centers are restored with GSA timeframes.*

| Major Function | Backup Procedures | Recovery Procedures |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Major Function | Backup Procedures | Recovery Procedures |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

**Technology and Staffing Backup for Inquiry Response.** [REDACTED]

### 3.3.4 Staff Roles and Responsibilities

**Exhibit 3–17** presents the Lockheed Martin-GSA BC/DR teams and their roles and responsibilities during an event that disrupts the systems and services supporting GSA. All team members will be provided access to the BC/DR Plan, and all will be internally trained in their respective responsibilities on an annual basis.

Exhibit 3–17: Lockheed Martin-GSA BC/DR Teams and Corresponding Roles and Responsibilities.
*Our BC/DR Team organizational structure ensures that our teams can rapidly respond to crises.*

| Team | Team Members | Team Roles and Responsibilities |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Team | Team Members | Team Roles and Responsibilities |
|---|---|---|
| [REDACTED] | | |

### 3.3.5 Testing Procedures

Lockheed Martin will ensure that staff maintain their knowledge in business continuity/disaster recovery procedures through annual review and testing. All team members identified in the BC/DR Plan will participate in the testing.

[REDACTED] . Findings and observations, as well as suggestions for improvement, will be noted and discussed with team members. We will then amend the plan to reflect the enhancements, if any, stemming from the evaluation.

The contingency test plan will include:

- Action(s) to be performed; reference to guidance in the plan; name of the responsible team or individual; expected and actual result(s); actual time required to complete the task; overall success (successful, partial, or unsuccessful); and comments and suggestions

**Exhibit 3–18** presents examples of contingency test plans that we will implement in support of GSA systems for the USA Contact Program.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** . *Our testing procedures ensure that our BC/DR teams will respond as required during crises.*

| Action To Be Performed | BC/DR Plan Guidance | Person/Team Responsible | Expected Result | Actual Result | Completion Time (Hours) | Overall Success | Comments and Suggestions |
|---|---|---|---|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

## 3.4 Emergency Response Capability

If past is prologue, Federal agencies will likely be looking to GSA and its USA Contact Program in the future to set up and operate emergency contact center operations—whether to respond to a natural disaster, a terrorist action, or some other crisis that requires the Government to provide critical, time-sensitive information and services to its customers. Lockheed Martin has the experience necessary to meet GSA's requirement to set up a **[REDACTED]**, configure the systems and technology, and hire and train staff to take calls in 48 hours. **Exhibit 3–19** provides some recent examples of how we have ramped up quickly to establish contact centers for a number of Federal agencies. This section describes our capacity and staffing approach for meeting this requirement under the new contract vehicle.

Exhibit 3–19: **[REDACTED]**. *Lockheed Martin's experience in rapidly establishing or ramping up contact centers to meet urgent customer requirements will be of great benefit to the USA Contact Program.*

| Triggering Event | Objective | Result |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

### 3.4.1 Capacity

Lockheed Martin's contact center facilities have ample capacity for quick ramp-up. **[REDACTED]** If required, we could immediately activate more **[REDACTED]**; Lockheed Martin holds a standing short-term lease agreement for this space). In addition, our **[REDACTED]** facilities are networked together with sufficient voice and data lines to virtually connect **[REDACTED]** facility.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Our technical solution **[REDACTED]** . In addition to the second floor of our **[REDACTED]** acility, we have access to another **[REDACTED]** , if required. Lockheed Martin Properties has on-staff facilities personnel available to build out these additional seats within a very short period of time. Lockheed Martin would also leverage additional space from our other contact centers, such as our **[REDACTED]** . These centers can be integrated rapidly into our existing environment for a multisite solution supporting a large-scale deployment, such as our response to Hurricane Katrina in 2005. In sum, Lockheed Martin can easily meet and exceed GSA's requirement of ramping up to 250 workstations within 48 hours.

In addition, using the staff resources and expertise of our **[REDACTED]** , Lockheed Martin has developed a plan, including a contact center solution for emergency situations, for the **[REDACTED]** . This solution would minimize the setup of a new facility to a standard monitor, keyboard, mouse, and headset connected to a port replicator that connects to the rack-mounted PC blades. This solution would provide longer term expanded service as part of an emergency management plan.

### 3.4.2 Staffing

Lockheed Martin maintains a core dedicated team of approximately **[REDACTED]** . This provides a built-in capability to instantly increase available, fully trained and qualified staff. This strategy enables us to share employees across programs and gives us up **[REDACTED]** capacity at any given time. In addition, Lockheed Martin has 4 Regional Recruiting Centers across the United States with 150 dedicated professional recruiters. This corporate reach-back allows Lockheed Martin to quickly pool the experienced professionals needed to quickly screen, recruit, and obtain security clearances for large deployments. Within the Contact Center Solutions group alone, we have four dedicated Human Resources Specialists and one dedicated Security Specialist that would lead the effort to rapidly hire large numbers of staff.

**Accounting for Work Hours During Emergency Ramp Up.** Lockheed Martin's electronic timecard system (e-Timecard) will enable us to readily capture **[REDACTED]** hours charged on regular shifts, holiday, weekend, and overtime, including emergency ramp up situations. The e-Timecard System is a stand alone Web-based electronic timecard system that has been successfully collecting the employee Time and Labor Distribution for Lockheed Martin employees since April 2000. **[REDACTED]** . This flexibility accommodates a wide array of charge codes for routine as well as emergency work functions. e-Timecard feeds information into the billing system, is used as the primary vehicle to invoice Government customers for services rendered, and is approved by the Defense Contract Audit Agency (DCAA).


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

The core staff noted above all work in secured Government contact centers with some level of **[REDACTED]** The value to the GSA and its partner agencies includes the ability to quickly deploy data and resources to secured Government data centers within our contact centers, as well as access to experienced security professionals that have extensive backgrounds in screening and maintaining Government clearances at all levels, which will greatly accelerate on-boarding of new staff. Our three main contact centers also maintain an ongoing pool of on-call, casual employees who work seasonally or as needed. We also continually screen and pool applicants at each location to keep ahead of recruiting requirements. Because of tremendous growth over the past year, we have successfully hired, trained, and obtained security clearances for more **[REDACTED]**

Our partner **[REDACTED]** also maintains a vast number of similar employments strategies. Our partnership with **[REDACTED]** GSA and its partner agencies a number of valuable options, including:

## [REDACTED]

The ability to recruit, train, and obtain clearances for contact center staff quickly is a core specialty of Lockheed Martin. Our team of professionals has extensive experience in obtaining resources from among our vast 140,000-employee staff and in successfully managing key partners, such as **[REDACTED]** As noted, we have the proven ability to scale complex programs in very short periods of time—as GSA would expect from the largest provider of information technology and services to the Federal Government.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 4: Management Plan

Lockheed Martin's Management Plan reflects our understanding of GSA's contract requirements and demonstrates our commitment to making the USA Contact contract vehicle the model of service excellence and high-quality information delivery that is envisioned by the Government. The plan includes the following subplans, as specified in RFP Section L.7.2.1.6:

- Program Management Plan
- Human Resources Management Plan
- Performance Management Plan
- Quality Assurance/Quality Improvement Plan

Section 3.1.5 also provides program management approaches and strategies that Lockheed Martin will employ to ensure contract and task order success.

## 4.1 Program Management Plan

Managing the USA Contact contract vehicle will require a Program Management Plan that is flexible and adaptable—one that can serve the overarching needs of GSA, as well as the individual needs of each Government agency that seeks to acquire multichannel contact center services through the issuance of task orders. Lockheed Martin's plan, presented below, offers that flexibility and adaptability, plus much more. Our plan has been crafted to reflect commercial best practices in the contact center industry; it also designates staff, subcontractors, and other resources intimately familiar with the policies, regulations, and nuances associated with operating contact centers in the Federal Government arena.

In the sections that follow, we present our program management structure, led by a seasoned management team that will be collectively responsible for meeting and exceeding contract requirements. These sections also describe how this structure will be supported within Lockheed Martin and how the corporation will help in our commitment to service excellence and consistent, repeatable results. We then describe the staff to be provided—including key and other support personnel—and highlight their qualifications relevant to the USA Contact Program. We conclude with a summary of how our subcontractors will be managed and a description of our approach to timely reporting.

### 4.1.1 Program Management Structure

**Exhibit 4–1** illustrates Lockheed Martin's program management structure, which will serve as the critical cornerstone for meeting all USA Contact requirements. Developed following a comprehensive review of GSA's contract objectives, our high-performance Program Management Office (PMO) clearly delineates lines of authority and establishes measures of accountability for work performed by Lockheed Martin.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 4–1: USA Contact Program Management Structure. *Our program management structure features clear lines of authority, and key personnel for critical management positions.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Roles and responsibilities of key personnel are defined by GSA in RFP Section H.7. In summary, these individuals will have the responsibilities described below.

**[REDACTED]** , will have corporate oversight authority for the USA Contact contract vehicle. He will have ultimate responsibility for ensuring the delivery of requisite technical, financial, and staffing resources and that contract and task order deliverables are completed on time, within budget, and to the satisfaction of the Government. **[REDACTED]** of Lockheed Martin Business Process Solutions (LMBPS), the company that will manage this contract.

*With more than 6,000 employees, Lockheed Martin Business Process Solutions (LMBPS) delivers full-spectrum business process management and outsourcing solutions to multiple Federal agencies, State and local government entities, and utilities. Specializing in IT-enabled subject-matter expertise, LMBPS helps clients reduce cost, raise efficiency, enhance performance, and increase customer satisfaction in the areas of aviation services, business transformation services, energy and homeland security solutions, Government healthcare solutions, contact center operations, and litigation support.*

**[REDACTED]** will have full oversight over contract and task order operations. **[REDACTED]** will be the single point of contact for project-related issues and will be accessible to the Government during business hours and by cell phone and emergency contact channels during nonbusiness hours. He will have the authority to implement any changes in contract staff, subcontractors, or operations and will take the lead in resolving problems requiring corrective action.

**[REDACTED]** **),** will oversee all contract and task order requirements related to information systems and security, ensuring that Lockheed Martin is fully compliant with Government regulations and policies. He will be responsible for directing the implementation of our Security Plan, leading certification and accreditation (C&A) requirements, as necessary, and coordinating with our small business partner to conduct security audits.

**[REDACTED]** contact center facility, including staffing, facility management, training, service delivery, problem escalation and resolution, and performance monitoring. He will also oversee contact center operations, including Team Leaders and Information Specialists (ISs).

Qualifications of proposed key personnel are presented in Section 4.1.3.1.

### 4.1.2 Corporate Leadership and Support

Lockheed Martin's executive leadership, while not participating in the day-to-day operations and decision making of our management team, will be engaged and actively involved in the oversight of the USA Contact contract vehicle. **[REDACTED]** of Lockheed Martin Information Systems and Global Services, the corporate business area where USA Contact will be managed. **[REDACTED]** will meet monthly with the **[REDACTED]** , who also serves as the company's Director of Contact Center Operations, to monitor and assess the programmatic and financial health of the contract. **[REDACTED]** to ensure that contract needs are being met. (See **Exhibit 4–2** for corporate relationship to the Program Manager and the

Exhibit 4–2: Corporate Organization Supporting the USA Contact PMO. *Backed by Lockheed Martin's corporate leadership, the PMO has vast resources and capabilities to increase responsiveness to GSA.*


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

rest of the PMO.) By keeping abreast of ongoing issues, **[REDACTED]** and his executive team will be able to address and resolve concerns as they arise and will make sure that the necessary resources are accessible to the PMO. In addition, as GSA's needs evolve and requirements change under the contract, **[REDACTED]** will help the PMO quickly identify and tap into the wealth of resources and expertise available throughout the Lockheed Martin Corporation and its 140,000 employees. This will include facilitating PMO use and implementation of the **[REDACTED]** Operating Excellence Program. This corporatewide initiative represents a proven, principle-based, structured management system focusing on providing customer value, eliminating waste, reducing variation, driving efficiencies, and reducing cost—all while maintaining high standards for product and service quality.

**[REDACTED]** a model for continuous learning in an organization. Being iterative and closed loop in nature, this management system links leadership with strategy, and strategy with tangible results. At a tactical level, the system baselines current business reality, compares it with customer expectations or value streams, identifies deficiencies or gaps between expectations and current performance, bridges the gaps by implementing change with effective action plans, validates the effectiveness of the change, and then repeats the system baselines. This management system is robust and flexible, enabling it to respond to ever-changing business climates. **[REDACTED]** communicates customer value and provides direction and guidance to its fully engaged workforce.

### 4.1.3 Staff To Be Provided

A program of the size, complexity, and visibility of USA Contact—and the task orders that are likely to be operated under USA Contact—demands a cadre of seasoned professionals with a broad range of contact center management, functional, and technical expertise.

As described in the narrative below, Lockheed Martin has assembled a team of experienced key personnel and support staff who can and will deliver an exceptional level of contact center services that fully meets GSA's requirements. The section describes our key personnel and their qualifications and credentials, as well as the support staff and IS skills we will marshal to support GSA and the agencies that will use USA Contact over the next decade. Sections 4.2 and 4.3 detail the recruitment, screening, retention, training, quality assurance, and performance management strategies we will use to ensure that sufficient levels of staff expertise are available to support varying levels of task order complexity.

**4.1.3.1 Key Personnel.** Our USA Contact key personnel average 15 years of experience in the contact center arena. These personnel represent the essential PMO positions that will direct critical contract activities and oversee major functions for USA Contact task orders. Because the growth of our contact center line of business is a high priority for Lockheed Martin, we are deeply committed to providing only top performers as key staff for the contract—experienced individuals whose qualifications are an ideal "fit" with the key personnel responsibilities


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

specified in RFP Sections C.4.1 and H.7.1 to H.7.4. The profiles below outline these qualifications.

**[REDACTED]** **4.1.3.2 Support Staff.** The effectiveness of any contact center operation is dependent on sound management; efficient, repeatable processes; and the ability to provide qualified support staff who can take on and successfully execute the myriad functions specified in RFP C.4.2. No matter the size or complexity of task orders that may be implemented under USA Contact, the contractor must have sufficient resources to support the human resources, supervisory, quality assurance (QA), training, service-level management, knowledge/content management, inquiry tracking, and technical requirements that are unique to contact center operations. **Exhibit 4–3** highlights the qualifications of a small group of Lockheed Martin employees who represent the type of skilled individuals we will deploy to lead and/or perform the RFP-specified support functions for each task order. The exhibit also indicates the additional resources available to support the functional areas.

Exhibit 4–3: Lockheed Martin's Support Staff Resources. *Support functions will be performed by an expert team of professional with specialized credentials in contact center operations.*

| Staff Resources | Qualifications |
|---|---|
| Human Resources Management | |
| **[REDACTED]** | **[REDACTED]** |
| Staff Resources | Qualifications |
| **[REDACTED]** | |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| Service-Level Management | |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | |
|---|---|
| [REDACTED] | [REDACTED] |
| Technical Support | |
| [REDACTED] | [REDACTED] |
| [REDACTED] | |
| [REDACTED] | [REDACTED] |

In addition to the support staff resources indicated in the exhibit, Lockheed Martin employs ongoing recruitment strategies that have proven highly successful in identifying and selecting qualified individuals to support our contact centers—including contact centers that require quick ramp-up and fast-turnaround transitions. We are confident that these strategies, supplemented by our "best practice" training programs, will enable us to meet the staffing demands of all USA Contact task orders. (See Sections 4.2.1 and 4.2.2 for details on our recruitment and training programs.)

[REDACTED]

**4.1.3.3 Information Specialists.** Ongoing recruitment and effective training and development programs will also be essential to providing sufficient quantities of qualified ISs for individual task orders. [REDACTED] whom meet the qualifications and competencies listed in RFP Sections C.4.3.1 and C.4.3.2; and, because we operate diverse types of contact centers, many of which require subject-matter knowledge of complex Federal statutes ([REDACTED] ) and specific disciplines and issues (e.g., law enforcement, identity theft, health, education), our IS skills cover the range of skill levels shown in RFP Sections C.4.3.3.1 to C.4.3.3.5. [REDACTED] r that offers specific training to Spanish-speaking agents and general agent training in the cultural and social sensitivities unique to Spanish-speaking populations. In addition, we have an established relationship with [REDACTED] ), which provides telephonic interpretation services in up to 150 languages.

One factor that contributes to our success in attracting and retaining skilled ISs is the supervisory structure we employ in our largest contact centers. [REDACTED] have primary responsibility for coaching and encouraging individuals composing IS teams. [REDACTED] ISs and serves as monitor, coach, and mentor to the IS team. This structure has been very successful in promoting job satisfaction and increasing IS effectiveness.

We also offer flexible scheduling for many of our [REDACTED] ), which provides built-in capability to instantly increase available qualified staff. To enhance our capacity to meet unexpected call volume demands, we also employ cross-training across all of our contact centers, and we [REDACTED] ISs will also be involved with knowledgebase content and case


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

management. Specific staffing needs to support maintenance of knowledgebase content and case management databases will be driven by the requirements of each task order. In some cases, a contact center will not require additional resources for knowledgebase content and case management databases. These efforts will be managed by existing staff as an ongoing part of their daily activities. When a threshold is reached indicating new staff are required or a significant task order is under consideration dictating additional resources, Lockheed Martin will execute a plan that will provide the staff necessary to maintain and manage knowledgebase content and case management databases. For **[REDACTED]** Once approved by management, updates were uploaded and then used by phone agents (lower level IS positions) to respond to inquiries.

The **[REDACTED]** will be responsible for determining if additional support staff are needed to maintain knowledgebase content and case management databases, and if so, will recruit, hire, and train these individuals. The **[REDACTED]** will also play a role in these tasks as related to the development, management, and operation of all systems and databases.

### 4.1.4 Subcontractor Management

Section 2.2.4 identifies our proposed subcontractors, their roles in the contract, and their qualifications relevant to the roles they will play. Our subcontracting partners will be held accountable to the same performance measures, quality control procedures, and surveillance methods that we apply across the contract and to each task order. Our subcontract agreements include all prime contract requirements as flowdown requirements to the subcontractor. Our approach also incorporates continued and open communications to avoid surprises; designation of a "point person" at Lockheed Martin and at each subcontractor; and adherence to time, scope, budget, and quality control requirements.

For individual task orders, the Lockheed Martin **[REDACTED]** , or designee, will have management responsibility for work performed by subcontractors. At the onset of each task order, the **[REDACTED]** will contact the subcontractor representative to discuss the assignment, plan resources, establish a budget, and set performance milestones and dates.

Throughout the duration of the subcontracted task, the **[REDACTED]** or designee will monitor and track progress and quality. This process will include performing a random QA of the subcontracted materials, comparing them with the task order requirements, and scoring them accordingly. We will identify any shortcomings, and the subcontract staff will perform rework and/or retraining, as appropriate.

If the **[REDACTED]** determines that there is any risk of "schedule slippage," a meeting with the subcontractor will take place to develop an action plan for completing the work on time. Solutions considered will include adding staff, working additional shifts or weekends, and adding an additional subcontractor or Lockheed Martin staff to ensure timely delivery.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Any issues related to quality or schedule will be reported by the **[REDACTED]** who will approve any remediation plans.

### 4.1.5 Management Reports

Providing GSA with accurate, timely, and comprehensive reports will facilitate Lockheed Martin's ability to manage the USA Contact program as a collaborative partnership. We will use the **[REDACTED]**, described in Section 3.1.5.3, to provide RFP-specified reports—as well as the wealth of real-time data that will be available from many of the systems and applications supporting contact center operations (**[REDACTED]**). USA Insight will be password protected; each user will receive a User Identification Code and unique password. Lockheed Martin will work with the customer to determine format, content, frequency, and delivery methods of reports for individual task orders. **Exhibit 4–4** identifies the reports we will develop for the Government. Further discussion of these reports follows. Frequent status reports will track the overall performance of the USA contact program.

Exhibit 4–4: USA Contact Reports. *Frequent status reports will track the overall performance of the USA contact program.*

| Frequency | Title | Subject Matter |
|---|---|---|
| Monthly | **[REDACTED]** | **[REDACTED]** |
| Weekly | **[REDACTED]** | **[REDACTED]** |
| Daily/Weekly/Monthly/ Annual | **[REDACTED]** | **[REDACTED]** |
| Weekly | **[REDACTED]** | **[REDACTED]** |
| Weekly | **[REDACTED]** | **[REDACTED]** |
| Monthly | **[REDACTED]** | **[REDACTED]** |
| TBD | **[REDACTED]** | **[REDACTED]** |

**4.1.5.1 Weekly and Monthly Status Reports.** Lockheed Martin will provide GSA with both Weekly and Monthly Status Reports. **[REDACTED]**. The weekly and monthly reports will also compare project status with the schedule/plan and identify problems or issues, change requests, and any recommendations for correction. These reports will be used by Lockheed Martin and GSA as an instant alert to problems, as a tracking mechanism for all task activities currently in progress, and as a point of closure for activities that have been completed.

**4.1.5.2 Operational Reports.** Operational Reports will provide a recap of key contact center activities for each task order. They will include hourly, daily, weekly, monthly, and annual


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

trending of key data elements in both tabular and graphic formats. **[REDACTED]** The daily reports submitted will include the number of complaints/affidavits submitted via the Web, broken down by source, service, and language, and include counts for weekends and holidays. There will also be a daily accounting of all records entered by the contact center, by source and type within each source.

**4.1.5.3 Problem Resolution Reports.** In support of each task order, Lockheed Martin will—using the appropriate disposition in our Siebel contact management system—collect and compile a list of customer requests for information, services, or fulfillment literature that we were unable to answer or provide, given the tools and data at our disposal. These reports will include detailed and consolidated data and will reference the specific information or item requested. The reports, produced on a daily basis and posted to USA Insight, will provide an explanation of how these contacts were handled or resolved.

**4.1.5.4 Monitoring Reports.** The **[REDACTED]** section of the Monthly Status Report will include monitoring results, conclusions, recommendations, and action plans. We will monitor and report on both the accuracy of information provided and information recorded, with the ability to present results in individual and consolidated report formats. The source data for these reports will be collected by our quality monitoring process using our **[REDACTED]**

**4.1.5.5 Compliment and Complaint Management Reports.** Lockheed Martin will gather and report customer comments on a monthly basis. **[REDACTED]** This report will be included in the Monthly Status Report. Additional provisions will be made to ensure that analysis and trending data are available.

**4.1.5.6 Ad Hoc Reports.** Lockheed Martin will provide up to **[REDACTED]** reports annually at no additional cost to the GSA. Such requests shall be initiated and approved by the Contracting Officer or designee. These reports would pertain to operations or customer contacts. An example of an ad hoc report might be one that delineates the outcomes and impacts of a media campaign on contact center operations.

## 4.2 Human Resources Management Plan

In this section, Lockheed Martin presents our overall Human Resources Management Plan for the IDIQ contract, which will assure GSA of our capabilities to identify, hire, and train the right staff for any task order. First, we describe staff recruitment, screening, and retention strategies. We then provide an overview of Lockheed Martin's training approach that will ensure that contact center staff provide superior levels of customer service across all customer access channels. Per RFP specifications, **Exhibit 4–5** identifies our **[REDACTED]**

Exhibit 4–5: IS and Other Job Categories **[REDACTED]**

| RFP Title | [REDACTED] |
|---|---|

| RFP Title | [REDACTED] |
|---|---|
| Admin Support | [REDACTED] |
| Information Specialist I | [REDACTED] |
| Information Specialist I Bilingual | [REDACTED] |
| Information Specialist II | [REDACTED] |
| Information Specialist II—Bilingual | [REDACTED] |
| Information Specialist III | [REDACTED] |
| Information Specialist III—Bilingual | [REDACTED] |
| Distribution Clerk I | [REDACTED] |
| Distribution Clerk II | [REDACTED] |
| Distribution Order Clerk II | [REDACTED] |
| Distribution Stock Clerk | [REDACTED] |

## 4.2.1 Staff Recruitment, Screening, and Retention

**4.2.1.1 Staff Recruitment.** Lockheed Martin's growth rate demands a comprehensive, efficient personnel recruitment program to help keep pace with new business staffing needs. **[REDACTED]** Our ongoing corporate recruitment process includes employing skilled recruiters who are intimately familiar with staffing requirements for individual contracts, as well as an experienced, dedicated USA Contact Program HR Manager, who works closely with corporate resources to identify and hire the most qualified candidates.

*Key to our recruiting success is Lockheed Martin's four Regional Recruiting Centers (RRCs), with locations throughout the United States. The USA Contact HR Manager will work closely with the RRCs to identify staff with the proper credentials needed to meet any of the diverse contact center staffing requirements.*

For task orders stemming from the USA Contact contract, our ongoing recruitment efforts will pinpoint two specific staffing sources—internal Lockheed Martin personnel and external candidates—and, as described below, we will employ established best practices, processes, and tools designed to acquire qualified staff.

**Internal Recruitment.** Our first step in identifying potential candidates will be to recruit in-house staff. In addition to the personnel we are proposing for the contract, Lockheed Martin has


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

a substantial workforce of contact center professionals, most of whom already meet U.S. citizenship and residency requirements and possess Government security clearances.

All Lockheed Martin employees are listed in **[REDACTED]** along with their pertinent skill sets, clearance status, and performance history. The HR Manager will be able to access and pull a variety of reports from **[REDACTED]** to identify potential candidates for open positions. In addition, open positions are posted daily on our corporate Intranet and Internet sites, in other hardcopy and electronic corporate media, and through local postings. Each posting includes the position description, skills required, security requirements, location, job grade, desired start date, and application instructions.

Internal recruiting can provide the employee and the company with several benefits, including career growth opportunities for the employee and the retention of a proven staff member who is familiar with Lockheed Martin's policies, procedures, and corporate resources.

**External Recruitment.** Concurrently with internal recruitment, our HR Manager—in conjunction with our Regional Recruiting Centers—will employ Lockheed Martin's external staffing strategy to recruit required resources and to maintain a pipeline of skilled labor resources to satisfy the contract's long-term needs. This strategy entails various means of identifying qualified candidates through networks within the Government/contractor communities, the Internet, local universities and colleges, professional organizations, employee referrals, job fairs, and advertisements in newspapers, trade journals, and corporate Web pages.

Lockheed Martin has also established **[REDACTED]** In addition, we recruit at numerous other colleges and universities and participate in **[REDACTED]**, where students pursuing degrees in computer science-related fields have an opportunity to receive college credits while working part-time. For contact center positions, we have a very active recruitment program specifically targeting bilingual customer service staff. This program includes partnerships we establish with local and statewide employment groups, academic institutions, and Government entities. In Indianapolis, for example, Lockheed Martin works closely with organizations **[REDACTED]** qualified staff from the area's pool of experienced customer service specialists.

**[REDACTED]**

**4.2.1.2 Candidate Screening.** Careful screening of prospective candidates will play a vital role in identifying the most qualified individuals quickly and efficiently. Lockheed Martin has established screening processes that begin with reviewing and prescreening resumes to make sure that individuals meet the minimum qualifications, continue through the interview process and security clearance process (see Section 5.1.2), and end with the job offer and finalization of start dates. **Exhibit 4–6** summarizes the screening process for ISs. Recruiting for all other


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

positions will follow a similar process but will also include job-specific proficiency testing and screening.

Exhibit 4–6: Information Specialist Screening Process. *Efficient screening of USA Contact candidates ensures the right staffing at the right time.*

| Procedure | Description |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] [REDACTED] | [REDACTED] [REDACTED] [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**4.2.1.3 Staff Retention.** Our multifaceted employee retention program for the USA Contact program is designed to (1) maximize the tenure of every high-performance employee (i.e., minimize turnover) and (2) enhance individual job satisfaction—two objectives that will yield tangible benefits for GSA and task order sponsoring agencies. The key elements of our retention program include the following:

## [REDACTED]

The employee may select the program that best covers his or her family situation. The employee will be paid the [REDACTED] . This approach gives employees who need benefits an affordable plan, while those who are covered elsewhere can receive a higher pay rate with the health and welfare as direct salary. [REDACTED] **4.2.1.4 Removal of Contractor Personnel.** If the Contacting Officer requests the removal of an individual from any USA Contact task order due to concerns that endanger life, property, or national security, Lockheed


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Martin will take immediate action to have this individual removed securely from the facility without discussion or negotiations.

### 4.2.2 Staff Training

Lockheed Martin is committed to providing GSA with employees who are fully qualified to perform their assigned duties. We treat training as an investment that leads to enhanced performance and effectiveness, individual professional development, and increased employee retention—all of which contribute to greater customer satisfaction. We consider training to be both a formal discipline and an ongoing process that begins with new-hire training and continues throughout each employee's career. Our training program will ensure that contact center staff meet and exceed all skills required to provide superior levels of customer service across all customer access channels.

**4.2.2.1 Overview of Training Program.** A comprehensive and integrated Training Plan serves as the foundation for an effective training program. In developing the Training Plan, Lockheed Martin will, on a task order basis, work jointly with the sponsoring agency to identify initial training required. We understand that the agency will provide content-unique and organization-specific materials, and that Lockheed Martin will develop and implement all training in close partnership with the Government. Our **[REDACTED]** will have overall responsibility for the Training Plan.

**Training Methodology and Strategy.** Our training methodology uses an integrated approach, leveraging new-hire and **[REDACTED]** , and counseling; and certification. Modules will be developed and tailored to the needs of managers with program oversight, **[REDACTED]** . We will develop a blended training program that combines classroom instruction; computer-based training; technical, on-the-job training; and other instructional methods. **[REDACTED]**

Our approach will feature use of **[REDACTED]** to bring short courses, scenario-based instructional modules, special tips and alerts, and new program information directly to the staff member's workstation. Lockheed Martin trainers will use **[REDACTED]** solutions tools to develop learning materials and media-rich, Web-based training courses, tips, and call simulations. Trainers will leverage **[REDACTED]** authoring toolset, style guides, embedded templates, and visual authoring development to create high-impact content.

**Training Schedule and Venue.** The duration of training will vary according to the task requirements and the assessed level of trainee skills and experience. All training will take place at the Lockheed Martin facility, where we will bear all related costs.

**4.2.2.2 Training Curriculum.** In relation to course content and presentation format, our trainers will use the **[REDACTED]** to help ensure that training materials are developed systematically and effectively for a broad range of learners.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Materials will reflect and/or simulate the actual job situation, emphasize problem solving, support collaborative learning, and encourage participants to take responsibility for their own learning. Each training activity will include learning objectives, step-by-step instructions with examples, relevant background information, documentation, and exercises. The content will be designed to support a variety of learning styles, including visual, auditory, and kinesthetic. Training programs will thus incorporate lectures; interactive activities such as training games, videos, and/or PowerPoint presentations; hands-on systems training; role plays; monitoring of live calls in the classroom; and shadowing of highly skilled ISs out on the contact center floor.

*Proven Call Center Training*

**[REDACTED]**

Lockheed Martin will also develop enhanced training modules to inform staff of Government organizational structure and agency missions, applicable laws and regulations, and new or modified programs and/or service offerings specific to given task requirements.

Our **[REDACTED]** will ensure that all modules and materials for initial and ongoing training courses are submitted to the COTR for review and approval before use.

**Exhibit 4–7** provides examples of training components we propose for all staff, Information Specialists, Managers and Team Leaders, and support personnel.

Exhibit 4–7: Components of Training Curriculum. *Lockheed Martin's comprehensive project-specific training courses are developed to ensure proficiency at all levels.*

| All Staff |
| --- |
| **[REDACTED]** |
| Information Specialist Training |
| **[REDACTED]** |
| Manager and Team Leader Training |
| **[REDACTED]** |
| Support Personnel Training |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

[REDACTED]

**Client-Sponsored and Corporate Training.** Lockheed Martin also looks forward to possible opportunities to have selected staff members, at various levels of the organization, attend client-sponsored training programs. In addition to contract- and task-order-specific training, all Lockheed Martin employees are required to take training in essential topics such as ethics, labor-charging, and information protection, and all have access to hundreds of professional computer-based training courses [REDACTED]

**Government Input and Approval of Course Materials.** Lockheed Martin will develop course materials based on information and materials provided by the Government, including program background, laws and regulations (e.g., Privacy Act), services, work types, policies and procedures, and related systems. The Government will also provide specific materials pertinent to individual task orders.

Prior to task implementation, Lockheed Martin will provide the Government with a copy of task-specific training materials for review and approval, with a copy of all other training material to be delivered under a specific task order for review only.

**Content Updates.** Changes in content training may be triggered by a change in legislation, policy, content, or practice. Change may also be made in response to needs identified by managers, supervisors, team leads, and/or QA staff through performance feedback gathered via quality assurance, call monitoring, customer feedback, and/or performance analysis. Each trainer will be responsible for keeping assigned training modules up to date for the duration of the contract.

All updated training coursework and materials will be approved by the Government before being presented to project staff. All updates will be carried over to applicable ancillary reference materials, job aids, and supporting processes, including contact center operations, quality assurance, and information systems (e.g., the Lockheed Martin's knowledge database). Training manuals will be updated, with revised pages reflecting significant content updates distributed to ISs. Electronic versions will be updated regularly. Curriculum versions will be tracked in the training database, and master copies (both electronic and hard copy) will be kept in the training library. [REDACTED] We understand that GSA will continue to make changes to the call-handling protocol. Approved content updates will be presented to ISs by Team Leaders during regular staff meetings. To reinforce these face-to-face sessions, Lockheed Martin's desktop application tools, [REDACTED] .

[REDACTED]

In addition, we will post content updates by the following means: on the project Intranet; on a dedicated bulletin board in the project workspace; in the training room; in memos; [REDACTED] that are centrally and visibly located in the contact center.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Continuing Development.** Lockheed Martin recognizes that ongoing training is as important as new-hire training. Continuing development keeps ISs informed and up-to-date on changes in laws and procedures and new GSA guidelines. It helps them maintain and enhance skills; it contributes to stress reduction, provides team-building and recognition opportunities, and contributes to staff retention. Continuing development will include content updates (as above), refresher training, and skills enhancement. **[REDACTED]** .

**4.2.2.3 Training Facilities.** The proposed training facility in **[REDACTED]** , will have telecommunications equipment and computer terminals that provide desktop content, functionality, and connectivity, as well as other materials and supplies necessary for training. It will offer ample workspace for trainees and will have storage capacity for all course materials and references (e.g., bookcases, lockable file cabinets). In accordance with the RFP, we will provide dedicated training space separate from the contact center floor.

**4.2.2.4 Instructor and Classroom Criteria.** Lockheed Martin will provide skilled training professionals who are excellent facilitators, experienced in adult learning theory and methods, and well versed in customer service and computer usage training. **[REDACTED]** Lockheed Martin trainers must be fully competent, experienced instructional designers who are familiar with the **[REDACTED]** and must possess excellent platform skills. As part of the hiring process, trainers will be required to develop and present a customer service training module showcasing their talents to our senior managers.

**Training Class Size and Schedule.** To ensure comprehension and retention, class size for new project startup and ongoing, **[REDACTED]** Lockheed Martin has the capability to run simultaneous classes, with one instructor-led training activity conducted in each computer-equipped training room, in response to task order requirements for rapid staff deployment.

**Government Training Assistance.** We understand that Government personnel will be available during startup to provide content knowledge training for the ISs and/or conduct train-the-trainer sessions with Lockheed Martin's training instructions for course modules. The Government may also make personnel available to provide initial and/or regularly scheduled (e.g., biannual) task-specific training sessions with Lockheed Martin staff.

**4.2.2.5 Reporting and Recordkeeping.** Training records will be created and maintained by the **[REDACTED]** . The training database will contain a comprehensive list of training classes, including date, trainer, curriculum version used, names of participants, number of participants (for each session and for the total number), duration, purpose, goals, methods, and a summary that includes participant feedback and end-of-class surveys. Reports, available by employee name, class title, subject, and date range, will be submitted to the COTR, as specified. Reports and records will also be available on **[REDACTED]** , and copies will be maintained for the duration of the contract.

The training database will help ensure that training requirements are met. For example, the **[REDACTED]** will run monthly reports to ensure that employees accessing GSA IT


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

systems ([REDACTED] are on track to complete their training, as required. Also maintained in the database will be individual training records, which will record training requirements (new-hire and ongoing); individual training plans; progress, including completion dates; schedules for readiness certification and recertification; scores on exams; and results of call monitoring evaluations. Each IS will receive a copy of his or her individual training plan, and [REDACTED] will receive copies of training plans for ISs and others, as appropriate.

**4.2.2.6 Training Metrics and Analysis.** Training evaluation will help determine whether training goals have been achieved and whether training is relevant, appropriate, and effective. ISs will be tested for comprehension and proficiency throughout the training period, through tests and quizzes, monitoring, and competency exams.

Lockheed Martin will work with GSA to develop standards and policies regarding exams and readiness certification, including minimums required for successful completion and the number of times a test may be taken. All classroom and on-the-job performance measurements developed by Lockheed Martin will be submitted to GSA for approval, as required.

In accordance with RFP requirements, all employees will pass a series of competency exams before being allowed to take calls, or to serve as a first- or second-line supervisor, or to work in a quality control capacity. ISs and quality control personnel will be required to be recertified annually. Exams will be given on [REDACTED] .

Our [REDACTED] will analyze training results and develop evaluation reports for submission to the COTR. The Quality Assurance and Training Team will review the results of the training analysis each month (or more frequently, as appropriate) and identify whether training materials and/or plans need to be modified to improve performance.

**Training Evaluation Methods.** Training evaluation is a necessary component of continuous improvement. As shown in **Exhibit 4–8,** training effectiveness will be evaluated during training and after employees have completed the training curriculum.

Exhibit 4–8: Evaluation Levels, Criteria, and Methods. *Using training assessments, we will continuously improve training relevancy and effectiveness.*

| Level | Evaluation Criteria | Evaluation Method |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Trainer Evaluation.** Trainers will also be evaluated on a regular basis for their effectiveness and performance **[REDACTED]** . Our **[REDACTED]** will analyze these results and develop evaluation reports for submission to the COTR. The Quality Assurance and Training Team will review the results of trainer analysis each month (or more frequently, as appropriate) and identify whether instructor performance needs to be improved.

## 4.3 Performance Management Plan

Service-level monitoring, workload forecasting, and staff scheduling will be managed by our **[REDACTED]** . Using industry best practices, this team will ensure the effective allocation of ISs, based on the workload requirements specified to meet or exceed all service levels. The extensive workforce management experience that our team possesses, combined with our advanced workforce automation tools, will enable us to dynamically respond to planned and unplanned workload fluctuations nearly in real time. This section addresses Lockheed Martin's approach to service-level monitoring, workload forecasting, and scheduling—three key requirements of the Performance Management Plan specified in RFP Section L.7.2.1.6.3. Other requirements are addressed in other parts of this proposal, including:

- Section 3.3, which addresses service recovery, problem identification and resolution, and contingency planning and escalation.
- Section 4.4, which describes how performance standards will be established and used to measure Lockheed Martin's performance.

**Service-Level Monitoring.** Service-level management is the art of having the right number of skilled people and supporting resources in place at the right time to handle an accurately forecasted workload at the required service level and with the desired level of quality. The experienced Lockheed Martin **[REDACTED]** will ensure the effective allocation of personnel based on specified workload requirements. We understand that fluctuations in workloads will occur, and we will continually review and reassign staff resources accordingly. We will use automated tools such as **[REDACTED]** . Our workforce management methodology and associated enabling technologies are discussed in Section 3.2.2.6. **[REDACTED]** will result in opportunities to track adherence and respond quickly to unexpected absences as well as to unanticipated incoming work volumes. **[REDACTED]** are in danger of being breached, enabling the team to take action.

**Workload Forecasting.** We will use **[REDACTED]** obust forecasting tools to plan for various workload scenarios that can be quickly addressed, once a workload shift occurs. Lockheed Martin's management team will input projected and historical workload volumes by call type and skill level into the **[REDACTED]** , which will calculate the staffing levels and IS schedules required to meet service-level agreements **[REDACTED]** . As part of this workload forecast, we will include planned time off **[REDACTED]** off


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

with and without pay, as well as factors related to forecasted absenteeism and turnover. In addition, Lockheed Martin will ensure that GSA's plans for call allocation are properly incorporated into the workload forecast. Individual events and promotions will also be programmed into the application to further enhance our ability to forecast labor needs. We will continually compare actual call patterns to **[REDACTED]** forecasts to better forecast, staff, and schedule ISs.

**Scheduling.** Lockheed Martin will **[REDACTED]** . This will allow us to schedule agents to meet the peaks and valleys of the contact center while meeting any planned and unplanned surge activity. In the **[REDACTED]** Schedules will then be created in **[REDACTED]** to match staffing requirements necessary to achieve or exceed projected service levels. All ISs at our sites will be given updated schedules that reflect these current workload forecasts. We will use the workforce management tool to produce updated schedules that automatically adjust lunches and breaks as well as total hours scheduled. Updated forecasts will also take into consideration recent absenteeism, projected turnover, approved time off, and planned off-phone activities, such as training and coaching sessions. The application will update all off-phone activities daily with actual data. Also, the workforce management tool's integration with **[REDACTED]** will ensure that desktop training sessions are scheduled. We will produce productivity reports to ensure optimal staffing and schedules to match service levels and call volumes in a cost-effective manner. Throughout the day, we will monitor workloads and make appropriate schedule changes to reflect actual call volumes.

## 4.4 Quality Assurance/Quality Improvement Plan

High-quality performance does not just happen—it is the result of a sound Quality Assurance/Quality Improvement (QA/QI) Plan conducted by a team of well-trained, experienced professionals. This plan is based on our years of experience in contact center operations, with an emphasis on training highly skilled ISs and management staff in order to meet the contract requirements, as outlined in RFP Sections L and C.

Lockheed Martin realizes the importance of quality and has in place documented, repeatable, and proven processes and methodologies that are reflected throughout our technical approach and leverage Lockheed Martin's understanding of the USA Contact performance criteria. **Exhibit 4–9** responds to the requirements of RFP Section L.7.2.1.6.4 and summarizes selected quality processes and methodologies that we will apply to key program areas.

Exhibit 4–9: Lockheed Martin Quality Processes and Methodologies by Key Program Area. *Quality processes and methodologies are reflected throughout Lockheed Martin's technical proposal.*

| Key Program Areas | Selected Quality Processes and Methodologies |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Key Program Areas | Selected Quality Processes and Methodologies |
|---|---|
| [REDACTED] | |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

Lockheed Martin will implement our [REDACTED] Program, along with [REDACTED] As a first step [REDACTED] . During this process, careful consideration will be given to the customer mission, contract requirements, customer objectives, operating efficiencies, quality assurance and quality control practices, and best practices within the industry. Then, on issuance of a task order, we will review our proposed plan to incorporate specific monitoring, inspection, and corrective procedures, based on the task order's Performance Requirements Summary. The resultant plan, and ongoing monitoring and inspection records, will be accessible to GSA.

In this section, we discuss our plan in terms of additional requirements specified in RFP Section C, as follows:

# [REDACTED]

## 4.4.1 Service Monitoring and Calibration

Service monitoring and calibration begin with quality professionals who follow our formal quality control plan in their assessments and documentation of findings. Lockheed Martin will


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

provide onsite and remote analysis of service monitoring and performance to support contact center operations. Our proposed service monitoring and calibration procedures, summarized below, will ensure precise monitoring and performance analysis of contact center operations. Our Service Monitoring Plan incorporates detailed processes for monitoring voice and data activities; calibration procedures for providing transaction monitoring guidelines; and a sophisticated, integrated monitoring and e-learning system that we will develop specifically to support customer call monitoring requirements.

**[REDACTED]** . This secure, Web-based program can be accessed remotely by authorized users. The **[REDACTED]** program has reporting capabilities to identify trends to assist in development of training and coaching opportunities. The call monitoring and audit definitions documents will be developed with the assistance of the Government and the specific contract requirements.

Call calibration sessions will be performed on a regular basis, as dictated by specific task order requirements, with the input of the GSA or sponsoring agency. **[REDACTED]** . The **[REDACTED]** teams will work together in these calibration sessions to ensure uniformity in development processes. Once calibrated, the team will monitor and audit customer contacts as set forth by the task order requirements.

Call monitoring is the process **[REDACTED]** maintaining quality expectations. It is a vital component of the QA/QI Plan, with each member of the team providing consistent, closed-loop feedback.

**[REDACTED]** ("Reviewers") will monitor calls to ensure that ISs are responding to customer inquiries with the highest standards of professionalism, courtesy, and timeliness; that their responses are accurate, consistent, and complete; and that they are accurately capturing customer data. Lockheed Martin will select a sampling **[REDACTED]** A Call Monitoring Scoring Form will be completed via the **[REDACTED]** All monitoring results will be stored in the call monitoring system for analysis. The results of this analysis will be used to determine ongoing training needs and to drive the continuous improvement of responses to customers.

All Reviewers will use the call monitoring system to evaluate customer contacts and to schedule monitoring. **[REDACTED]** provides silent and undetectable monitoring of random IS calls. **[REDACTED]** This tool enables managers not only to hear or see the exchange but also to observe ISs' performance of tasks and use of resources in the context of the call.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Reviewers will perform observations of randomly recorded calls or live recorded calls handled by their team. Reviewers will monitor, at a minimum, the number of monitored calls per IS agreed to in the contract. A prorated number of monitored calls for part-time ISs will be set so they will received the same level of monitoring as a full-time IS. The **[REDACTED]** Team will create a schedule in which each IS's monitored calls are performed consistently each week, with rotating times and dates with other team members to ensure fair representation of IS performance. **[REDACTED]** will conduct a coaching session on overall job performance with each employee at a minimum of one session per week. Coaching sessions will include feedback on the quality of the call, data entry, productivity, and overall caller satisfaction.

**[REDACTED]**

All recorded voice and data calls will be retained for review for a period defined by the customer. Recorded call data past this period will be overwritten for further use or destroyed, unless directed differently by the Government. The evaluations will be available to all authorized parties, as well as reports developed to outline areas in which Lockheed Martin performance needs improvement or meets or exceeds contract requirements. Lockheed Martin will maintain documentation of action plans and process improvements and will actively request feedback from customers in regular reviews.

**4.4.1.1 Monitoring Processes.** Call monitoring of voice and data activities is a standard quality control practice at all Lockheed Martin contact centers. The three stages of our call monitoring process will include the information described below.

**Measurement.** Call monitoring evaluations will be conducted using a customer-approved monitoring form. The form will be customized in the **[REDACTED]** system has the capability to report by date, time, IS, Team Leader, and project total. The customer-designated project staff and Lockheed Martin project management staff will work together to gather reporting and call monitoring requirements. The monitored calls will be identified for evaluation every day, and the performance results for ISs will be provided on their desktop applications **[REDACTED]**

**Documentation.** Monitoring Reports will be generated for assessing individual IS feedback and general areas for improvement. The **[REDACTED]** or other persons conducting a monitoring session will use a standardized monitoring form to categorize and score specific behaviors and skills. Both an online and a manual backup monitoring form will be stored in the **[REDACTED]** system to be used to rate the accuracy of information provided and the accuracy of information captured in the case management database by the IS. Reports by individual, skill team, and site will be used by management to determine trends and reward improvements.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Feedback.** Immediate feedback will be provided **[REDACTED]** coaching sessions will be conducted by the Team Leaders to review monitoring results with the ISs, reinforce online coaching sessions, and provide feedback on specific positive and negative behavior patterns. **[REDACTED]** If needed, a modification plan will be provided that summarizes areas in need of improvement, prescribes tools and techniques to correct negative behaviors and increase quality and efficiency, and documents the **[REDACTED]** recommendations and timeline for correction and reevaluation. The goal of feedback is to provide ISs with positive, relevant suggestions for improvement in required areas and to reinforce positive behavior.

**4.4.1.2 Monitoring System.** The Lockheed Martin system, **[REDACTED]** performance management capabilities with an advanced training solution that allows each IS to see the results of individual call monitoring evaluations from his or her desktop each day and access training modules that address specific areas where improvement is needed—effectively providing immediate feedback and coaching to the entire IS workforce in an integrated, closed-loop process.

**[REDACTED]** interaction with a customer and the IS's corresponding computer desktop activities ("screen captures"), such as data entry, screen navigation, and data retrieval. **[REDACTED]** other call monitors to not only hear or see the exchange but also observe the IS's performance of tasks and use of resources in the context of the call. In addition, the system will allow designated customer representatives at remote locations to closely monitor calls, message queues, IS activity, and performance levels, in real time or recorded mode. Communication of the Government's findings from monitoring sessions will be discussed **[REDACTED]**.

- **[REDACTED]**.

**[REDACTED]** is a powerful tool used to create learning materials for call handlers. With this program **[REDACTED]**

**[REDACTED]** *pages.*

The integration of the **[REDACTED]**

This integration will facilitate immediate, CBT-based training that addresses review/improvement areas.

**4.4.1.3 Calibration.** Lockheed Martin's calibration process features a series of checks and balances designed to ensure that all staff perceive and respond to customer interactions in a similar manner. Lockheed Martin's **[REDACTED]** will coordinate with the customer to discuss acceptable calibration criteria and set up a calibration schedule. On the basis of these


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

discussions with the client, Lockheed Martin will thoroughly document our project transaction monitoring guidelines. Our standard calibration process will incorporate the following features described below.

**Information Specialist Team Trends.** Reviewers will monitor and score calls for each IS team. **[REDACTED]**

This is intended to measure whether management and IS teams have a unified understanding of quality scoring. Those teams outside this parameter will have review sessions with the Project Manager to determine corrective action.

**Cross-Monitoring.** Each Team Leader will monitor, score, and coach transactions for another Team Leader's IS team on a rotating schedule. The purpose of this cross-monitoring will be to cross-check each Team Leader's understanding of customer service skills and the consistency of coaching that they provide to the ISs.

**Internal Calibration Meetings.** These weekly meetings will be led by the **[REDACTED]** Electronically stored or live transactions will be monitored for content accuracy and customer management skills. **[REDACTED]**.

**Client-Lockheed Martin Calibration Meetings.** The client and any assigned third-party evaluators will be invited to attend initial customer service skills training and will be provided with the same monitoring form used internally. This process will ensure a unified understanding of expected transaction-handling techniques, and it will facilitate productive joint calibration sessions. The joint sessions will be conducted by the **[REDACTED]** in the same manner as the internal calibration meetings noted above, either in person or by conference call. **[REDACTED]**

**Client Verification.** It is expected that the client and/or an authorized third party will independently assess Lockheed Martin's performance by remote silent monitoring, by placing test transactions, by soliciting customer feedback through surveys, and by conducting various onsite audits.

**Project Score Trending.** The **[REDACTED]** will compile scores from all of the above-mentioned activities and will create a variety of interteam and intrateam trending reports that provide a clear picture of projectwide quality. The **[REDACTED]** will evaluate these reports and implement changes, as needed, to correct any deficiencies. The reports will be available to the customer and authorized agency personnel via the program portal.

As discussed above, each full- and part-time IS will be monitored a proportionately equal number of times, as set forth by customer requirements. These requirements will be outlined in the QA/QI Plan developed **[REDACTED]**. The call monitoring sessions will be scheduled at different times to ensure an authentic, random sample.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**4.4.1.4 Continual Process Improvement.** As previously described, the **[REDACTED]** Program is Lockheed Martin's process **[REDACTED]**, which combines the **[REDACTED]**. Through this model, we specify product value from our customer's perspective, identify the value stream for each project, enable product to flow without interruptions, allow the customer to pull value from the producer, and continuously improve—in pursuit of perfection. This model places the customer as a key element for process improvement within every project.

**[REDACTED]** will be a key part of our approach to maximizing performance, improving operational support, and reducing costs for the USA Contact Program. **[REDACTED]**

**[REDACTED]**

For USA Contact, Lockheed Martin will conduct at least one major **[REDACTED]** event biannually. The PMO will be responsible for identifying the areas of focus, and, as appropriate and if interested, we will invite GSA staff to participate. Potential focus areas will include:

- **[REDACTED]**.

Continuous improvements identified and implemented through **[REDACTED]** will enable Lockheed Martin to update and revise our practices as agency priorities evolve and new challenges emerge, thereby ensuring that we remain continuously responsive to GSA. In combination with Lockheed Martin's Ethics and Diversity Training, **[REDACTED]** ensures a well-balanced, educated, and cross-cultural workforce. Our employees become active participants in shaping the workplace and in contributing to the goal of continuous process improvement.

### 4.4.2 Effectiveness of Service Delivery

As discussed, Lockheed Martin will employ numerous quality assurance/quality control processes to assess the accuracy of information provided by project staff, the accuracy of information recorded by our personnel and automated systems, and the levels of customer service satisfaction and employee job satisfaction that are consistently achieved. Reports for each of these areas, including any required action plan to correct deficiencies, will be submitted to the customer for review. Each task order will likely vary slightly; however, at a minimum, we will provide the information described below.

**4.4.2.1 Accuracy of Information Provided.** Accuracy rates for ISs will be measured monthly. Each task order will set goals, with minimum, expected requirements.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**4.4.2.2 Accuracy of Information Recorded.** **[REDACTED]**. Methods of testing ISs' information collection skills will include the use of the **[REDACTED]**, statistical sampling, and "read and critique" sessions performed **[REDACTED]**

**4.4.2.3 Customer Satisfaction Assessments.** Lockheed has comprehensive experience in developing and implementing customer satisfaction surveys for our contact centers, including a full understanding of OMB regulations and the process for securing OMB clearance to solicit feedback from inquirers. We will consult with the customer to determine the level of support needed.

**4.4.2.4 Employee Satisfaction Assessments.** Lockheed Martin **[REDACTED]** The survey is voluntary and strictly confidential. The Employee Perspectives Survey is a detailed, comprehensive view of employee opinions. Questions range from satisfaction with work environment, pay, benefits, and career development to the ethical conduct of leaders and employee observations of misconduct. Employee feedback is critical in helping the Lockheed Martin executive team create a better work experience.

## 4.4.3 Quality Improvement Program

In an effort to incorporate customer and employee feedback into the services of the ISs, we will undertake the quality improvement initiatives described below.

**4.4.3.1 Compliment and Complaint Management.** Our Quality Assurance and Training Manager and staff will devise an automated compliment and complaint management system for telephone callers. A Web option to register compliments or complaints will be optional. If desired, the Web option could contain the same question subset as the IVR solution; alternatively, a different question set could be presented to online users. Reports on compliment/complaint activity will be reported to the customer in the Monthly Program Review.

**4.4.3.2 Employee Suggestions.** **[REDACTED]**. We will collaborate with the customer to devise opportunities for improving customer satisfaction, while taking ownership, via action plans, of internal issues or opportunities affecting employee and/or customer satisfaction. This information will be reported to the client on a monthly basis.

**4.4.3.3 External Operational Assessments.** Lockheed Martin will permit and fully cooperate with any Government (and/or Government-authorized, third-party) assessment of our GSA operations aimed at determining the quality of service delivery, system performance, and operational efficiencies. In addition, we will work with GSA to identify high-priority recommendations and implement action plans that target high-priority improvements.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 5: Security Plan

Lockheed Martin's comprehensive Security Plan for the USA Contact Program will consist of a proven approach to safeguarding the program's information systems, personnel, and facilities. Our streamlined methodology, crafted from extensive experience in developing, implementing, and revising similar plans **[REDACTED]** will ensure that all Federal and GSA security requirements are met in a timely, cost-efficient manner.

This section of our proposal, organized in accordance with RFP Section L.7.2.1.7, describes the components of our proposed Security Plan, as tailored to GSA's specific requirements for the USA Contact Program. We describe our overall methodology, our approach to and experience with certification and accreditation, our assessment policies and procedures, and our methods for addressing system deficiencies and vulnerabilities.

## 5.1 Methodology

Lockheed Martin's Security Plan for GSA is built on our extensive knowledge of the data protection regimens that will be necessary to meet both the agency's program needs and Federal security requirements. This section describes our methods for meeting these complex requirements, as specified in RFP Section C.3.5.5. We describe our approaches to information systems security management, personnel security, information and telecommunications system security, and facility security.

### 5.1.1 Information Systems Security Management

Information systems security management commences with an experienced staff that possesses a solid understanding of protection requirements and the corresponding security systems, applications, data, and other IT assets. Lockheed Martin offers GSA an outstanding staff whose thorough knowledge of program, agency, and Federal security requirements will ensure ongoing, cost-effective program operations. The roles and responsibilities of our proposed program staff are described below.

#### 5.1.1.1 Staff Roles and Responsibilities. [REDACTED]

**5.1.1.2 Reporting.** Lockheed Martin will comply with **[REDACTED]** reporting requirements, as shown in **Exhibit 5–1.**

Exhibit 5–1: Lockheed Martin's Approach to Meeting **[REDACTED]** Reporting Requirements. *We have a proven approach to keeping GSA's information safe.*

| Requirement | Content | Prepared By | Submitted To | Frequency |
|---|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDA | [REDACTED] | [REDAC | [REDA | [REDAC |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | | | | |
|---|---|---|---|---|
| CTED] | | TED] | CTED] | TED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

**5.1.1.3 Communicating With the Contracting Officer.** Lockheed Martin will communicate with the Contracting Officer and other key personnel about potential security incidents, including successful intrusions, denial-of-service attempts/attacks, and viruses, that could compromise the GSA system.

# [REDACTED]

The IRP incorporates levels that classify the following: incident priority and severity (high, medium, or low), the escalation process, and resource criticality. The IRP also indicates corresponding response and reporting timeframes for each classification and level. Lockheed Martin will adjust priority and reporting timeframes to correspond with GSA requirements. Upon contract award, Lockheed Martin will coordinate with GSA to develop incident response communication protocols that will ensure appropriate GSA staff are notified and kept informed of security-related incidents and corresponding mitigation actions.

## 5.1.2 Personnel Security

Lockheed Martin will employ established procedures, documented in the company's Personnel Security Processing Manual, throughout the contract period to ensure that the required security


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

clearances are obtained and maintained for existing and newly hired staff. **[REDACTED]** In addition to conducting appropriate background investigations (credit/criminal history, drug screening, and credit checks, as required), we will use our security clearance database to track, document, and report on security clearance activities related to each prospective employee **[REDACTED]** through the COTR to verify that each security package is complete, accurate, and progressing in a timely manner. As candidates progress through the screening process, we will do the following:

# [REDACTED]

We will work closely with the GSA and partner agencies on position sensitivity analyses and ensure that our prescreening procedures address all employment and security clearance eligibility requirements and period-of-time restrictions for prospective employees, based on their Position Designation Determinations, citizenship and U.S. residency status, Foreign National Relatives or Associates Statement, Form G-736 or other prior employment information, and credit history.

### 5.1.3 Information and Telecommunications System Security

Lockheed Martin will employ a security defense-in-depth approach to maintain the information and physical security that is essential to the successful operation of project task orders. This approach is based on our thorough understanding of the sensitivity of data assets and of GSA's security objectives**[REDACTED]**

Layered security countermeasures will be arrayed to defend our proposed information system against both internal and external intrusion. Maintaining security will involve a continuous cycle of simultaneous activities conducted by appropriately trained and experienced security engineers. Lockheed Martin's information security architecture will provide a defense-in-depth strategy that leverages multiple controls and techniques for contract operations, based on an initial vulnerability assessment. In accordance with generally accepted security practices**[REDACTED]** the strategy will incorporate a series of management, technical, and operational controls that enable us to protect, detect, and react to intrusion attempts. These controls are described below.

**[REDACTED]**

**Management Controls.** Security defense begins with the trained, experienced managers who will be intimately involved in all aspects of the contract's security operation**[REDACTED]** In addition, Lockheed Martin is committed to enforcing the policies, procedures, and practices that determine the security implemented in support of GSA-hosted services and applications. People are vital to the success of our security program, so we invest in awareness and technology training encompassing best practices, polices, and procedures, as well as incident handling. This process, tailored for the GSA program, **[REDACTED]** Our continuous

emphasis on information security awareness will increase the security skills of technical staff supporting the USA Contact Program systems, as well as the security knowledge of all those accessing the program's systems.

**Technical Controls.** The next line of defense employed in protecting GSA data and applications will be technology. **[REDACTED]**

The outermost enclave will **[REDACTED]**. The Web servers will interface only with the **[REDACTED]**. Other enclaves will include the **[REDACTED]** include all the workstations and communicate with the Application Enclave. None of these three enclaves will communicate directly with the Internet.

The last enclave, the **[REDACTED]** This enclave will provide management to all the other enclaves.

Within each enclave, application and operating system services will provide identification/authentication, **[REDACTED]**, in accordance with the vulnerability assessment and GSA requirements.

**Operational Controls.** As shown in **Exhibit 5–2,** Lockheed Martin will employ various operational controls to meet the program's information and telecommunications security requirements, including those specified in RFP Section C.3.5.5.2.

**[REDACTED]** *Our operational controls meet all the RFP and USA Contact requirements.*

| Requirement | Corresponding Security Control |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

### 5.1.4 Facility Security

Lockheed Martin is dedicated to providing a safe and secure operating environment for personnel and information assets. Accordingly, we will comply with all related security requirements, including those specified in RFP Section C.3.5.5.3, as described below.

## [REDACTED]

**Confidential Information.** We will ensure that the security measures employed to safeguard the assets identified by GSA as proprietary and confidential are consistent with those implemented by GSA.

**Proper Notification.** We will immediately notify GSA of any attempts to breach the security of a facility where program work is performed or any information system that supports the program's tasks.

**Environmental Controls.** Fire and safety equipment will be inspected **[REDACTED]** backup generator that provides continual emergency power in case of primary power outages.

**Security Audits.** Lockheed will conduct regular facility audits to ensure compliance with all security requirements. **[REDACTED]**

5.2 Certification and Accreditation

## [REDACTED]

Exhibit 5–3: Lockheed Martin's Approach to Certification and Accreditation. *Our low-risk C&A approach ensures that our systems are secure and compliant with Federal requirements.*

| Phase | Task | Activity | Responsibility |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Phase | Task | Activity | Responsibility |
|---|---|---|---|
| [REDACTED] | | | |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

In addition, we will work closely with the GSA task order COTR and security staff [REDACTED] the implementation of appropriate security controls, as well as proven operating and implementation policies and procedures.

## 5.3 Assessing Security Controls

[REDACTED] Systems, is used to evaluate the ongoing security program in place for GSA systems. The assessments are used to ensure that security controls remain in place and that compliance with security polices is maintained. The assessments must cover all known information security threats and vulnerabilities affecting the information confidentiality, integrity, availability, and non-repudiation of the system.

To identify, document, and mitigate/eliminate security threats to USA Contact Program systems, [REDACTED]

Assessments will be conducted through the Lockheed Martin Security Office and/or Internal Audit Office in accordance with Corporate Security Policy 108.1: Security Requirements of Information Systems. [REDACTED]

In addition to these assessments, Lockheed Martin will use assessments and observations conducted by the Lockheed Martin [REDACTED] to ensure that security controls remain in place and comply with security polices. The [REDACTED] will provide the assessment results to the appropriate system "owner."

## 5.4 Addressing System Deficiencies/Vulnerabilities

Lockheed Martin will document and address all vulnerabilities identified, based on business rules and accepted risk, in a [REDACTED]) report developed by the ISSM. This report lists the finding/gap, its severity, the resulting mitigation action and completion date, and the individual responsible for addressing the gap. The Lockheed Martin [REDACTED] will


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

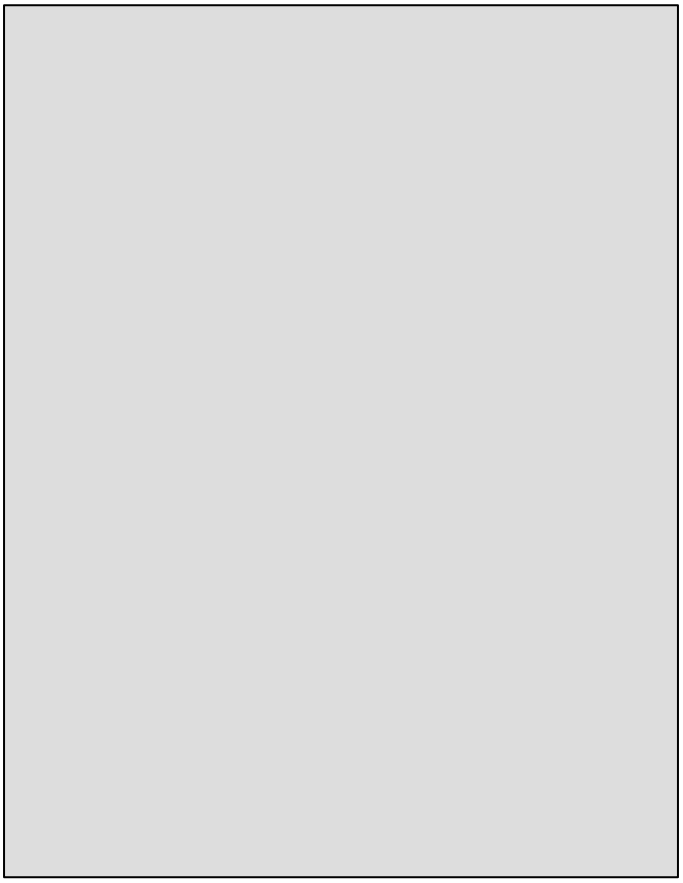
be responsible for ensuring that the **[REDACTED]** items are closed and subsequently reevaluated.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 6: Plan for Special Hiring

Lockheed Martin's commitment to building and maintaining a diverse workforce embodies a wide range of policies, initiatives, and activities that spans several decades and forms an integral part of our corporate culture. Our Corporate Diversity Council, established to promote a culture of inclusion throughout the company, and our Diversity Officers have a strong record of developing and implementing strategies to provide career opportunities for Americans with disabilities, including those who are blind or severely disabled. **[REDACTED]**

In addition, Lockheed Martin works with organizations such as the **[REDACTED]** to provide meaningful employment opportunities for people with specific disabilities. The box at right presents a bulletin that we developed with **[REDACTED]** internal IT help desk.



For the USA Contact Program, Lockheed Martin will coordinate efforts with both **[REDACTED]** to place individuals who are blind or are severely disabled in appropriate onsite jobs.

## 6.1 [REDACTED]

Through our partnerships with **[REDACTED]** to ensure compliance with the Government's 5 percent recruitment requirement for USA Contact. In each partnership situation, we will primarily seek to directly hire employees from the local workforce; however, we will also consider hiring through subcontracting arrangements to augment our efforts.

Through **[REDACTED]**. Partnership letters from both national organizations and **[REDACTED]** Similar programs will be developed at other locations, and information will be provided as we respond to individual task orders.

## 6.2 Recruitment, Hiring, Training, and Retention Processes

To meet GSA's staffing requirements for USA Contact, Lockheed Martin will use our proven, integrated approach to recruiting, hiring, training, and retaining employees with disabilities. As


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

an industry leader in incorporating diversity and inclusion in the workplace, we have found that our integrated approach benefits both the employees and the corporation.

**Recruitment.** **[REDACTED]** Although all candidates must meet minimum job requirements, such as education, language capability, and customer service skills, we are fully prepared to make accommodations for other employees who are severely disabled. **[REDACTED]**.

**[REDACTED]**, vocational rehabilitation agencies, and community organizations to identify candidates for USA Contact. **[REDACTED]** will assess each candidate's basic job-skills and provide training to update each candidate's vocational and community skills.

**Hiring.** Employees referred **[REDACTED]** will be hired using the Lockheed Martin recruitment, hiring, and retention procedures, as described in Section 4.2.1. Lockheed Martin will work with our partner organizations to develop additional specific programs for supporting and retaining blind and severely disabled individuals.

**Training.** All employees will receive **[REDACTED]** training, as described in Section 4.2.2. Part-time employees will be required to attend the full-time training sessions unless doing so would create an undue hardship resulting from their specific physical disability. A half-day training program will be offered annually or more often, as needed, to reasonably accommodate those with special needs. We will make further accommodations and program modifications, including additional training and specialized training modules, when possible to provide all employees with the chance to succeed.

**[REDACTED]**

All employees will be fully integrated into the contact center. Their **[REDACTED]**, in addition to monitoring job performance and performing supervisory administrative duties, will be responsible for coordinating health and disability issues with our Human Resources Manager and with the State vocational rehabilitation agency. **[REDACTED]** Additionally, the supervisor will coordinate employment support services such as vocational counseling and general job-skills coaching.

Lockheed Martin will use this pool **[REDACTED]**. Written transactions tend to have longer response-time requirements than telephone-based communications and therefore may provide a less stressful mode of employment for some ISs.

**Retention.** Employees will be **[REDACTED]**

**[REDACTED]**

Each employee will be continuously evaluated to ensure that his or her disability-related needs are met. All employees will be given the opportunity to apply for any position within the contact


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

center for which they are qualified. They will also be able to apply for job opportunities across Lockheed Martin through our **[REDACTED]** site.

## 6.3 Roles and Responsibilities of Affiliates

Candidates recruited **[REDACTED]** will be employed by Lockheed Martin in a direct employment relationship; therefore, Lockheed Martin will be responsible for all associated human resources administration, including documentation and benefits administration. However, prior to employment, as described above, our partner organizations will be required to provide a thorough vocational skills review and any required training.

To ensure that employees with disabilities are treated appropriately and respectfully in our contact center environment, **[REDACTED]**. The training will include instruction on language choice and body language, as well as simulation activities designed to enhance awareness of the challenges faced by people with disabilities. **[REDACTED]**.

Lockheed Martin will work with partner organizations to develop guidelines for assessing and evaluating the workplace. **[REDACTED]** and optimal coworker relationships fostered through sensitivity training, corporate policy, and full matriculation within the contact center.

## 6.4 Compensation Arrangements

Lockheed Martin will negotiate and manage **[REDACTED]** in the same manner as with our other teammates. **[REDACTED]**. As it is Lockheed Martin's goal to fully matriculate all employees, staff will be paid through Lockheed Martin payroll and benefits services. **[REDACTED]**

## 6.5 Documented Past Association With NISH and NIB

Within our **[REDACTED]** contact centers, we have worked to hire people with disabilities from the local community by seeking **[REDACTED]** recommended partner organizations. Throughout Lockheed Martin, we have strategic partnerships in place **[REDACTED]**


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

LOCKHEED MARTIN
We never forget who we're working for™

**December 11, 2007**

**Response to Solicitation Number:**
**GSV07PD0007**
**Volume I: Technical Proposal**
**Revision 01**

**A Proposal to Provide Multichannel Contact Center Services through GSA's USA Contact Program**

**Prepared for:**

**General Services Administration**
**Operational Contracting Staff (VC)**
**1800 F Street, NW., Room G127**
**Washington, D. C. 20405**
**Attention: Robert H. Corey, Contracting Officer**

**Prepared by:**

**Lockheed Martin Services, Inc.**
**2277 Research Boulevard**
**Rockville, MD 20850**

# *Technical Proposal*

**DUNS:** [REDACTED]

**PROPRIETARY DATA**
**This proposal or quotation includes data that shall not be disclosed--in whole or in part--for any purpose other than to evaluate this proposal or quotation. If, however, a contract awarded to this offeror or quoter as a result of--or in connection with--the submission of data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to the restriction is contained in sheets 1-1 through 6-4.**

# Information Systems & Global Services
# Mission and Values

Our mission is the customer's mission:

## [REDACTED]

**Lockheed Martin Information Systems & Global Services provides high-value**

## [REDACTED]

# Table of Contents

**Section** **Page**

**Section 1: Executive Summary ..... 1–1**

**Section 2: Experience and Past Performance ..... 2–1**

2.1 Minimum Required Experience ..... 2–1

2.2 Documentation of Experience ..... 2–2

2.2.1 Lockheed Martin: An Overview ..... 2–2

2.2.2 Experience in Key Disciplines ..... 2–5

2.2.3 Operational and Management Processes and Programs ..... 2–8

2.2.4 Specialized Experience and Capabilities of Lockheed Martin and Teaming Partners ..... 2–9

2.3 Past Performance ..... 2–12

**Section 3: Technical Approach ..... 3-1**

3.1 Services To Be Provided ..... 3-7

3.1.1 Automated Services ..... 3-8

3.1.1.1 Automated Voice Response Services. ..... 3-8
3.1.1.2 Facsimile Services. ..... 3-9
3.1.1.3 Voice Mail Service. ..... 3-10
3.1.1.4 Automated Callback. ..... 3-10
3.1.1.5 Web Callback. ..... 3-10
3.1.1.6 Automated Outbound Dialing Campaign. ..... 3-10
3.1.1.7 Automated Facsimile Delivery. ..... 3-11
3.1.1.8 Automated E-mail Delivery. ..... 3-11
3.1.1.9 Hosted Online Ordering. ..... 3-11
3.1.1.10 Hosted E-mail Web Form ..... 3-11
3.1.1.11 Hosted FAQ Service. ..... 3-12

3.1.2 Attended Services ..... 3-12

3.1.2.1 Responding to Telephone Inquiries. ..... 3-13
3.1.2.2 Outbound Calling Services. ..... 3-13
3.1.2.3 Responding to Postal Mail Inquires. ..... 3-13
3.1.2.4 Responding to E-mail Inquiries. ..... 3-14
3.1.2.5 Responding to Facsimile Inquiries. ..... 3-15
3.1.2.6 Interactive Web-Based Services. ..... 3-15


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

3.1.3 Other Support Services ..... 3-15
3.1.3.1 Fulfillment Services. ..... 3-15
3.1.3.2 Transcription Services. ..... 3-17
3.1.3.3 Language Translation Services. ..... 3-17
3.1.4 Directory Listing Services ..... 3-18
3.1.5 Technical and Management Services ..... 3-19
3.1.5.1 Core Project Management Support. ..... 3-19
3.1.5.2 Site Management. ..... 3-19
3.1.5.4 Technology Management ..... 3-23
3.1.5.5 Content and Knowledge Management. ..... 3-24
3.1.5.6 Contact/Case Management. ..... 3-24
3.1.5.7 Relationship Management. ..... 3-25
3.1.5.8 Customer Satisfaction Assessment. ..... 3-25
3.1.6 Special Project Support ..... 3-27
3.2 Facilities and Technology Infrastructure ..... 3-27
3.2.1 Facilities To Be Provided ..... 3-27
3.2.1.1 General Requirements. ..... 3-27
3.2.1.2 Facility Infrastructure ..... 3-30
3.2.1.3 Site Selection and Facility Design Requirements ..... 3-30
3.2.1.4 Project Housing ..... 3-31
3.2.1.4.1 Exclusive Use of Space ..... 3-31
3.2.1.5 Facility and Systems Access ..... 3-31
3.2.2 Technology Infrastructure To Be Provided ..... 3-31
3.2.2.4 Knowledge Management. ..... 3-38
3.2.2.5 Contact Management. ..... 3-39
3.2.2.6 Workforce Management. ..... 3-40
3.2.2.7 Customer Survey Automation ..... 3-40
3.2.2.8 Compliment and Complaint Management. ..... 3-41
3.2.2.9 Service Monitoring and Quality Control. ..... 3-41
3.2.2.10 Training. ..... 3-42
3.2.2.11 Literature Fulfillment. ..... 3-42
3.2.2.12 Voice Mail and Electronic Mail ..... 3-43
3.2.2.13 Online Ordering System. ..... 3-43
3.2.2.14 Web Chat System. ..... 3-44
3.2.2.15 Power Supply. ..... 3-45
3.2.2.16 Database Design ..... 3-45
3.2.3 Telecommunications Services To Be Provided ..... 3-46
3.2.3.1 Local Telecommunications Services and Internet Access. ..... 3-46
3.2.3.2 Intercity Telecommunications Services. ..... 3-46


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

3.2.3.3 Network Design. ..... 3-47
3.2.3.4 Network Termination Equipment. ..... 3-47
3.2.3.5 Service Coordination. ..... 3-48
3.2.3.6 Telephone Number Ownership. ..... 3-48
3.2.3.7 Internet Domain Name Ownership. ..... 3-48
3.2.4 Compliance With Section 508 ..... 3-48
3.3 Contingency/Disaster Recovery Planning ..... 3-49
3.3.1 Overview of BC/DR Plan ..... 3-50
3.3.2 Preventing and Mitigating Service Disruptions ..... 3-51
3.3.3 Program Operations Recovery ..... 3-53
3.3.3.1 System Redundancy/Backup. ..... 3-53
3.3.3.2 Recovery of Specific Systems. ..... 3-53
3.3.4 Staff Roles and Responsibilities ..... 3-54
3.3.5 Testing Procedures ..... 3-55
3.4 Emergency Response Capability ..... 3-57
3.4.1 Capacity ..... 3-57
3.4.2 Staffing ..... 3-58

**Section 4: Management Plan ..... 4-1**
4.1 Program Management Plan ..... 4-1
4.1.1 Program Management Structure ..... 4-1
4.1.2 Corporate Leadership and Support ..... 4-3
4.1.3 Staff To Be Provided ..... 4-5
4.1.3.1 Key Personnel. ..... 4-5
4.1.3.2 Support Staff. ..... 4-7
4.1.3.3 Information Specialists. ..... 4-9
4.1.4 Subcontractor Management ..... 4-10
4.1.5 Management Reports ..... 4-11
4.1.5.1 Weekly and Monthly Status Reports. ..... 4-11
4.1.5.2 Operational Reports. ..... 4-12
4.1.5.3 Problem Resolution Reports. ..... 4-12
4.1.5.4 Monitoring Reports. ..... 4-12
4.1.5.5 Compliment and Complaint Management Reports ..... 4-12
4.1.5.6 Ad Hoc Reports ..... 4-12
4.2 Human Resources Management Plan ..... 4-13


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

4.2.1 Staff Recruitment, Screening, and Retention ..... 4-13
4.2.1.1 Staff Recruitment. ..... 4-13
4.2.1.3 Staff Retention. ..... 4-15
4.2.1.4 Removal of Contractor Personnel. ..... 4-16
4.2.2 Staff Training ..... 4-16
4.2.2.1 Overview of Training Program. ..... 4-16
4.2.2.2 Training Curriculum. ..... 4-17
4.2.2.3 Training Facilities. ..... 4-20
4.2.2.4 Instructor and Classroom Criteria. ..... 4-20
4.2.2.5 Reporting and Recordkeeping. ..... 4-21
4.2.2.6 Training Metrics and Analysis. ..... 4-21
4.3 Performance Management Plan ..... 4-22
4.4 Quality Assurance/Quality Improvement Plan ..... 4-23
4.4.1 Service Monitoring and Calibration ..... 4-25
4.4.1.1 Monitoring Processes ..... 4-27
4.4.1.2 Monitoring System. ..... 4-28
4.4.1.3 Calibration ..... 4-29
4.4.1.4 Continual Process Improvement. ..... 4-30
4.4.2 Effectiveness of Service Delivery ..... 4-30
4.4.2.1 Accuracy of Information Provided. ..... 4-31
4.4.2.2 Accuracy of Information Recorded. ..... 4-31
4.4.2.3 Customer Satisfaction Assessments. ..... 4-31
4.4.2.4 Employee Satisfaction Assessments. ..... 4-31
4.4.3 Quality Improvement Program ..... 4-31
4.4.3.1 Compliment and Complaint Management ..... 4-31
4.4.3.2 Employee Suggestions. ..... 4-31
4.4.3.3 External Operational Assessments. ..... 4-31

**Section 5: Security Plan ..... 5–1**
5.1 Methodology ..... 5–1
5.1.1 Information Systems Security Management ..... 5–1
5.1.1.1 Staff Roles and Responsibilities. ..... 5–1
5.1.1.2 Reporting. ..... 5–1
5.1.1.3 Communicating With the Contracting Officer. ..... 5–2
5.1.2 Personnel Security ..... 5–3
5.1.3 Information and Telecommunications System Security ..... 5–4
5.1.4 Facility Security ..... 5–6


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

5.2 Certification and Accreditation ..... 5–7
5.3 Assessing Security Controls ..... 5–8
5.4 Addressing System Deficiencies/Vulnerabilities ..... 5–8

**Section 6: Plan for Special Hiring ..... 6–1**

6.1 **[REDACTED]** Affiliates ..... 6–1
6.2 Recruitment, Hiring, Training, and Retention Processes ..... 6–2
6.3 Roles and Responsibilities of Affiliates ..... 6–3
6.4 Compensation Arrangements ..... 6–3
6.5 Documented Past Association With NISH and NIB ..... 6–4

# [REDACTED]


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 1: Executive Summary

USA Services, managed by the General Services Administration (GSA) Office of Citizen Services and Communications, helps citizens obtain information and services from the Federal Government. A crucial component of this help is USA Contact, the GSA-sponsored program that supports the establishment and operation of multichannel contact centers. Through the issuance of task orders, Federal agencies partner with GSA to define their specific contact center requirements and performance standards and obtain the services of an IDIQ contract holder quickly and with relative ease. More important, by using the USA Contact Program, agencies are able to tap into best-of-breed companies that deliver contact center services—companies that are committed to delivering the highest levels of customer service; use state-of-the-art, scalable, and secure contact center facilities and technology; offer the rapid response capability, capacity, and experience needed to operate contact centers in emergency or crisis situations; and know how to control costs effectively.

This proposal substantiates why Lockheed Martin is imminently qualified to serve as a USA Contact contract holder. **Exhibit 1–1** summarizes our understanding of what GSA is seeking in a USA Contact contractor, along with a brief statement about what Lockheed Martin offers GSA and other Government agencies that use USA Contact. Following the exhibit, we provide further evidence of how our qualifications, technical approaches, and management solutions will enable Lockheed Martin to serve the Government's contact center requirements, now and in the future.

Exhibit 1–1: Lockheed Martin Proposal Overview. *GSA and Lockheed Martin—a partnership committed to the future success and longevity of the USA Contact Program.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

***With more than 30 years of experience operating multichannel, multilingual, high-volume, and case management system-based contact centers for the Federal Government, Lockheed Martin far exceeds GSA's minimum experience qualifications criteria.***

**Section 2: Experience and Past Performance** describes Lockheed Martin's indepth experience in managing major Federal contact centers, experience that is backed by a verifiable record of performance excellence. Our three past performance references **[REDACTED]** reflect how we meet and exceed GSA's minimum required experience. The section documents Lockheed Martin's 30+ years of operating federally sponsored contact centers and also details our experience in the RFP-specified key disciplines, ranging from our development and implementation of self-help methods available via the Web and speech-enabled IVR for the **[REDACTED]** Section 2 also highlights the experience of our subcontracting partners, whose skills and qualifications supplement and complement those of Lockheed Martin.

**[REDACTED]**

***Lockheed Martin's service and technology framework was developed specifically to (1) meet the demands of building and maintaining top-performing, customer-focused contact centers; (2) provide scalability to respond quickly to emergency needs; and (3) offer corporate reach back—in areas such as human resources, security, facilities management, and technology refreshment—to meet evolving requirements over the next 10 years.***

**Section 3: Technical Approach** defines our approach to meeting GSA's Performance Work Statement requirements and specifies the technologies and business processes we will use to ensure USA Contact's success. The technical approach Lockheed Martin proposes is the result of a 2-year effort by a dedicated group of leading technical experts from **[REDACTED]** business process experts from Lockheed Martin's **[REDACTED]** and the experienced contact center leadership team within the company's Contact Center Solutions Center of Excellence. **Exhibit 1–2** shows the outcome of this effort, the "**[REDACTED]** operations, improved workflows, and new technologies that will bring greater efficiencies, increased productivity, heightened responsiveness, and reduced costs to the USA Contact Program. Equally important, G12 is scalable to meet the unique needs of Government agencies—whether they wish to set up and operate a full-scale, multichannel, 24×7 contact center with hundreds of customer service staff, an emergency contact center within 48 hours' notice, or a small, specialized operation requiring subject-matter experts to respond to technical questions from specific consistencies like physicians, or consumer advocates.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 1–2: **[REDACTED]** Contact Center Solutions. *Lockheed Martin's research into best-of-breed*



*contact center technologies resulted in a flexible solution that we will use for the USA Contact contract.*

***The Lockheed Martin [REDACTED]) will employ proven management methodologies to recruit, hire, and train qualified contact center staff; apply management processes that encourage maximum performance within Government-mandated time and cost parameters; implement collaborative tools to enhance communications and reporting; and apply increased quality control based on standardized, replicable procedures.***

**Section 4: Management Plan** presents Lockheed Martin's approach to managing the USA Contact Program and incorporates many of the company's best practices in operating IDIQ contracts of similar size, scope, and complexity. Implementation of our approach will be overseen by the **[REDACTED]** led by seasoned contact center professionals who will ensure that each task order has the staff, tools, methodologies, and resources needed to perform successfully. This will include, for example, applying Lockheed Martin's aggressive staff recruitment and training program to fill time-critical assignments, particularly those associated with emergency, fast-turnaround task orders.

This section also identifies our proposed key personnel, led by **[REDACTED]**, and describes how we will manage our subcontractors, ensuring that they are held to the same


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

performance measures, quality control procedures, and surveillance techniques that we will apply across the contract and for each task order. The section discusses our approach to meeting GSA's reporting requirements, which will be supported by the development of USA Insight, a **[REDACTED]** and GSA-approved users instant access to key contract and task order information—information that is essential to monitoring performance as well as tracking and managing the USA Contact's diverse requirements. Finally, it presents our approach to upholding the quality of services provided to the Government including the processes and methodologies that focus on service improvement and process engineering to ensure that customer satisfaction goals are achieved.

***Lockheed Martin's Security Plan complies with Federal regulations, meets the highest industry standards, and safeguards the critical information assets, facilities, and personnel that are integral to the USA Contact Program's success.***

**Section 5: Security Plan** provides a comprehensive description of how we will maintain information and physical security for USA Contact. Our plan leverages Lockheed Martin's **[REDACTED]** and several agencies within the **[REDACTED]**. Our Information Systems Security Manager will oversee the implementation the Security Plan, ensuring that all program, GSA, and Federal security guidelines and requirements are met. He will also apply the methodologies used by Lockheed Martin in attaining certification and accreditation (C&A) for multiple Federal agencies, **[REDACTED]** ***Established, in-place relationships with the*** **[REDACTED]** ***their local affiliates, and State vocational rehabilitation agencies will enable Lockheed Martin to place individuals*** **[REDACTED]** **Section 6: Plan for Special Hiring** outlines Lockheed Martin's approach to promoting job opportunities for blind or severely disabled individuals. **[REDACTED]**, their local partners, and State vocational rehabilitation agencies, we will primarily seek to directly hire employees from the local workforce. However, subcontract arrangements will also be considered to augment our hiring. For example, through **[REDACTED]** of experience in placing candidates who meet the USA Contact Program hiring criteria. **[REDACTED]** will recruit and submit candidates with severe disabilities, in accordance with GSA and Lockheed Martin requirements. Although all candidates must meet minimum job requirements, such as education, language capability, and customer service skills, we will make accommodations (e.g., reduced work hours), as appropriate, for those employees who are severely disabled.

*****

As evidenced throughout the following pages, Lockheed Martin's considerable experience in the Federal contact center arena, combined with our proposed operational efficiencies, advanced technologies, management capability, and staff resources, will give GSA the attributes the agency demands in its USA Contact contractors. Perhaps most important, Lockheed Martin is deeply committed to building our contact center line of business, and GSA can be assured that we are equally committed to helping fulfill the agency's vision for the USA Contact Program.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 2: Experience and Past Performance

As GSA's USA Contact Program evolves and the list of its customer agencies expands over the coming decade, the program's success will hinge increasingly on the capabilities of its contractors. Indepth experience in managing major Federal contact centers—backed by a verifiable record of performance excellence—is essential to meeting GSA's requirements and the dynamic needs of agencies that use the USA Contact Program.

The following subsections provide evidence of Lockheed Martin's capabilities, developed, refined, and expanded over 30 years of operating information and referral services and multichannel contact centers for a variety of Federal customers, including GSA. Organized in accordance with RFP Section L.7.2.1.3, the subsections detail our decades-long experience and successful performance record and validate Lockheed Martin's ability to deliver the cost-efficiencies, technical skills, and management know-how that GSA demands of its USA Contact contractors.

## 2.1 Minimum Required Experience

Lockheed Martin's operation of **[REDACTED]** As noted in **Exhibit 2–1,** the years of general and specialized experience we have gained meet or exceed the minimums specified by the RFP.

Exhibit 2–1: Minimum Required Experience. *Experience that goes well beyond the minimum—Lockheed Martin's decades of directly relevant experience will ensure maximum efficiencies and minimum risk for USA Contact task order operations.*

| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| | | | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | | | |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

## 2.2 Documentation of Experience

In response to RFP Section L.2.1.3.2, the narrative below documents Lockheed Martin's experience—and the tangible benefits that experience will bring to this procurement—by providing:

- A brief overview of Lockheed Martin, our financial strength, core business lines, contact center qualifications, and experience in managing teaming partners and subcontractors.
- Our experience in the nine key disciplines specified in the RFP.
- A description of major operational and management processes employed by Lockheed Martin to ensure service excellence.
- The specialized expertise offered by Lockheed Martin and our subcontracting partners.

### 2.2.1 Lockheed Martin: An Overview

Headquartered in Bethesda, Maryland, Lockheed Martin Corporation is the Nation's largest Federal contractor, employs about 140,000 professionals worldwide, and manages 939 facilities in 45 States and 56 nations and territories. Ranked first among Washington Technology's 2007 Top 100 Government IT contractors, the company is consistently cited as a top corporate performer among the S&P Index of 500 companies by business periodicals such as *Business Week* and *Fortune*. Last year, *Business Week* also ranked Lockheed Martin as the "second best place to launch a career," testifying to the company's ability to attract and retain skilled professional staff.

Information Systems & Global Services (IS&GS), **[REDACTED]** The USA Contact contract will be managed by Lockheed Martin Business Process Solutions (LMBPS), a 5,500-employee business unit within IS&GS that houses the Contact Center Solutions Center of


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Excellence, which is devoted solely to the design, implementation, and operation of Government contact centers.

**Financial Strength.** Lockheed Martin reported net sales of $39.6 billion in 2006, **[REDACTED]**, with the financial wherewithal to invest in, operate, and sustain large, complex contact centers that consistently exceed industry standards for responsiveness and customer satisfaction.

**Core Business Lines and Years of Experience.** Long recognized as a major partner in developing systems solutions for the Government's defense, aeronautics, and space programs, Lockheed Martin has expanded its service offerings over the past decades and now stands as a premier provider of IT and business process management services to a host of Federal civilian and defense agencies. The company's Contact Center Solutions Center of Excellence was established in 2006 to capitalize on the systems and customer relationship management (CRM) expertise we have honed over 30 years of implementing, operating, and transitioning clearinghouses, information and referral service operations, and multichannel, multilingual contact centers.

**Contact Center Locations and Capacities.** Lockheed Martin currently operates contact centers, clearinghouses, and help desks across the country that serve dozens of Government and private-sector customers and respond to more than 4 million inquiries each year. **[REDACTED]**

Exhibit 2–2: Lockheed Martin Contact Center Locations. *Lockheed Martin's contact center locations show our ability to meet GSA's needs throughout the United States.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Lockheed Martin's largest contact centers are operated out of **[REDACTED]** In addition to the three hub locations, **[REDACTED]**. Our major subcontractor, **[REDACTED]** sites located across the United States. The current and expansion capacities of each facility are indicated in **Exhibit 2–3,** along with the types of services/business sectors supported by each center and the total number of full- and part-time employees. (The facilities noted in the exhibit are large contact centers within LMBPS. Corporatewide, Lockheed Martin has an expansive real estate portfolio, which is described in Section 3.2.1.)

Exhibit 2–3: Lockheed Martin Contact Center Capacities. *Capacity to cover all contract needs—Lockheed Martin and team member ACS operate large contact centers that offer agency customers the space, staff skills, and technical expertise to meet USA Contact's current and future requirements.*

| Location | Current Capacity | Capacity for Expansion | Type of Service | Secto |
|---|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [RED |

We are proposing the **[REDACTED]** the facility is specifically designed to support large contact center operations; is highly scalable to meet changing work volumes over the life of the contract and quick ramp-up and ramp-down task order demands; features a secure, state-of-the-art network operations center; and meets or exceeds industry and Government standards for security and accessibility. (See Section 3.2.1 for further details.) Our **[REDACTED]** backup support and additional space to accommodate rapid expansion needs. To accommodate short-term emergency surge requirements, Lockheed Martin also has facilities throughout the greater **[REDACTED]** area.

More than **[REDACTED]** technical and management staff across Lockheed Martin are dedicated to supporting our contact center services, including **[REDACTED]** The


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

depth of expertise offered by these individuals is evident in the complexity of the contact centers they support—from (1) multisite flight service centers that operate as a fully integrated, point-to-point, multichannel network, to (2) the **[REDACTED]**, which demands comprehensive knowledge of more than **[REDACTED]** and statutes and an understanding of topics such as debt collection, credit reporting, identity theft, privacy violations, and mortgage contract infringements, among others.

**Management of Teaming Partners and Subcontractors.** Lockheed Martin teams with hundreds of large and small business partners in operating Government-sponsored projects—many of whom participate in our mentor-protégé program. For each project, subcontractor work is typically monitored by an experienced Subcontracts Manager, who also serves as the subcontractor liaison to the project customer. **[REDACTED]** Roles and responsibilities are clearly delineated in subcontracting agreements, and appropriate subcontractor staff participate in initial and ongoing training sessions. We develop detailed task descriptions so each teammate clearly understands the task, scope, schedule, deliverables, acceptance criteria, QC requirements, status meetings, reporting requirements, and allocated budget. Scheduled and unscheduled random checks are performed on subcontractor performance quality, and, if deficiencies are identified, the Subcontracts Manager works with Lockheed Martin's QC staff to implement corrective actions (e.g., rework, retraining). Communication with our partners is continuous; daily, weekly, and monthly updates are provided through a variety of mechanisms, including **[REDACTED]**, weekly and monthly project status meetings, and monthly meetings with each subcontractor.

**[REDACTED]**

### 2.2.2 Experience in Key Disciplines

As a proven operator of Government contact centers, and an incumbent for the current FirstContact contract, Lockheed Martin offers GSA considerable experience in each of the nine disciplines specified in RFP L.7.2.1.3.2. **Exhibit 2–4** features selected examples of our qualifications in each discipline, developed through the operation of contact centers whose requirements are similar in size, scope, and complexity to USA Contact. The past performance references featured in Section 2.3 detail how this disciplinary knowledge is applied to enhance operational efficiencies in our three most relevant contact centers.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 2–4: Lockheed Martin Experience in Key Contact Center Disciplines. *Lockheed Martin's experience spans 30 years of successfully operating contact centers similar to the USA Contact requirements.*

| Discipline | Lockheed Martin Experience and Qualifications |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

### 2.2.3 Operational and Management Processes and Programs

Lockheed Martin's commitment to service excellence and consistent, repeatable results is perhaps best demonstrated by our largest contact center operations [REDACTED] which adhere to industry best practices and receive unfailingly high marks for superior performance from our Government customers. Examples of the processes and skills that are applied to these operations include [REDACTED] plans, developed and executed by certified security specialists, that reinforce and maintain the security, integrity, and availability of our information assets; and disaster recovery plans, backed by an in-place technical infrastructure, customized Standard Operating Procedures, and DR protocols that have earned us high marks for minimal service disruptions in all of our contact centers. Oversight of these large, complex contact centers is in the hands of some of the industry's most experienced program managers, individuals who work out of the company's [REDACTED] or project-specific [REDACTED]. Further details on how we will apply our operational and management processes to USA Contact are presented in Sections 3.3, 4.2.2, 4.4, and 5.

### 2.2.4 Specialized Experience and Capabilities of Lockheed Martin and Teaming Partners

As described throughout the preceding subsections, Lockheed Martin offers GSA specialized contact center experience and capabilities that few others can claim. In addition to the recognized


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

skills resident in our **[REDACTED]**, we bring a wealth of corporate resources that will be available to the USA Contact Program—system integration qualifications; **[REDACTED]** based quality improvement programs; **[REDACTED]** engineering expertise; credentialed security, QA, and training experts; a pool of staff members who understand, through experience, the demands of running a successful Government contact center; and considerable financial resources. Beyond these, or perhaps because of these experiences and resources, we are committed to expanding our contact center line of business and to giving GSA and its customer agencies the high level of service they expect from an experienced contact center provider.

We believe our commitment is evidenced, in part, by the team of highly qualified subcontracting partners we have assembled for this procurement. **Exhibit 2–5** lists Lockheed Martin's team members, identifies each member's business type, specifies the role each will play in supporting the contract, and highlights the members' relevant experience and past association with Lockheed Martin.

Exhibit 2–5: Lockheed Martin's USA Contact Team. *Our highly qualified partners each have unique skills in supporting similar efforts.*

| Subcontractor Name and Business Type | USA Contact Role | Relevant Experience | Past Association With Lockheed Martin |
|---|---|---|---|
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Subcontractor Name and Business Type | USA Contact Role | Relevant Experience | Past Association With Lockheed Martin |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

## 2.3 Past Performance

Lockheed Martin's experience is backed by a solid record of superior performance in operating major Government contact centers. In compliance with RFP Section L.7.2.1.4, the profiles below feature detailed information on our three most relevant projects of similar size and complexity performed within the past 5 years. In addition to information regarding work scope, each project profile specifies to whom and when the Past Performance Survey Questionnaire (RFP J, Attachment 1) was sent. Sample reports for each project are located in [REDACTED].

Project 1: **[REDACTED]**

| Project #1 | | |
|---|---|---|
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |

| Annual Work Volumes | | | |
|---|---|---|---|
| | English | Spanish | Other |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A<br>N/A |

*Includes Spanish-language volumes

| Scope and Complexity of Project |
|---|
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Project 2: **[REDACTED]**

| Project #2 | | |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

| Annual Work Volumes | | | |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

| Scope and Complexity of Project |
|---|
| [REDACTED] |
| [REDACTED] |
| [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# [REDACTED]

| Project #3 | | |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

| Annual Work Volumes | | | |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | | | |

| Scope and Complexity of Project |
|---|
| [REDACTED] |
| [REDACTED] |
| [REDACTED] |

# Section 3: Technical Approach

The technical approach that Lockheed Martin will employ to fulfill USA Contact requirements **[REDACTED]** specifically to meet the demands of building and maintaining top-performing, customer-focused contact centers. A product of Lockheed Martin's Contact **[REDACTED]** business process experts from Lockheed Martin's Operations Excellence organization **[REDACTED]**), and our experienced contact center leadership team. Their efforts, which will continue throughout the duration of the USA Contact contract, will drive our technical approach and also give contract users the most advanced and innovative solutions available in the marketplace today and in the future.

*As the largest provider of information technology and services to the Federal Government, Lockheed Martin brings unique scale and expertise to GSA and the agencies that will use USA Contact. Our solutions are built on decades of experience and industry-leading technical and thought leadership.*

**[REDACTED] and Technical Leadership.** IT staff dedicated to the USA Contact Program will receive support from Lockheed Martin's **[REDACTED]** team. **[REDACTED]** is an IS&GS resource center comprising experts specializing in many technology solutions and responsible for evaluating the latest offerings from all major technology vendors. Recognizing the complex and technical innovation required to build, maintain, and scale contact centers operated across the Lockheed Martin enterprise, **[REDACTED]**, which will support all IT staff dedicated to the USA Contact Program, offers several benefits to GSA, including strategic planning that will minimize the agency's long-term technology costs.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 3–1: **[REDACTED]** Sources, Mission and Benefits. *Bringing innovations to reality for the benefit of GSA and their partner agencies.*



Like GSA, Lockheed Martin serves a wide range of customers that vary drastically in scale and specific requirements. **[REDACTED]**. This program required a large-scale, fully redundant, 24×7 technical infrastructure. It also had unique technical challenges related to radio frequency protocols that required specific solutions. At the other end of the spectrum, we operate many specialized contact centers that require fewer then 20 subject-matter experts in specialized areas in health, education, energy, housing, and criminal justice.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Exhibit 3–2** shows the outcome of our **[REDACTED]** The **[REDACTED]** team continually evaluates new technologies and enhances the solutions through regular summits with customers and leading solution vendors. These summits are led by **[REDACTED]** in the Lockheed Martin **[REDACTED]** housed in our **[REDACTED]**, facility, and charged with identifying and creating innovative solutions that can lower cost, improve performance, and enhance capabilities. The team manages partnerships with vendors such as **[REDACTED]**. Through these ongoing relationships, we have access to the leading providers of technologies and services in the Federal Government. This lab and resources are available for use by GSA and its customers at no charge. The **[REDACTED]** will be used to evaluate each task order and develop the most current and leading solutions based on task requirements, and the **[REDACTED]** team and demonstration lab will be provided to all agencies using the USA Contact Program as part of our proposed solution. (Section 3.1.5.4 provides further detail on **[REDACTED]** repeatable solutions for USA Contact task orders.)

**[REDACTED]**
*provides technology/vision roadmaps, recommends tools and processes, and*

Exhibit 3–2: G12 **[REDACTED]**. *Lockheed Martin's research into best-of- breed contact center technologies resulted in a flexible solution that we will use for the USA Contact contract*



The **[REDACTED]** Matrix featured in **Exhibit 3–3** provides an overview of our technology infrastructure and the technology solutions that will support USA Contact, including


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

special capabilities that will enhance task order operations. The matrix is organized according to RFP Section C to make it easy to understand what technology will be used to meet each requirement and what our solution offers in the way of special capabilities to USA Contact. In addition, all solutions are based on the leading technologies in the field, which will assist us in ensuring that the latest innovations are available throughout the life of the contract vehicle.

Exhibit 3–3: **[REDACTED]** Matrix. *Lockheed Martin's technology solutions meet and exceed GSA's requirements for USA Contact.*

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACT | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| ED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACT | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED]<br><br>[REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| | | | |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACT | [REDACTED] | [REDACTED] | [REDACTED] |

| RFP Section | Service | Technology Solution | Special Capability |
|---|---|---|---|
| **ED]** | | | |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |

**Lockheed Martin [REDACTED]).** In addition to **[REDACTED]** our technical approach is founded on the proven processes developed in **[REDACTED]** A corporatewide initiative that is a principle-based, structured management system, **[REDACTED]**. Using **[REDACTED]** Lockheed Martin has produced savings to our customers on many programs. For example, for the **[REDACTED]** handling changes, reducing handle times by 2 minutes on some types of calls. At a tactical level, **[REDACTED]** validates the effectiveness of the change, and then repeats the system baselines. The **[REDACTED]** is also robust and flexible, enabling it to respond to ever-changing business climates.

**[REDACTED]**

Lockheed Martin's Contact Center Solutions group has developed a set of specific, repeatable **[REDACTED]** enable us to quickly scale across a common set of operating models—similar to the way technology platforms are scaled—and develop "operation handbooks" that address all major areas of program management, reporting, quality, training, and service-level management. Potential benefits to GSA and to the agencies that use USA Contact include:

## [REDACTED]

Continuous improvements identified and implemented through **[REDACTED]** will enable Lockheed Martin to update and revise our practices as specific task orders emerge, just as

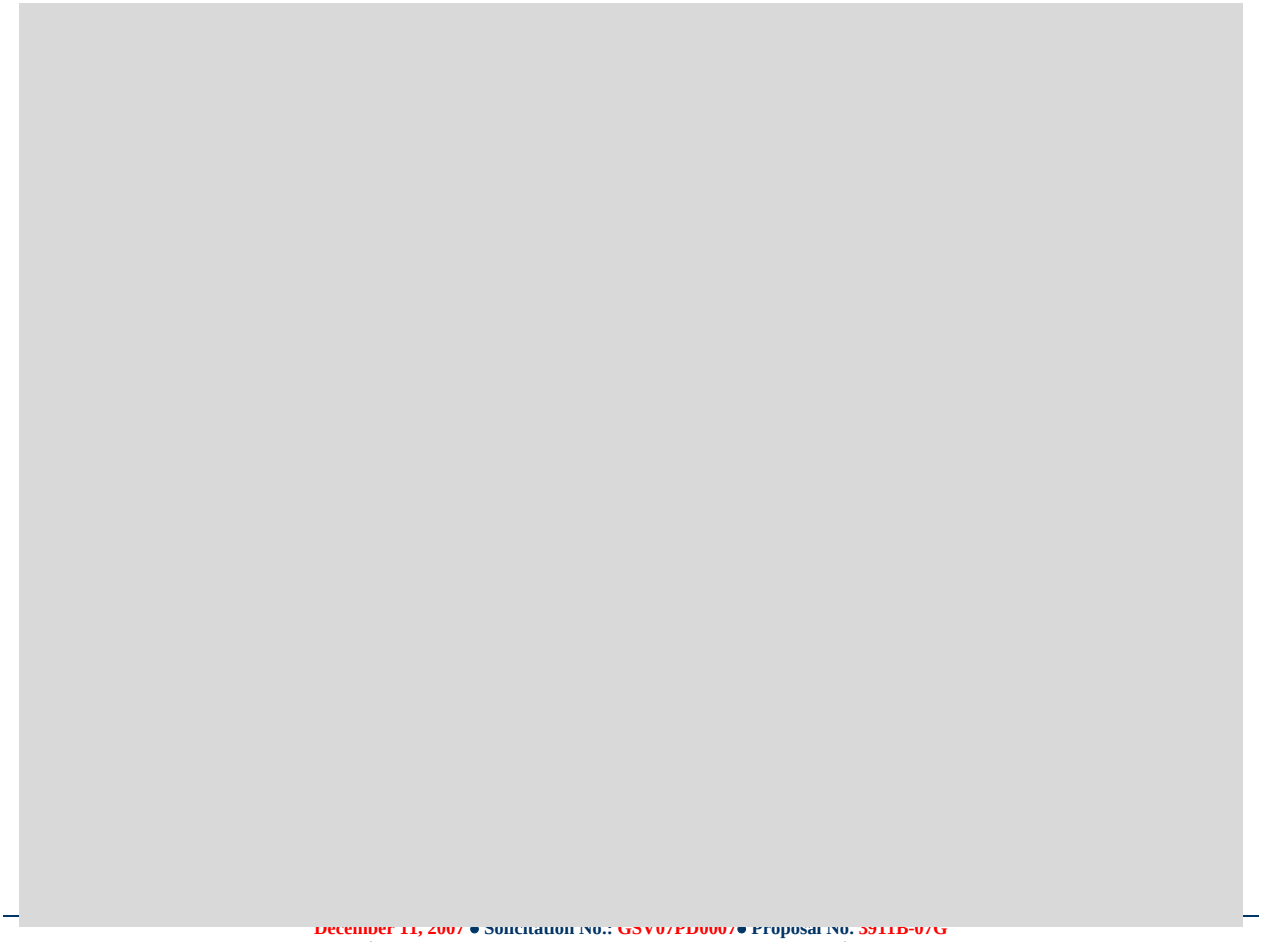

Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

our application of **[REDACTED]** will give us the tools to address industry changes in technology or business processes. As the frameworks powering our technical approach **[REDACTED]** will clearly benefit GSA and the agencies that use USA Contact—especially in the context of the contract's content, scale, and overall length. Our technical approach, detailed in the following pages, will support not only the known requirements of today, but, equally as important, the requirements of the future.

## 3.1 Services To Be Provided

GSA will benefit from Lockheed Martin's vast technology integration leadership and Federal program experiences as we deliver a best-of-breed, commercial-quality COTS-based solution. As illustrated in **Exhibit 3–4,** our technology capabilities match the spectrum of requirements defined by the USA Contact Program and all consumer facing touch points can be deployed in a multilingual manner to provide enhanced customer experience. With a secure, scalable, and highly available platform as its foundation, the USA Contact Program can expect rapid deployment to support requests of an emergency nature without sacrificing engineering quality or information security, as well as the ability to add evolving services or new services to make the processes and call flows more efficient throughout the life of the contract.

Exhibit 3–4: Multichannel Contact Center Operations Overview. *Lockheed Martin's technology capabilities and multilingual services exceed the requirements defined by GSA.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

### 3.1.1 Automated Services

The Lockheed Martin **[REDACTED]** will enable GSA and sponsoring-agency customers to access resources whenever and however they choose—24 hours a day, 7 days a week. Our multimedia automated services layer allows customers to access information resources according to their own schedules and needs. Industry analysts have reported that many customers prefer self-service channels to assisted services. By providing efficient access to consistent and accurate information through automated services, customers will be empowered to obtain the services and information they need at a fraction of the cost of attended services to GSA and its partner agencies. **[REDACTED]** enabling customers to obtain information without interacting with an IS.

**3.1.1.1 Automated Voice Response Services.** Lockheed Martin provides a wide array of user-friendly voice response services, including IVR, voice/speech recognition, and text-to-speech (**[REDACTED]** For the USA Contact Program, our seasoned technicians will design and manage usable, easy-to-navigate voice response systems that empower callers to meet their information needs using self-service telephony applications available in a number of languages. For **[REDACTED]** On a project-by-project basis, these integrated applications will share a universal knowledgebase with various Web-based customer-facing applications to ensure consistent messaging across all program channels. Our technical staff consistently develop and maintain automated voice solutions that provide premium technological service to our customers and users and provide timely updates to postings and script changes on a regular basis.

**Interactive Voice Response Service.** Lockheed Martin has designed and integrated hundreds of call flows and IVR scripts for a variety of contact centers, ranging from large nationwide centers that operate 24×7 and handle millions of inquiries each year to small clearinghouses that serve specific audiences. **[REDACTED]** . For USA Contact, we will record consistent and professional voice prompts to provide **[REDACTED]** for either a Government-provided or a Lockheed Martin-provided IVR system. To assist those calling after normal business hours, specially tailored voice applications will enable callers to select English- or Spanish-language menus (and other languages, as specified by individual task orders), enable callers to access responses to **[REDACTED]** for assistance or to leave a number for a callback, refer them to another agency if appropriate, and, in the case of an emergency, provide them with an emergency number. Lockheed Martin understands that GSA and sponsoring agencies may require **[REDACTED]** . To support this need, our experienced technical team will ensure that script updates are fully tested and, following Government approval, applied in a timely fashion on a 24×7 basis. Lockheed Martin's Project Manager, who will be available by cell phone or telephone and e-mail 24×7, will ensure that emergency notices are posted within 2 hours and that other special script updates meet the fast turnaround specified. As part of our **[REDACTED]** as customers navigate the menus. We will analyze this information and recommend script adjustments to better serve customers.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Voice/Speech Recognition Service.** A speech-enabled solution is a powerful companion technology to traditional IVR and offers great benefits to the caller and the agency: customer frustration with lengthy, cumbersome menus is mitigated, and call times and abandonment rates are reduced. **[REDACTED]** platform to help USA Contact realize these benefits. The application is an open, high-performance speech recognition engine based on industry-recognized **[REDACTED]** This highly accurate, natural-language **[REDACTED]** and offers "barge-in" capability, which allows callers to interrupt the conversation and naturally redirect it to another topic or to request live assistance, reducing caller frustration. **[REDACTED]** applications as the services adapt to actual caller usage, thereby improving customer satisfaction.

**Text-to-Speech Service.** In conjunction with our Intervoice/Nuance solution for speech recognition, Lockheed Martin will enhance automated IVR service using **[REDACTED]** Speechify converts text to natural-sounding, synthesized speech. This powerful technology can understand the context of words as they appear in a sentence and correctly pronounce words that have the same spelling. **[REDACTED]** applications that access FAQs and read responses to callers in real time. By employing TTS, we will also be able to provide GSA with immediate script updates, which will reduce the need for and cost of recording them using human resources.

**3.1.1.2 Facsimile Services.** Within the USA Contact architecture, our Intervoice integrated fax option can produce dynamic, customized faxes on demand. **[REDACTED]** . For reporting purposes, the date and time that each document was faxed will be stored in our Customer Relationship Management (CRM) System, along with the caller's fax number, and whether the fax transmission was successful.

**Automatic Fax-Back Service. [REDACTED]** will be offered through the Intervoice IVR. The USA Contact Program will leverage our Intervoice platform, enabling customers to navigate through and select from a list of available documents. Once the selection has been made, the application will use the identifier to access a database to locate the file path for the document, and then the **[REDACTED]** will transmit the document to the customer's fax number, which will have also been collected by the IVR application. After completing **[REDACTED]** , callers will have the option to return to the IVR menu or speak with an IS for further assistance.

**Fax-on-Demand Service.** The IS can initiate fax-on-demand from the desktop, which will have the capability to send documents from a predefined list of publications to an inquirer's fax machine. The system will make redial attempts, spaced in reasonable time intervals, in case the inquirer's fax number is busy. **[REDACTED]** when directed by sponsoring-agency requirements. **[REDACTED]** to properly review the caller's previous history and update case notes.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.1.1.3 Voice Mail Service.** We understand that voice mail service provides customers with an additional method for conducting business during hours that they find convenient. The USA Contact Program will support 24×7 access by providing **[REDACTED]**

Our experience in designing and implementing voice mail applications ranges from implementations in which a voice mailbox records the caller's voice message, allowing free-format speech, to sophisticated applications in which customers are prompted to provide precise information such as catalog orders. We have also **[REDACTED]** . Recording time per voice mail message or voice mail prompt may be adjusted according to the requirements of the application. To complete the voice message handling process, all messages are retrieved, transcribed, resolved, and logged for reporting purposes and archived in digital format for a **[REDACTED]** . When appropriate, a copy can be provided to a sponsoring agency to listen to the callers' voice mail messages.

**3.1.1.4 Automated Callback.** To provide automated callback service, Lockheed Martin will use **[REDACTED]** call periods when hold times can be high. Voice callback will also give callers the convenience of scheduling a callback at a time that is convenient for them. Should the customer line be busy on callback, the system will initiate automatic callback for a minimum of three calls or until the call is completed. **[REDACTED]** is a fully integrated component of USA Contact technical architecture, which provides a single view for configuration and management, a single-state model for blending inbound calls with callbacks, and universal reporting.

**3.1.1.5 Web Callback.** Similar to automated callback, Web callback enables customers to request an agent-assisted phone call over a standard phone line either immediately or at a customer-designated date and time. **[REDACTED]** platform will receive the request and either immediately or at the scheduled date and time place a call to the customer and automatically connect an appropriately skilled IS. As is the case with most callback scenarios, if the customer line is busy, the system will repeat the callback automatically.

**3.1.1.6 Automated Outbound Dialing Campaign.** Lockheed Martin uses **[REDACTED]** systems to create a wide range of application options, from basic live notifications to fully automated outbound predictive applications. All outbound interactions can be archived for future reference and are reportable via the multichannel reporting system. Our dialing application is compliant with industry standards and FTC regulations, and **[REDACTED]** .

**3.1.1.7 Automated Facsimile Delivery.** Lockheed Martin will leverage the **[REDACTED]** platform for automated fax delivery, enabling GSA and sponsoring agencies to provide notifications and/or delivery of subscribed content of varying page lengths. **[REDACTED]** delivery subscribed content. Redial service is an inherent part of our service and the success and failure rates are archived and reportable.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.1.1.8 Automated E-mail Delivery.** As is the case with fax delivery, the program integrates with the CRM platform for e-mail delivery, enabling GSA and sponsoring agencies to provide notifications and/or delivery of subscribed content of varying length and can easily support text in excess of 15 kilobytes, as specified in the RFP. **[REDACTED]** Success and failures rates are archived and reportable, allowing an agency to determine the accuracy of an e-mail list.

**3.1.1.9 Hosted Online Ordering.** GSA and sponsoring agencies benefit greatly from our experience in building and hosting 24×7 online ordering applications that integrate leading order fulfillment and inventory control systems to provide an end-to-end solution. Our proven solution supports multiple browsers and exceeds GSA's contract requirements. **[REDACTED]** , through which we receive and process hundreds of thousands of orders annually.

We will integrate order entry portal applications by **[REDACTED]** with our contact center platform to provide this robust service for USA Contact. This COTS-based, hosted application will be made available to GSA and its sponsoring agencies through their Web sites. We understand that a variety of sponsoring agencies may be interested in this service; therefore, products will be segregated by agency and appropriately displayed to customer audiences. We also realize that each agency may have more than one distribution center; therefore, our solution will provide for multiple fulfillment options based on product type and associated agency. **[REDACTED]** We will use secure protocols to transmit the order data to whichever distribution center is designated by GSA and its sponsoring agencies— **[REDACTED]** . Depending on program preference, orders may be transmitted **[REDACTED]** .

**3.1.1.10 Hosted E-mail Web Form.** Because most sponsoring agencies will have the resources or desire to host their own e-mail Web forms, we will integrate a dynamically rendered database-driven Web form that can be presented from any **[REDACTED]** By using COTS applications from **[REDACTED]** , we can shorten delivery time for inclusion of new data elements or other enhancements. The **[REDACTED]** , integrated with Lockheed Martin's contact center platform, will **[REDACTED]** for administration and reporting. We will store business rules, including topic choices, in a database for each sponsoring agency. When the e-mail form is accessed on the agency's Web site, it will dynamically render form elements for data that the agency wishes to collect as well as present graphics that are consistent with the look and feel of the agency's Web site. To complement these capabilities, we will use secure standards compliant with **[REDACTED]** ensure future integration into any portal platform required by GSA or sponsoring agencies. The Lockheed Martin implementation of these services supports multiple browsers and Section 508 requirements.

**3.1.1.11 Hosted FAQ Service.** Our hosted **[REDACTED]** services, provides reliable, scalable, self-tuning access to the information the Government repeatedly strives to convey to citizens. Lockheed Martin's implementation of this service will provide a secure, high-availability, user-friendly, and intuitive solution that supports all major browser configurations


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

and can be customized and published to multiple Web sites, as well as implemented in multiple languages. We will use **[REDACTED]** a product that functions at top performance while fitting seamlessly into the design of our client's Web pages. **[REDACTED]** s continuously updating itself, delivering a constant improvement in customer service. Our expert knowledge managers will work with the Government to best determine the form and abilities of the FAQ, contributing our years of expertise in knowledge design.

Lockheed Martin's **[REDACTED]** . The service will collect user feedback on customer satisfaction and usefulness; allow users to subscribe to notification of updates to FAQ of special interest; store each FAQ/answer records with unique ID; allow real-time posting, customer answers, and modification by **[REDACTED]** ); allow tagging with meta-data; provide notification on expired and/or outdated information; present data capable of being indexed by search engines with minimal service degradation; provide customizable query acknowledgement messages; and enable users to select the knowledgebase(s) that they wish to query, search, select, or sort.

The system will also support a variety of management tracking and reporting capabilities. Authorized users will **[REDACTED]** administrative information such as scheduled or on-demand reports and automated content management tasks. Lockheed Martin will work with the GSA and other Federal Agencies to ensure that the knowledgebases can be searched and harvested to provide the Government with maximum utility.

### 3.1.2 Attended Services

When self-service solutions are unable to satisfy the customer's inquiry, the customer prefers to speak to a "live agent," or the agency wants the customer to talk to an agent, **[REDACTED]** By establishing inquiry workflow and protocol based on agency requirements, Lockheed Martin will process inquiries in a systematic, efficient manner. Lockheed Martin understands that most of the costs for operating a contact center come from agent costs. With this understanding, our technical solutions as described below, will support agents in providing accurate answers and excellent service to callers while being as efficient as possible.

**3.1.2.1 Responding to Telephone Inquiries.** During normal business hours, **[REDACTED]** (which uses skills-based routing) will send the call to the most appropriate IS. The IS will access the FAQ and knowledge management system to respond to the customer's question, complete a fulfillment action in response, or, if appropriate, forward the customer to another agency or offer to research the inquiry further and call the person back.

When appropriate, **[REDACTED]** . Calls requiring transfer will be executed using either **[REDACTED]** , as specified by the agency, or will be referred to the appropriate agency via e-mail or fax rather than via telephone transfer. The IS will log required information and any action items through the **[REDACTED]** tool. If fulfillment is required, the IS


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

will respond via the channels specified by the established business rules, such as facsimile, e-mail, or postal mail. **[REDACTED]** . Because some inquiries may require followup, our case management system **[REDACTED]** trained information team for further action or escalation. After business hours, **[REDACTED]** callback number and time, or, if appropriate, given an emergency number to call.

**3.1.2.2 Outbound Calling Services.** Lockheed Martin embraces the variety of methods used in a multichannel contact center and the Government's need to reach its audience in a variety of ways. One method is through outbound calling in response to an inquiry, including those received through TDD/TTY. **[REDACTED]** . We may also, based on business rules, elect to place an outbound call in response to a survey, an e-mail, a customer comment, or to provide additional or followup information to the customer. Inquiries will be sorted and responded to by **[REDACTED]** . We will route inquiries to the appropriate team for research and resolution, using either the internal transfer function within the **[REDACTED]** or through an online form. The **[REDACTED]** solution will be used to launch large-scale outbound calling programs, as directed by GSA or sponsoring agencies, and to conduct customer surveys, promotional campaigns, or other special events.

Our solution will also enable customers **[REDACTED]** . These inquiries will receive first priority on the next business day and will be reviewed for complexity and then queued for action in the **[REDACTED]** , which will facilitate customer and IS communication. The IS will mark the inquiry "closed" once the contact has been made. However, in the event that the **[REDACTED]** a busy signal, or if there is no answer, the system will queue the call based on predefined business rules. If voice mail or an answering service is available for the customer, the **[REDACTED]** indicating the purpose and time of the callback and instructions for calling back, if any.

**3.1.2.3 Responding to Postal Mail Inquires.** Mail forwarded through the U.S. Postal Service, including the associated envelope/packaging, will be **[REDACTED]** for efficient inquiry routing. Each correspondence package will receive a date and time stamp and other tracking information such as nature of the inquiry. **[REDACTED]** Inquiries will be reviewed to determine the response protocol (telephone, fax, e-mail, or other communications media) best suited to the inquirer and distributed to the most qualified IS for response. For inquiries requiring additional information, the IS will call the inquirer or send a letter acknowledging receipt of the request and providing an estimated time for the response. **[REDACTED]** including any fulfillment, interim and final response date, quality control checks, and followup actions. Postal mail inquiries referred to other Federal agencies for direct response will be transmitted as e-mail attachments. We will note in the e-mail that the original inquiry was received as a postal mail document.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.1.2.4 Responding to E-mail Inquiries.** Our team has extensive experience with the design and implementation of fully automated e-mail solutions of varying complexity based on industry best practices and our clients' requirements and business rules. The USA Contact Program will benefit from a fully managed, hosted **[REDACTED]** The Web form will allow users to associate the topics of their inquiries with a list of frequently requested topics identified by the Government. The service will capture all necessary information regarding the inquiry for processing by the USA Contact e-mail management system.

**[REDACTED]**

Lockheed Martin's **[REDACTED]** manage the response process and the content of the replies sent to customers. The system will have the capability and scalability to serve as a central e-mail processing portal for Government agencies. We understand the Government's objectives with respect to providing centralized e-mail handling for partnering agencies and will provide timely e-mail processing services for both forwarded misdirected e-mail and e-mail handled on a sponsoring agency's behalf directly. Our flexible, robust e-mail processing solution will accommodate the varying and changing needs and business rules of sponsoring agencies, as well as handle inquiries of varying complexity, sensitivity, and urgency.

Our e-mail response **[REDACTED]** Depending on the inquiry types and agency requirements, the ISs will be able to respond directly to customers, request more information from customers, **[REDACTED]** other actions as appropriate. Our e-mail processing system will have the flexibility to notify sponsoring agencies of the status of inquiries at key points in the process and to receive inquiry close-out notifications from partner agencies in a variety of formats for automated processing. The Lockheed Martin Team will analyze the causes of nondelivery of any returned responses and will resend those responses whenever a likely cause can be isolated and corrected.

**3.1.2.5 Responding to Facsimile Inquiries.** Facsimile inquiries will be **[REDACTED]** These inquires will be handled using the same workflow principles as those previously described for postal mail. We have developed systems and processes to provide flexibility, so we will develop business rules by using the requirements established in each task order.

**3.1.2.6 Interactive Web-Based Services.** Interactive Web-based services such as **[REDACTED]** can offer customers additional methods for obtaining answers to their inquiries. We use **[REDACTED]** to support these services. Inquiry contacts will be routed through the **[REDACTED]** and skills-based routing mechanism to the next qualified IS for processing. The workflow and protocol for these transactions will be similar to those used for a telephone inquiry. The IS supporting these channels will receive additional training to ensure that customers receive the same high level of service as they do on the phone.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

We do understand the diversity of the customer base and will, as specified in a specific task order, offer these services in the language best suited for or identified by the customer.

**[REDACTED]** will allow Web users to interact in real time with ISs via text chat. When applied to USA Contact, it will provide an additional channel through which customers can choose to communicate with our staff and one that is particularly useful to customers with some speech or hearing impairment and do not have access to a TTY device. In addition, ISs will be able to simultaneously manage more than one chat interaction, which may require fewer staff than managing the equivalent number of phone interactions.

**[REDACTED]** tools will allow ISs and customers to simultaneously browse dynamically generated Web pages and complete online forms. This functionality will allow ISs to assist customers in learning how to find answers to their inquiries or use features on agency Web sites. Customers will benefit from the visual instruction this communication channel provides and will learn to use agency Web sites to serve themselves on future visits.

By integrating Web chat and co-browse into USA Contact's service offering, we will extend the variety of communication channels available to customers and, at the same time, reduce costs for GSA and sponsoring agencies.

### 3.1.3 Other Support Services

To meet the varying complementary and supplementary contact center needs of GSA and sponsoring agencies, the USA Contact contract vehicle provides other support services, including fulfillment services, a transcription service, and language translation services.

**3.1.3.1 Fulfillment Services.** Lockheed Martin offers GSA and sponsoring agencies comprehensive fulfillment services, **[REDACTED]** . Lockheed Martin currently manages and operates 5 distribution centers that serve 20 Government and private sector clients, many of whom contract with Lockheed Martin to support multiple programs. For example, **[REDACTED]** A description of the proven processes and integrated systems that we use in our distribution centers is presented below.

**Materials Storage and Inventory Management.** We currently store and control more than 15,000 items, including forms, documents, brochures, videotapes, CD-ROMs, DVDs, and a variety of public awareness products. **[REDACTED]** system that allows us to process orders received via telephone, mail, e-mail, fax, and the Web—enables precision in inventory management/logistics and accuracy in monitoring supply levels. It also generates standard and ad hoc reports that help our clients track product quantities and make decisions regarding product reprinting or recycling.

**Order Processing and Fulfillment.** We use **[REDACTED]** to fill individual orders and process bulk orders for mailing to redistribution points. The **[REDACTED]** assists with fulfillment operations by producing orders, enabling backorder management, managing picking location stock and bins, decrementing inventory, printing pick/pack slips, and providing


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

real-time order status information to customer service staff, clients, and customers. **[REDACTED]** provide the support needed to handle customer payment and account management services.

Orders will be placed through our **[REDACTED]** hosted online ordering system and seamlessly transmitted to our **[REDACTED]** order fulfillment system. This integration will provide ISs with real-time access to inventory and order status information and provide enhanced customer service for GSA and sponsoring agencies. Our distribution center will process single- and multi-item orders that are placed through multiple communication channels, including phone, fax, Web forms, and e-mail.

**Mailing Services.** GSA will benefit from our comprehensive set of mailing services **[REDACTED]** We process more than 1,200 direct mailing projects each year, distributing more than 17 million pieces to our clients' customers, customers, and members. In addition, to support our clients' marketing and outreach efforts, we compile information kits introducing new client services or initiatives. Our staff members often are asked to collate and mail these kits on short notice for same- or next-day delivery to points across the continental United States. Lockheed Martin uses advanced technology and proven processes to develop and manage clean, accurate, and highly targeted mailing lists for our clients **[REDACTED]** discount criteria through ZIP Code sorting, address format verification, and barcoding.

**Electronic Dissemination Services.** Increasingly, our customers are seeking alternatives to printing, storing, and distributing hardcopy materials. We offer print-on-demand services that involve interfacing with Internet sites or databases and data transfer to multiple high-speed DocuTech printers. In addition to print-on-demand services, Lockheed Martin develops and maintains Web sites that not only disseminate documents electronically but also link to our distribution operations for the placement of hardcopy orders through online catalogs and shopping carts.

**Comprehensive, Cost-Efficient Shipping Services.** We have integrated **[REDACTED]** which enables us to choose from a variety of shipping methods, **[REDACTED]** , to send materials in the most cost-efficient manner. Conquest is a fully integrated logistics program that can track, maintain, and report independent shipping information for individual clients. It also provides direct links to carrier tracking mechanisms. Our staff are experienced and knowledgeable in managing shipping operations and can obtain the best rates, while providing optimal service to meet client and customer delivery needs.

For this procurement, Lockheed Martin will use our **[REDACTED]** , which will be a fully integrated node on USA Contact framework. When fulfillment services are requested by an agency, we will draw on the capabilities and resources available through the **[REDACTED]** to:


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

- Obtain either the physical materials to be distributed or a source for the materials. If a document source is provided in lieu of the actual physical materials, Lockheed Martin will obtain the document and coordinate printing needs.
- Use the **[REDACTED]** to track the print fulfillment status of all required records and files, as specified.
- Record tracking information in **[REDACTED]** and provide reports to the Government upon request.
- Manage multiple requests made by a customer during one transaction through the **[REDACTED]**
- Ship the materials requests using postal services, e-mail, or fax, depending on what is most convenient to the customer and cost effective to the Government.

The **[REDACTED]** has all the equipment and supplies needed to satisfy the Government's fulfillment requirements. We understand that unless otherwise directed, we will use the least expensive mailing method and that postage and supply expenses will be reimbursed by the Government as an other direct cost (ODC).

**3.1.3.2 Transcription Services.** Lockheed Martin will provide transcription services from our **[REDACTED]** facility. Information that is captured via voice mail, IVR, or any other voice-capturing technology will be **[REDACTED]** . The resultant reports will be available daily, weekly, and monthly, as well as on an ad hoc basis. Upon maturation of emerging voice recognition and transcription technologies, we will implement automated applications to provide efficiency and cost savings without compromising quality.

**3.1.3.3 Language Translation Services.** Lockheed Martin currently provides English- and Spanish-language services for processing phone, e-mail, and fax transactions. If the need arises for additional language support, **[REDACTED]** provides multichannel language translation, interpretation, transcription, and quality monitoring services in more than 150 languages, including all those specified in the SOW. Connection **[REDACTED]** be seamless to the caller.

**[REDACTED]** team of more than 1,000 professional, certified linguists are accessible 24×7, within an average connect time of 30 seconds. The interpreters are skilled, educated native speakers certified by **[REDACTED]** and industry-recognized organizations. **[REDACTED]** Customer Care Representatives are accessible 24×7 to assist with language identification and to facilitate the connection to the appropriate interpreter.

When translating written text, **[REDACTED]** will strive to provide a faithful rendition of original material. **[REDACTED]** will concentrate on maintaining the original content and style of the document while taking into account the societal and cultural aspects of the target language.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Finally, if there is a demand for continued service in any languages beyond English and Spanish, **[REDACTED]** is able to provide direct-language ISs, in addition to third-party interpreters, and can provide quality monitoring support in more than 150 languages. We will provide comprehensive data capture and reporting of any language services that are added to the contract.

### 3.1.4 Directory Listing Services

Our current approach to managing telephone directory listings for GSA draws from our experience in handling numerous information management projects for the Federal Government. This experience has enabled us to develop successful strategies for verifying, updating, and ordering directory listings. Our understanding of the directory listings process and our proven techniques for managing accounts, researching companies, analyzing demographic data, providing spreadsheet status reports, and establishing telephone company contacts will allow us to continue increasing public awareness of GSA's Governmentwide information and referral services.

Lockheed Martin's **[REDACTED]** team will ensure that Federal listing data is correct and complete. Our **[REDACTED]** Coordinator will work with Federal agencies to produce effective listings and negotiate with select service providers and directory publishers to establish low-cost Federal listings nationwide. Our **[REDACTED]** will ensure quality by maintaining contact with directory publishers, processing telephone listing invoices, tracking and documenting the status of all accounts, and updating the Blue Pages database.

Although many telephone directories participate in Federal listings projects, many do not. Lockheed Martin will always work to establish relationships with new directory publishers to ensure the placement of GSA's listings. **[REDACTED]** . By communicating with dozens of key contacts at numerous telephone companies and publishing houses, Lockheed Martin will **[REDACTED]**

By employing these strategies, Lockheed Martin will successfully manage directory listing accounts, add new directory listings, and verify the accuracy of existing listings for USA Services and for any other agencies added by GSA. **[REDACTED]** in accordance with the contract, as defined in ODCs. We will process and record all invoices in a timely manner to perpetuate the ongoing quality and efficiency of the project.

### 3.1.5 Technical and Management Services

Lockheed Martin's approach to staffing and managing the USA Contact contract vehicle incorporates the company's best practices in operating vehicles of similar size, scope, and complexity—particularly those that serve multiple Federal agencies, have diverse contact center constituencies and requirements, and demand high-quality standards with strict performance metrics. Our approach, described below, presents our **[REDACTED]** ) which will fulfill core project management needs. It also presents strategies for performing site


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

management, program management, technology management, content and knowledge management, contact/case management, relationship management, and customer satisfaction surveys. Section 4 (Management Plan) elaborates further on the program management issues and plans addressed in this section. In addition, Section 5 (Security Plan) addresses information systems security management (RFP Section C.3.5.5).

**3.1.5.1 Core Project Management Support.** For the USA Contact contract vehicle, Lockheed Martin proposes a PMO to provide contract leadership and direction and to satisfy such critical contract administrative needs as ensuring that the company is complying with all contract clauses and agency regulations, that deliverables are on schedule, that invoices are reviewed and sent to GSA in a timely fashion, and that performance standards are carefully monitored and reported as directed. The PMO, as discussed in Section 4.1.1, will also form the management structure for each contact center issued under an individual task order. Per RFP Section C.3.5.1, this structure supports a single site solution categorized as low impact, in accordance with **[REDACTED]** . If information and information systems are categorized as moderate or high impact, the PMO would be augmented, as appropriate. Incremental support might include additional site managers, if task order requirements dictate multiple locations, or additional information security personnel, if the task order requires Certification and Accreditation (C&A).

Each task order will require the assignment of ISs to respond to inquiries. The number and level of ISs to be assigned (see RFP Section C.3.5.1.1 through C.3.5.1.4) will depend on the scope and complexity of work to be performed. Section 4.2 further describes how Lockheed Martin will ensure sufficient ISs to perform the functions of each individual task order.

**Incremental Support.** Lockheed Martin will support multisite and more complex implementations through the provision of incremental, qualified, support personnel. Projects categorized as moderate and high impact will be individually assessed at the task order level and assigned resources required to ensure successful implementation and operation.

**3.1.5.2 Site Management.** Successful performance of any contact center requires a strong, experienced **[REDACTED]** , who is responsible for daily operating functions. Lockheed Martin's **[REDACTED]** will play a pivotal role in ensuring that the workforce is sufficient, properly trained, and meeting or exceeding service objectives; that the facility is comfortable, offers a conducive work environment to all employees, and is properly configured to provide efficient and effective workflow; that work schedules are properly developed, monitored, and revised, as needed, to manage fluctuating volumes of calls, e-mail, and other communications; and that the systems supporting the contact center environment are operating properly, are available 24x7, and are meeting customer information and security requirements. The **[REDACTED]** will report through the **[REDACTED]** , who also serves as Lockheed Martin's Director for Contact Center Excellence. This will facilitate quick and easy access to the resources needed to perform the range of site management responsibilities required of the contract and of each individual task order.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.1.5.3 Program Management.** For the USA Contact contract vehicle, we will infuse a comprehensive management methodology that enables Lockheed Martin to meet and exceed the performance requirements of our customers. **[REDACTED]** . In performing task order planning, in partnership with GSA and task order sponsoring agencies, we will collaboratively set goals and ensure complete understanding of the success parameters of the COTR and other Government officials. **[REDACTED]** process will be tracked and managed in USA Insight (discussed below), a Web portal that enhances program management and communications, which we are proposing we will customize for this program.

Exhibit 3–5: Total Task Performance Responsibility. **[REDACTED]** *provides a management methodology that incorporates partnership, collaboration, and flexibility—ingredients designed for superior performance.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**USA Insight.** For our large, multiclient, multi-task-order contracts, Lockheed Martin implements **[REDACTED]** among project staff and customers. For the USA Contact Program, we will customize this Web portal to be responsive to specific needs of GSA and other task order sponsoring agencies.

USA Insight will be our premier management information portal, providing access to the data, information, plans, and reports needed to support contract and task order operations and management. **Exhibit 3–6** presents a sample of the USA Insight homepage, which will also serve as a repository for such resource materials as staff contact lists, key and other personnel calendars, report templates, and a reference library containing procedures and forms.

Exhibit 3–6: Sample USA Insight Homepage. *Our USA Insight portal offers GSA real-time access to contracts and reports.*



USA Insight will enable managers to operate as a virtual PMO with remote access to project, task order, and contract information. Moreover, it will give staff access to a variety of automated management and training tools that Lockheed Martin makes available to Project Managers.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

The **[REDACTED]** will be hosted on Lockheed Martin's servers, will have a specific URL, and will be password protected. Our **[REDACTED]** will work with the COTR to determine additional security measures that may be required. We will also use USA Insight to disseminate contract and task order required reports. Separate and distinct workspaces will be established for each task order sponsoring agency so that staff dedicated to serving each task order can easily share information with their Government counterparts. In addition, a general contract-wide workspace will enable GSA-designated personnel to obtain key contract reports and documents, such as monthly progress and financial status reports.

With **[REDACTED]** , and **[REDACTED]** , Lockheed Martin's USA Contact management team will be well positioned to fulfill GSA's objectives for program management, oversight, and quality control of contact center services, systems, and components. Moreover, our management team will be responsible for ensuring that all program management tasks, as outlined in RFP Section C.3.5.3, are successfully accomplished. **Exhibit 3–7** identifies these tasks, along with the management team member with lead responsibility for ensuring its success.

Exhibit 3–7: Program Management Tasks and Lead Persons Responsible. *Lockheed Martin's team is in place and ready to initiate contract operations upon contract award.*

| Program Management Task | Lead Person(s) Responsible |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Program Management Task | Lead Person(s) Responsible |
|---|---|
| [REDACTED] | [REDACTED] |

The managers listed in Exhibit 3-7 are responsible for his or her program management task at the IDIQ contract level. For some task orders, these individuals will perform in the "key position" roles as well. For other task orders, these individuals will serve as primary points of contact for the [REDACTED] in selecting and placing additional qualified individuals to perform in these key positions. Lockheed Martin has exceptional depth of resources to quickly identify task order staff that possess the specific qualifications and experience required by customer agencies. Exhibit 4-3 on pages 4-8 to 4-10 identifies additional resources available within the company to support many of the core program management tasks that may be required. [REDACTED]

**3.1.5.4 Technology Management.** To ensure quality service delivery and to maintain a secure, reliable, and progressive technology posture for the duration of the USA Contact program, Lockheed Martin will commit to GSA a strong and robust technology management program that reflects the company's stature as the leading technology services provider to the Federal Government. Our program will be grounded in the people we propose to perform technology management functions, as identified in **Exhibit 3–8.**

Exhibit 3–8: Technology Management Responsibilities. *Technology management will be performed by an expert team of IT professional with specialized credentials in contact center operations.*

| Task | Scope of Responsibilities | Responsible Party |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

In addition to performing these technology management functions, IT staff supporting the USA Contact program will employ proven management approaches for tracking new and emerging technologies. They will evaluate their potential uses and recommend advances that most efficiently and cost effectively fit the overall contract vehicle and the specific needs of each task order.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** expertise will be applied to many issues affecting the total value of the Lockheed Martin Contact Center solution. **[REDACTED]** resources provide focus on areas such as improving the customer experience through advances in technology; developing new features enabling a better process flow; and providing value through higher customer satisfaction, simplified administration, maximum interoperability, and customization. All relevant and promising **[REDACTED]** will be considered, whether for solving problems or designing solutions.

As appropriate, potential improvements and system enhancements—including the beneficial impact of these improvements or enhancements—will be defined and proposed to GSA and task order sponsoring agencies for approval. Upon approval, proposed improvements will be prototyped to validate proof of concept, including any intended and unintended consequences, before a detailed plan is developed to implement the solution in full scale. All improvement activities will be executed as individual projects, which will adhere to USA Contact project management methodologies. GSA and task order sponsoring agencies will continuously be updated on these improvements through well-established project communication protocols, including our proposed USA Insight Web portal.

After the implementation of any improvement, relevant system performance standards will be upgraded so that incremental benefits offered by the enhancements can be effectively tested and verified. A thorough analysis report on the impacts of any enhancements will be shared with GSA and task order sponsoring agencies.

**3.1.5.5 Content and Knowledge Management.** The Lockheed Martin approach offers a single solution for any agency's embedded knowledge management requirements, across all contact channels. Knowing that each of these channels has its own unique limitations and requirements, we will rely on our experts in Web, e-mail, and contact center technology to provide interfaces tuned to the specific needs of the requester.

**Knowledgebase.** Knowledge comes in many forms but can be broken down broadly into unstructured file content and structured database content. A best-of-breed knowledge management system must support both, since Government agencies vary in how their knowledge is stored. In addition, files or database content may reside in multiple databases across application boundaries or in multiple file repositories. Our Knowledge Management solution is flexible enough to store, manage, and organize both structured database records and unstructured files in flexible repositories. In addition, in order **[REDACTED]** Our solution combines a database repository, a file system repository, application integration, and external content integration to form a complete view **[REDACTED]** , while physically being housed in disparate locations. This flexible solution can include content in many native forms, including databases, word processing files, and HTML.

While the heart of a knowledge management system is in secure and accessible data storage, it is fruitless without points of entry that are flexibly tuned to the needs of its users. Our expertise in e-mail, Web, and contact center technology will enable us to use leading-edge


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** to provide the information that the agency's customers require quickly, accurately, and comfortably.

**3.1.5.6 Contact/Case Management.** To thoroughly understand and effectively serve its customers, the USA Contact Program will leverage our fully integrated contact and case management system to record key information about each customer contact, whether it is made by phone, Web, fax, postal mail, or TTY. **[REDACTED]** . Our integrated solution can be extended to authorized personnel via any authenticated Web connection. Our contact tracking system will assist ISs in providing fast, efficient customer service and will provide our client with insight into customer needs and trends.

**Interface Design.** We understand the important role that best practices play in system design. Our streamlined, interface standard is the result of lessons learned on many Federal programs. The overarching goal of all interfaces to is make information **[REDACTED]** Our proven success, combined with our ability to constantly improve and fine-tune our design, puts us in a position to offer reliable, accurate, and efficient systems to meet our clients' specific needs.

**Contact Tracking.** Maintaining a history of contacts made by a customer is an important factor in providing great customer service. Knowing when, why, and how a consumer has previously contacted the client can help an IS quickly understand customers' needs and provide them with better service. **[REDACTED]** will provide GSA with a complete view of each customer.

Our **[REDACTED]** . From an auditing perspective, the system will track user activity by contact, including whether contacts are resolved by Lockheed Martin staff or forwarded to clients or partner agencies for resolution. Using our contact tracking system as the hub for responding to all types of consumer contacts will help the IS provide first-class customer service. In addition, the integration of multichannel contact data will provide the client with opportunities for enhanced reporting. Details for every type of consumer contact will be stored in the **[REDACTED]** , making it easy for GSA to analyze consumer trends and act accordingly.

**3.1.5.7 Relationship Management.** Lockheed Martin will work closely with program stakeholders to identify program-specific requirements, including technical, content, and operational business rules and to establish specific reporting requirements, as needed. We understand GSA's mandate to increase the public's awareness of services offered by Federal agencies, and our Directory Listings team will work with agencies to produce effective listings and negotiate with publishers and service providers to establish low-cost listings nationwide.

Lockheed Martin will create and maintain physical and electronic filing systems that will allow the client to review and monitor written and electronic correspondence, overall contact center employee performance, work stoppages, agency liaison, hardware and software maintenance, database maintenance, call data, and contract reports. **[REDACTED]** . Hardcopy


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

documents will be stored at Lockheed Martin's scanning facilities and will be accessible through a physical filing system.

**3.1.5.8 Customer Satisfaction Assessment.** We have established a proven customer feedback process that uses face-to-face interviews with our key client contacts (COTR and Project Managers) to find out firsthand how well we are performing in support of their program. Through this process, we are able to obtain feedback that allows us to benchmark our performance against that of other contact center contractors and to get input from the Government about unfulfilled needs that may be satisfied with new product or service offerings.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

To enhance this process, the **[REDACTED]** that ask customers of the project to rate our performance in several key areas. (A sample survey form is presented in **Exhibit 3–9.**) A summary report that includes an analysis of the survey results, together with an action plan to address corrective actions and plans for process improvements, will be available for review. Client and customer feedback from these reviews is incorporated into our plans, and the Training and Quality Assurance Manager follows up with program management staff to ensure action plans are implemented in accordance with an approved schedule.

Exhibit 3–9: **[REDACTED]** *Obtaining feedback from our customers enables Lockheed Martin to identify and implement continuous improvements.*

**[REDACTED]**

We offer the client survey and feedback processes described above at no direct charge to the contract. These services are offered in support of our commitment to continually improve the value and quality of the products and services we provide, and to ensure that these services have a direct impact on assisting our clients in achieving their goals and objectives.

### 3.1.6 Special Project Support

Additional services relevant to USA Contact Program operations will likely emerge over the 10-year contract period. Lockheed Martin looks forward to providing additional support under the direction of GSA to further enhance service delivery and customer satisfaction. As a corporation, we bring to bear extensive expertise in all facets of multichannel contact center operations. We also offer vast experience in the design, testing, and implementation of new technology solutions that support contact center operations and have the staff and resources in place to readily respond to GSA's emerging needs. Additional, relevant, special project support areas we can assist with include: solutions hosting, fulfillment (including print-on-demand), expanded Web services, and software development and integration.

## 3.2 Facilities and Technology Infrastructure

The following section details the facilities, technology infrastructure, and telecommunications services that Lockheed Martin has in place and will use to support the USA Contact Program. The facilities and technology proposed will meet the needs of agencies that might use the schedule today and will be updated and expanded during the life of the contract to ensure that USA Contact continues to provide its users with state-of-the-art contact centers.

### 3.2.1 Facilities To Be Provided

Lockheed Martin manages numerous contact centers supporting both Federal civilian and defense agency clients. Leveraging our experience in placing contact centers throughout the United States, we are well positioned to maximize our current facilities and can leverage **[REDACTED]** a wholly owned real estate subsidiary, to provide additional facilities quickly. **[REDACTED]** operates in more than 500 national and international offices and other facilities. **[REDACTED]** feet. **[REDACTED]** also manages and occupies space in major Government-owned facilities.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

We embrace GSA's goal of providing state-of-the-art contact center solutions to other Government agencies under the USA Contact Program. To help achieve this goal, we have identified our **[REDACTED]** and satisfies all of the RFP criteria related to geographic, weather, and location requirements, as well as size and availability of a qualified labor pool. We are also proposing the use of our **[REDACTED]** for support of overflow and disaster recovery/continuity of operations activities, and management support, respectively. *All of these facilities are fully operational at this time, have space available for expansion, and provide a proven technology solution for the USA Contact Program.*

In the following subsections, we discuss our proposed **[REDACTED]** contact center facilities and infrastructure, and describe our site selection process.

**3.2.1.1 General Requirements.** Lockheed Martin understands that the quality of the contact center environment can greatly influence the ability of ISs to perform their duties. The correct infrastructure must be in place in order for staff to achieve their goals. For the USA Contact program we will leverage our experience with contact center design and our existing sites, where possible, to provide facilities that meet task order requirements.

**[REDACTED]** . This facility is an operating contact center for Lockheed Martin; therefore, the space, layout, wiring, basic telecommunications infrastructure, and generators are already in place and can easily be converted to meet the specifications of any task order. Because it is a turnkey contact center facility, we will be able to configure it rapidly, efficiently, and cost effectively to meet the specifications of any contract-related task order. The building has a fully redundant telecommunications infrastructure with high-bandwidth, high-availability connections to telecommunications networks. The site meets all applicable Federal, State, and local accessibility requirements. Some accessibility features of the **[REDACTED]** include wheelchair access ramps, wheelchair access points for badging, and adjustable-height work tables.

**Exhibit 3–10** shows the floor plan for our Albuquerque facility, which we have designed specifically to meet the requirements of a Government contact center. It consists of **[REDACTED]** Additional floors can accommodate up to **[REDACTED]** more workstations. The telephony infrastructure currently can support up to **[REDACTED]** to rapidly meet the workload stemming from additional task orders. The facility also includes **[REDACTED]** In addition, the building, which will continue to be **[REDACTED]** , which Lockheed Martin has access to if needed. These facilities include six training rooms, five conference rooms, and two video conference rooms.

As a state-of-the-art contact center, the **[REDACTED]** includes modular furnishings that promote an open team working environment. The floor is designed to deflect sound and provide abundant natural and task lighting. The building temperature is computer controlled by floor (by the facilities management team). **[REDACTED]** that is staffed 24×7. In


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

addition, a card access system has been installed, which restricts access to Lockheed Martin employees and Government designated staff, contractors, and consultants. Our facility meets all codes related to the Americans With Disabilities Act (ADA) and the Occupational Safety and Health Act (OSHA). **[REDACTED]**.

To support contract overflow, disaster recovery, and continuity of operations, we offer our **[REDACTED]** offices available for use by management, supervisors (when counseling ISs), and guests of the facility. The **[REDACTED]** is connected to our **[REDACTED]** site via multiple redundant, alternate-path high-speed data circuits. The entire facility is accessible only by electronic key card and is regulated by time-of-day and sector permissions.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** . The USA Contact PMO will be housed at our **[REDACTED]** . The **[REDACTED]** has the requisite facilities and equipment to serve as an additional contact center should a **[REDACTED]** The site is linked via multiple redundant, alternate-path high-speed data circuits to the **[REDACTED]** contact centers. All sites have identical networks, systems, and application infrastructures to facilitate the

Exhibit 3–10 **[REDACTED]** Facility Floor Plan. *The* **[REDACTED]** *acility was designed specifically as a Government contact center.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

rapid addition of new capacity. We will leverage our real estate group to rapidly acquire additional space when warranted.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.2.1.2 Facility Infrastructure.** As part of the USA Contact Program, Lockheed Martin will provide all infrastructure and equipment elements necessary to meet the requirements of each contact center task order. The **[REDACTED]** , so the entire infrastructure is currently in place to support most Government agencies.

**3.2.1.3 Site Selection and Facility Design Requirements.** Being the largest contractor of services to the Federal Government, Lockheed Martin understands the space and location requirements of most Government agencies. Our contact center management works on a monthly basis with **[REDACTED]** to research available facilities throughout the United States. In these meetings, reports of available stand-ready contact centers (as well as other facilities that are easily converted to contact centers) are reviewed, and quarterly visits to potential locations and sites are scheduled.

In reviewing potential facilities, we research information in the following categories: labor pool, accessibility, emergency/disaster recovery, environment, community support, location, and real estate. The major criteria and our reasons for selecting **[REDACTED]** as a primary facility are shown in **Exhibit 3–11.**

Exhibit 3–11: Criteria for Selecting **[REDACTED]** *facility is located in a* **[REDACTED]** *and meets all the RFP requirements.*

| Category | Criterion | Facility |
|---|---|---|
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.2.1.4 Project Housing.** Contiguous dedicated space and workstations for all IS staff will be provided to each task order where necessary. Currently, Lockheed Martin keeps all programs together and does not intermix programs in facilities. Programs can have controlled access to their spaces, so agents cannot walk from one program space to another with out having to use their access badges.

**3.2.1.4.1 Exclusive Use of Space.** A private office equipped with a telephone and personal computer will be reserved and available for authorized Government staff and other authorized personnel (including contractors and consultants) on either a shared-use-space basis or an exclusive-use-space basis, as required by each task order.

**3.2.1.5 Facility and Systems Access.** Because personnel safety and our clients' data security are important to Lockheed Martin, each facility is locked at all times, allowing only monitored access via electronic key card. Personnel access is regulated by time-of-day and sector permissions. Additionally, our N **[REDACTED]** . Visitors to each center are logged-in each day and given the appropriate level of access based on their security level and business needs.

# [REDACTED]

Access will be provided to Government employees and their representatives for all program activities.

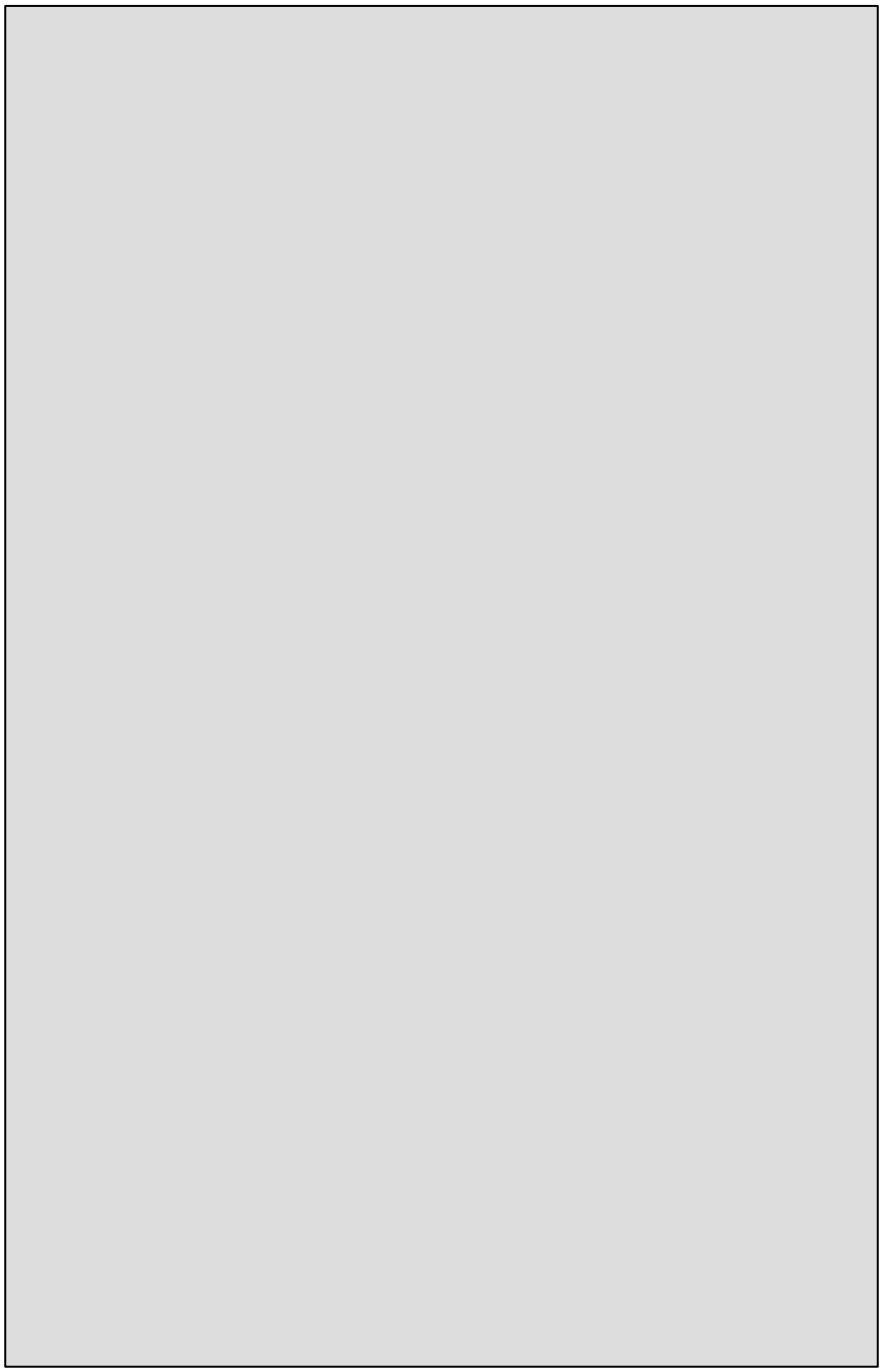
### 3.2.2 Technology Infrastructure To Be Provided

Lockheed Martin will employ a sound technological approach to provide a state-of-the-art contact center management solution that incorporates advanced call management systems, powerful and efficient desktop applications, **[REDACTED]** . This subsection details that approach.

**[REDACTED]** , illustrates the redundant, fault resistant, and highly scalable architecture that will support all USA Contact operations. **[REDACTED]** , including primary and backup site specification, system capacity, and scalability. In response to the requirements specified in RFP Sections C.6.1 through C.6.16, the narrative following these exhibits describes our proposed systems, the functions they will support, and the value they offer to GSA.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 3–12: USA **[REDACTED]** . *Our systems architecture is redundant, fault resistant and highly scalable to support all of USA Contract's operations.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 3–13: Lockheed Martin Systems **[REDACTED]** Details. *Supporting Lockheed Martin's contact center operations is a comprehensive technology platform that exceeds GSA's expectations.*

| |
|---|
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |
| **[REDACTED]** |

**3.2.2.1 Call Processing Technology and Services.** Our integrated solution makes use of the latest industry-favored COTS technologies **[REDACTED]** We have designed our infrastructure with an **[REDACTED]** in mind to accommodate USA Contact's evolving need for more seats and to support multiple programs or multisite task order requirements. While USA Contact will be able to leverage services from all major telecom providers **[REDACTED]** ), we have developed a turnkey package of services from **[REDACTED]** that simplifies contact center service delivery. We will staff and support specially equipped TDD/TTY workstations to delivery quality contact services to USA Contact's hearing impaired customers.

We will provide superior, "**[REDACTED]** . To support USA Contact's multichannel and multisite requirements and provide seamless intelligent call routing, we will deploy **[REDACTED]** ). We will use **[REDACTED]** to ensure that USA Contact has "anytime" automated services.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** . Building on **[REDACTED]** brings an actionable, real-time view of SLA performance across multiple disparate facilities. By leveraging complex predictive and historical algorithms to gain a "big picture" view of service-time performance, **[REDACTED]** will transparently and dynamically adjust agent skill pool allocations in response to undesirable events such as traffic surges, work force adherence, and facility incidents.

The **[REDACTED]** call processing infrastructure also brings the flexibility of digital and analog telephony as well as authenticated, **[REDACTED]** implementation supports industry standards such as H.323 and SIP for voice transmission.

**[REDACTED]** ***IVR.*** All USA Contact customer calls will be greeted with helpful self-service options powered by **[REDACTED]** IVR technology. The **[REDACTED]** platform is compliant with the latest published Voice XML (VXML) standard specification. All customers will retain the ability to "zero" out in order to speak with **[REDACTED]**

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**Value to GSA.** By using **[REDACTED]** intelligent call routing product, we bring seamless delivery of best-in-class contact center services to USA Contact. With **[REDACTED]** , we can alleviate traditional contact center challenges associated **[REDACTED]** , USA Contact will realize cost savings resulting from improved morale, lower agent turnover, and more efficient use of staff.

With the benefit of a standards-compliant **[REDACTED]** application development environment, **[REDACTED]** IVR will deliver both simple and complex automated services while meeting all of USA Contact's usability requirements such as the option to speak with a live agent at any time.

As summarized in the following table, the integrated systems we deploy will cover all of the key RFP-specified call processing functions.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.2 E-mail Routing and Management.** The USA Contact program will be built on a reliable, efficient platform for processing and resolving customer inquiries via e-mail, using **[REDACTED]** Our solution will provide a complete mechanism for fulfilling RFP-specified e-mail routing and management requirements, as shown in the table below.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.3 FAQ System.** Lockheed Martin's approach to implementing a secure, scalable FAQ solution for USA Contact is based on years of experience implementing similar solutions for a variety of Federal customers. Our proposed [REDACTED] service portal solution that provides full self-service capabilities, thereby increasing customer satisfaction.

FAQs will be managed within [REDACTED] , which is powerful, efficient, and easy to use, all via an intuitive graphical user interface. Navigation of the interface incorporates pull-down menus, radio buttons, quick keys, popups, and simple text entry.

[REDACTED] with a user-friendly interface through which to create, review, organize, tag, and publish questions and answers. Integration [REDACTED] into the [REDACTED] knowledgebase for use by [REDACTED] in responding to complaints and inquiries.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Because we have integrated the system into similar contact center operations, we are confident that we can meet the 45-day implementation requirement stipulated for USA Contact. The table below details how the **[REDACTED]** system's functions meet RFP Section C.3.1.11 requirements.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.2.2.4 Knowledge Management.** As outlined in the table below, Lockheed Martin's solution offers the functionality and scalability to meet GSA's knowledge management requirements, as stipulated in RFP Section C.6.4.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.5 Contact Management.** Offering a single point of capture for contact data is a critical piece of Lockheed Martin's solution—a solution that leverages [redacted] reliably tracks customer data across all contact methods.

As detailed in the following table, the functionality provided by [redacted], and in some cases exceeds, the requirements specified in RFP Section C.6.5.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**3.2.2.6 Workforce Management.** Deploying and correctly scheduling adequate numbers and types of staff at each site are crucial to the successful operation of USA Contact. Lockheed Martin recognizes that fluctuations in workloads will occur and that staff resources will need to be continually reviewed and reassigned for maximum effectiveness. **[REDACTED]**

The table below highlights the functional features of our solution and describes how each meets the requirements specified in RFP Section C.6.6.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**3.2.2.7 Customer Survey Automation.** Lockheed Martin will deliver proven methods for automating the gathering of customer feedback in two forms: e-mail surveys, **[REDACTED]** . By combining both avenues of customer response, and by providing thorough and timely reporting on the combined data, we will be able to deliver an effective measuring tool to improve USA Contact services and enhance the customer's experience. The table below matches the functionality of our proposed systems to RFP Section C.6.7 requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**3.2.2.8 Compliment and Complaint Management.** Capturing, tracking, recording, and analyzing customer complaints and compliments will be vital to Lockheed Martin's efforts to (1) improve the USA Contact customer's experience and (2) leverage successful processes that result in an enhanced experience. We are **[REDACTED]** . The following table details the system's functions.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Required Functionality | Functionality Provided By Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |

**3.2.2.9 Service Monitoring and Quality Control.** Lockheed Martin will utilize integrated [REDACTED] tools to support service monitoring and quality control. [REDACTED] customer interactions across multiple channels and sites. [REDACTED] provides the data to increase operational efficiencies while maintaining high-quality standards. [REDACTED] includes both voice and data recordings with which to evaluate IS proficiency. [REDACTED] enables local management staff and remote client staff to monitor live calls. [REDACTED] includes tools that enable managers to score recorded calls and provide performance feedback to [REDACTED]. As shown in the table below, the [REDACTED] will satisfy all RFP Section C.6.9 requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.10 Training.** Lockheed Martin's contact center training facilities will have telecommunications equipment and computer terminals that provide desktop content, functionality, and connectivity; and audio visual equipment that enables us to simulate real-world contact center environments. We will also ensure that the facilities are conducive to learning, monitoring, and evaluation. Section 4.2.2 describes in detail the training methodologies, processes, and tools that will enable us to fulfill contract and task order training requirements.

**3.2.2.11 Literature Fulfillment.** To meet the literature fulfillment requirements specified in RFP Section C.6.11, Lockheed Martin will leverage our decades of experience in operating multiple state-of-the-art fulfillment centers in support of Government agency information dissemination programs. For USA Contact, we are proposing a best-in-class solution,


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** includes systems for inventory management, order fulfillment, barcode tracking, and shipping. The following table identifies the features and functional benefits offered by **[REDACTED]** to meet and exceed USA Contact fulfillment requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**Value to GSA.** Lockheed Martin has been highly successful at incorporating least-cost shipping methods and mail coordination processes, which have produced cost reductions in postage for our Government clients. Our team will continue these practices and identify opportunities for reducing USA Contact's overall print dissemination costs. In addition, our distribution centers are postal mail certified and therefore receive USPS incentives, which routinely result in postage reductions for our Federal Government clients. Our transportation management shipping system ensures that all mail and packages are sent using the least expensive shipping method.

**3.2.2.12 Voice Mail and Electronic Mail.** Lockheed Martin's integrated platform will bring **[REDACTED]** . We will use technologies **[REDACTED]** manage, store, and route voice and e-mail messages. Our solution meets all RFP Section C.6.12 requirements, as shown below.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |

**Value to GSA.** Our experience in designing and implementing voice mail applications ranges from developing applications in which a voice mailbox records the caller's voice mail message, allowing free-format speech, to developing sophisticated applications in which callers are prompted to provide precise information, such as information for catalog orders. Additionally, our **[REDACTED]** will provide cradle-to-grave management of received e-mail and reply correspondence.

**3.2.2.13 Online Ordering System.** We will **[REDACTED]** The site will encompass accepted e-Commerce product browse, shopping cart, and checkout conventions.

Lockheed Martin has extensive practical experience implementing numerous online ordering applications on behalf of the Federal Government. Our experience has taught us how to:


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

- Accommodate numerous customer scenarios and Government business rules, enabling us to deliver a highly usable application integrated seamlessly into our client's Web site and brand.
- Manage the "ease of use" risk a Federal agency confronts when implementing an online ordering system. In other words, we will provide a useable system without increasing overall dissemination costs that could potentially result from wider accessibility.

The table below details the features and functions of our OOS, matched against RFP Section C.6.13 requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**Value to GSA.** From our experience in designing, implementing, hosting, and maintaining e-Commerce applications for Federal agencies, Lockheed Martin identified [REDACTED] . We have been successful in alleviating these concerns through analysis of agency and online user goals, the Government's business rules, and online users' experience. For example, Lockheed Martin implemented a solution on behalf of the [REDACTED] if the item being ordered was over a specific page length and instead encouraged users to download publications less than 15 pages in length. [REDACTED] Our experience with online order fulfillment, coupled with our understanding of the processes of Government agencies, uniquely positions Lockheed Martin to implement a functional, cost-effective solution that meets GSA's needs.

**3.2.2.14 Web Chat System.** Employing integrated systems from [REDACTED] , Lockheed Martin will provide a total-solution Web chat interface that is fully integrated with


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

both our contact and case management platform and any USA Contact Program Web sites. Details on our solution, which meets the required functionality stipulated in RFP Section C.6.14, are provided below.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.15 Power Supply.** All facilities supporting the USA Contact Program will be equipped with [REDACTED] (UPS) and facility backup power generation. As shown in the following table, this functionality will enable us to meet all RFP Section C.6.15 requirements.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**3.2.2.16 Database Design.** Lockheed Martin will employ [REDACTED] to maintain a secure and scalable database system for USA Contact, and industry-best methodologies to ensure that databases developed under contract task orders meet rigorous standards for reliability. As shown below, our database solution meets RFP Section C.6.16 requirements.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Required Functionality | Functionality Provided by Lockheed Martin's Solution |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

### 3.2.3 Telecommunications Services To Be Provided

Lockheed Martin will leverage relationships with [REDACTED] to provide a secure, turnkey telecommunications package for the USA Contact Program. By leveraging well established relationships, we can offer GSA and sponsoring agencies a flexible one-stop-shop vehicle for procurement of contact center-related voice, data, and Internet services throughout the United States.

**3.2.3.1 Local Telecommunications Services and Internet Access.** We design and provision all voice, Internet, and dedicated data circuits on Tier 1, [REDACTED] optic infrastructure. [REDACTED] , which provides redundant multipath fiber optic delivery of services from the carrier networks to our onsite equipment, mitigates the risk of network interruptions due to construction and the risk of utility mishaps. We view secure and reliable voice and data service as paramount to providing consistent and quality customer service.

**Local Services.** USA Contact's local telephone traffic will make use of an [REDACTED] for clear, digital-quality delivery of Sonet-protected voice services. As part of our end-to-end solution, all ISs will have a [REDACTED] number that will allow direct access by GSA, sponsoring agencies, and, when appropriate, customers. Unlike most contact center platforms in today's marketplace, [REDACTED] , USA Contact will have access to the same cradle-to-grave reporting capabilities traditionally available with skilled call routing.

**Internet Access.** We provide every IS with secure and filtered high-speed Internet access (consistent with his or her duties) to assist in research, referrals, and information gathering for callers. We employ industry-leading technology from [REDACTED] to prevent the introduction and spread of virus, spyware, and other Internet-enabled malicious software. Like voice services, Internet access is delivered via a Sonetprotected fiber optic infrastructure, which guarantees uninterrupted service.

**3.2.3.2 Intercity Telecommunications Services.** As with local voice services, [REDACTED] By leveraging technology inherent to [REDACTED] services, USA Contact will benefit from feature-rich, advanced toll-free routing capabilities such as mutlicenter follow-the-sun call delivery, area code routing, and alternate facility routing.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Enhanced voice routing features, when integrated with our state-of-the-art **[REDACTED]** USA Contact will have access to the key applications described below.

**Advanced Toll-Free Services.** We will provide feature-rich toll-free services, backed by guaranteed network reliability and service for unsurpassed network quality, augmented with comprehensive network management tools, and supported by professional account and customer care teams, offered in both switched and dedicated access.

**Backup IVR Prompting.** Although our integrated Intervoice platform will provide facility-based AVR services, carrier-based IVR features will provide an added value to GSA and sponsoring agencies in the event of a disruptive event at a facility.

**Actionable Automatic Number Identification (ANI).** Caller identification data provided by ANI is actionable and will be maintained, when appropriate, with customer records, offering USA Contact a host of reporting options, including visibility into postal Zip Code and area code call-traffic metrics.

**Emergency/Surge Alternate Call Routing and Redirection.** Each Lockheed Martin-provisioned toll-free number can have multiple dedicated and switched termination points. This configuration will enable GSA to better manage short-fused service requests and unexpected call volume.

**3.2.3.3 Network Design.** The USA Contact Program will benefit from our scale and experience in managing secure, efficient, and highly available NIST/FIPS-compliant data centers and networks. Our design will incorporate the following elements:

- Security
- Flexibility
- Scalability
- Surge responsiveness
- Best practices

**3.2.3.4 Network Termination Equipment.** The USA Contact solution is designed with security and availability at its core for flexible and reliable delivery services for all task order profiles, from small, specialized operations to the most demanding, high-capacity, multisite, 24-hour contact centers. **[REDACTED]** will enable us to provide USA Contact with preestablished local loop access to further facilitate rapid provisioning of circuits, regardless of whether they are vendor or Government supplied.

**Internet Access.** We bring a multitiered approach to private and public network security, ensuring that USA Contact remains online and devoid of service degradation during periods of instability. USA Contact will be protected with **[REDACTED]** of industry-leading technologies to prevent the introduction and spread of Internet-propagated malware such as viruses and spyware. To create this umbrella, we will integrate perimeter security from **[REDACTED]** enable a proactive and powerful network surveillance posture that will keep USA Contact ahead of the increasingly pervasive "vulnerability curve."

**Private Data Networking.** Although private network connections tend not to face the same level of exploitation as the Internet, we view all private network connections, regardless of ownership, as a potential source of security concerns. Therefore, USA Contact will receive the same security


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

umbrella architecture to mitigate and guard against threats to private networking as that previously described for Internet Access. This approach to private network termination will bring additional value to USA Contact by isolating facilities from attacks that may emanate from other Government or vendor operations.

**Voice Networking.** All USA Contact voice circuits will be direct connected from **[REDACTED]** redundant Communication Manager call processing and control. We will provision and design all voice trunk groups to support **[REDACTED]** giving USA Contact ISDN layer redundancy.

**3.2.3.5 Service Coordination.** With our integrated, managed solution, the need for service coordination will be minimized. However, in cases of Government-supplied or -provisioned services, we will draw on our unparalleled experience in technology integrations to provide technical and program leadership, ensuring efficient and transparent implementation of new services and transition of current services for USA Contact.

All coordination activities will be led by a qualified project manager with access to technical and operation resources. This approach will produce the error-free, seamless delivery of cross-vendor services for USA Contact.

**3.2.3.6 Telephone Number Ownership.** USA Contact will benefit from nearly real-time activation of toll-free numbers to support emergent and contingency needs. Because we maintain a carrier-agnostic approach to voice circuit provisioning, USA Contact will enjoy the flexibility of using both Government-supplied and Lockheed Martin-supplied toll-free numbers.

We will provide USA Contact with full-service, project-managed, transition assistance for all number portability-related and Responsible Organization (RespOrg)-related requests. Lockheed Martin and our carriers fully support toll-free and local number portability.

**3.2.3.7 Internet Domain Name Ownership.** USA Contact will enjoy the flexibility of using Lockheed Martin-operated as well as Government-controlled domain names.

As part of our turnkey solution, USA Contact will receive managed transition services from technical subject-matter experts and program managers to ensure transparency to GSA, sponsoring agencies, and customers.

### 3.2.4 Compliance With Section 508

In accordance with RFP Section L.7.2.1.5.2, Lockheed Martin stipulates that our proposed technology solutions for the USA Contact Program will be fully accessible by individuals with disabilities, as required by Section 508 of the Rehabilitation Act Amendments of 1998. Our process for ensuring Section 508 compliance consists of six steps:

**1. Research/Analysis:** Lockheed Martin technical staff are always looking for new solutions to further improve the accessibility of Government systems, actively identifying possible solutions for further exploration. In the event that existing technology needs to be made accessible, response teams are available to quickly assess the special needs of a particular situation.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

As individual personnel needs arise, Lockheed Martin will work with GSA and the employee to utilize the needs-assessment process that the **[REDACTED]** ) offers. In this manner, the appropriate assistive technology can be identified, taking into account the person's specific situation, functional capabilities, and computer compatibility.

**[REDACTED]** employs analysts who are experts in the development of accessible Web sites and applications. As Internet technologies evolve they are constantly seeking new solutions to improve information accessibility.

Lockheed Martin will engage in a partnership with GSA and Section 508 Advisory Workgroups, communicating information gathered during accessibility research to the workgroup members. The availability of assistive technologies and accessibility solutions can then be disseminated throughout USA Contact.

**2. Testing and Evaluation:** As new technologies and solutions are identified, they are thoroughly tested and evaluated to ensure that they not only meet the accessibility needs but also are compatible with the GSA environment. **[REDACTED]**

**3. Cost-Benefit Analysis:** When necessary, Lockheed Martin will perform a cost-benefit analysis regarding the implementation of accessibility solutions. Some solutions may result in a system or application being modified to the extent that it is no longer able to perform the function for which it was originally designed or may require extensive financial or labor resources to implement. In such cases, Lockheed Martin will advise GSA on alternative methods to make the system/information accessible and assist with preparation of the necessary documentation to claim that modification of the system/application is an undue burden.

**4. Implementation:** Lockheed Martin will ensure that selected solutions are implemented quickly and efficiently with minimal disruption to USA Contact Program operations. Our contact centers will be able to route accessibility-related calls to response teams familiar with and trained in the implementation of various assistive technologies. Web and application developers will continue to utilize checklists and independent testing to ensure the accessibility of all Web sites and applications.

**5. Training:** As new technologies and solutions become available, Lockheed Martin ensures that the analysts and technicians are trained in their implementation, and also provides training to personnel. **[REDACTED]** principal resource for providing technical training in Web development accessibility solutions at both the National Developers and the Web Workgroup conferences.

**6. Review/Followup:** Lockheed Martin takes the lessons learned from Section 508 compliance activities and uses them to augment our Best Practices and Tool Repository. Lockheed Martin works to ensure that information gathered in the effort to make electronic and information technology accessible is used to fuel the continuous improvement process.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

## 3.3 Contingency/Disaster Recovery Planning

Lockheed Martin's technical solution for the USA Contact Program includes a proven Business Continuity/Disaster Recovery (BC/DR) methodology consisting of well-documented strategies and procedures that will ensure the continuity of all program operations. Specifically, our plan is structured to do the following:

# [REDACTED]

This section of our proposal, organized in accordance with RFP Section C.3.5.5.4, presents an overview of our BC/DR approach, describes our strategies for preventing disruptions and minimizing the effects of service disruptions, details our recovery processes, defines the roles and responsibilities of Lockheed Martin and Government personnel during contingent and disaster events, describes staff training for responding to operational emergencies, and discusses our procedures for testing the plan.

Lockheed Martin's **[REDACTED]**

### 3.3.1 Overview of BC/DR Plan

Lockheed Martin's comprehensive BC/DR Plan will meet all GSA requirements for the USA Contact Program efficiently and effectively, thereby minimizing agency costs while maximizing customer satisfaction. Our plan, tailored specifically for GSA, will be capable of preventing or responding to any type of service disruption, including power outages, fires, gas leaks or explosions, and floods; hardware and software malfunctions; telecommunication interruptions; acts of nature such as thunderstorms, tornadoes, hurricanes, or other natural disasters; and national or local emergencies. **Exhibit 3–14** presents an outline of the plan for the USA Contact Program.

Exhibit 3–14: Outline for Proposed USA Contact Business Continuity/Disaster Recovery Plan. *Lockheed Martin has a comprehensive approach to dealing with an recovering from disasters.*

| | |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

We will submit an updated BC/DR Plan for the USA Contact Program to the CO and COTR prior to contract initiation. [REDACTED] such as taking calls and entering accurate data into contact management systems. On contract award, Lockheed Martin's [REDACTED] will coordinate with GSA to develop a [REDACTED] that will define and prioritize specific services and the resources to support them, such as servers and other devices, programs, databases, and records that are critical to the public and to the successful operation of the USA Contact Program. The [REDACTED] will also state the timeframes within which the services are to be restored. The USA Contact [REDACTED] will be reviewed and updated annually and as needed, whenever significant changes are made.

In accordance with Lockheed Martin corporate directives, we will review and update the BC/DR Plan semiannually and test it annually. The specific aspects of our plan are described below.

### 3.3.2 Preventing and Mitigating Service Disruptions

Lockheed Martin's proactive approach to assessing risk—any event, process, activity, or action with the potential to cause a service disruption—will ensure the integrity of all USA Contact Program systems. Our proven safeguards for preventing service disruptions, and our procedures for identifying, documenting, and mitigating risk, will include the following:

# [REDACTED]

The primary factor in minimizing the effects of service disruptions will be Lockheed Martin's knowledgeable and experienced support staff, backed by a set of proven mechanisms and protocols, including the following:

# [REDACTED]

**Exhibit 3–15** summarizes the specific BC/DR preventive controls and mitigation practices, including the notification process that we will use for voice communications and data recovery.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 3–15: Business Continuity/Disaster Recovery Preventive Controls and Mitigation Practices. *Our mitigation practices and preventive controls* **[REDACTED]** *of appropriate facilities and vendors for continuity of operations.*

| | |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

# [REDACTED]

### 3.3.3 Program Operations Recovery

Although Lockheed Martin's program management approach focuses on continuity-of-operations, disruptions in service sometimes occur. For outages caused by major or nonmajor disasters, our comprehensive BC/DR Plan will ensure that all attended and unattended USA Contact Program services are restored to pre-outage performance levels within the post-report or postdiscovery timeframes established by GSA. This section describes our strategies and procedures for recovery of program operations.

**3.3.3.1 System Redundancy/Backup.** Because Lockheed Martin's primary contact center ([REDACTED]

Within each site, redundancy has been built into all mission-critical systems (e.g., phone system, data network, and IT infrastructure) to ensure operations in the event of a systems failure.

**3.3.3.2 Recovery of Specific Systems.** **Exhibit 3–16** presents our backup and recovery procedures for major functions.

Exhibit 3–16: Lockheed Martin's Backup and Recovery Procedures, by Major Function. *Our backup and recovery procedures ensure that contact centers are restored with GSA timeframes.*

| Major Function | Backup Procedures | Recovery Procedures |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Major Function | Backup Procedures | Recovery Procedures |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

**Technology and Staffing Backup for Inquiry Response.** [REDACTED]

### 3.3.4 Staff Roles and Responsibilities

**Exhibit 3–17** presents the Lockheed Martin-GSA BC/DR teams and their roles and responsibilities during an event that disrupts the systems and services supporting GSA. All team members will be provided access to the BC/DR Plan, and all will be internally trained in their respective responsibilities on an annual basis.

Exhibit 3–17: Lockheed Martin-GSA BC/DR Teams and Corresponding Roles and Responsibilities.
*Our BC/DR Team organizational structure ensures that our teams can rapidly respond to crises.*

| Team | Team Members | Team Roles and Responsibilities |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Team | Team Members | Team Roles and Responsibilities |
|---|---|---|
| [REDACTED] | | |

### 3.3.5 Testing Procedures

Lockheed Martin will ensure that staff maintain their knowledge in business continuity/disaster recovery procedures through annual review and testing. All team members identified in the BC/DR Plan will participate in the testing.

[REDACTED] . Findings and observations, as well as suggestions for improvement, will be noted and discussed with team members. We will then amend the plan to reflect the enhancements, if any, stemming from the evaluation.

The contingency test plan will include:

- Action(s) to be performed; reference to guidance in the plan; name of the responsible team or individual; expected and actual result(s); actual time required to complete the task; overall success (successful, partial, or unsuccessful); and comments and suggestions

**Exhibit 3–18** presents examples of contingency test plans that we will implement in support of GSA systems for the USA Contact Program.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**[REDACTED]** . *Our testing procedures ensure that our BC/DR teams will respond as required during crises.*

| Action To Be Performed | BC/DR Plan Guidance | Person/Team Responsible | Expected Result | Actual Result | Completion Time (Hours) | Overall Success | Comments and Suggestions |
|---|---|---|---|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

## 3.4 Emergency Response Capability

If past is prologue, Federal agencies will likely be looking to GSA and its USA Contact Program in the future to set up and operate emergency contact center operations—whether to respond to a natural disaster, a terrorist action, or some other crisis that requires the Government to provide critical, time-sensitive information and services to its customers. Lockheed Martin has the experience necessary to meet GSA's requirement to set up a **[REDACTED]**, configure the systems and technology, and hire and train staff to take calls in 48 hours. **Exhibit 3–19** provides some recent examples of how we have ramped up quickly to establish contact centers for a number of Federal agencies. This section describes our capacity and staffing approach for meeting this requirement under the new contract vehicle.

Exhibit 3–19: **[REDACTED]**. *Lockheed Martin's experience in rapidly establishing or ramping up contact centers to meet urgent customer requirements will be of great benefit to the USA Contact Program.*

| Triggering Event | Objective | Result |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

### 3.4.1 Capacity

Lockheed Martin's contact center facilities have ample capacity for quick ramp-up. **[REDACTED]** If required, we could immediately activate more **[REDACTED]**; Lockheed Martin holds a standing short-term lease agreement for this space). In addition, our **[REDACTED]** facilities are networked together with sufficient voice and data lines to virtually connect **[REDACTED]** facility.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Our technical solution **[REDACTED]** . In addition to the second floor of our **[REDACTED]** acility, we have access to another **[REDACTED]** , if required. Lockheed Martin Properties has on-staff facilities personnel available to build out these additional seats within a very short period of time. Lockheed Martin would also leverage additional space from our other contact centers, such as our **[REDACTED]** . These centers can be integrated rapidly into our existing environment for a multisite solution supporting a large-scale deployment, such as our response to Hurricane Katrina in 2005. In sum, Lockheed Martin can easily meet and exceed GSA's requirement of ramping up to 250 workstations within 48 hours.

In addition, using the staff resources and expertise of our **[REDACTED]** , Lockheed Martin has developed a plan, including a contact center solution for emergency situations, for the **[REDACTED]** . This solution would minimize the setup of a new facility to a standard monitor, keyboard, mouse, and headset connected to a port replicator that connects to the rack-mounted PC blades. This solution would provide longer term expanded service as part of an emergency management plan.

### 3.4.2 Staffing

Lockheed Martin maintains a core dedicated team of approximately **[REDACTED]** . This provides a built-in capability to instantly increase available, fully trained and qualified staff. This strategy enables us to share employees across programs and gives us up **[REDACTED]** capacity at any given time. In addition, Lockheed Martin has 4 Regional Recruiting Centers across the United States with 150 dedicated professional recruiters. This corporate reach-back allows Lockheed Martin to quickly pool the experienced professionals needed to quickly screen, recruit, and obtain security clearances for large deployments. Within the Contact Center Solutions group alone, we have four dedicated Human Resources Specialists and one dedicated Security Specialist that would lead the effort to rapidly hire large numbers of staff.

**Accounting for Work Hours During Emergency Ramp Up.** Lockheed Martin's electronic timecard system (e-Timecard) will enable us to readily capture **[REDACTED]** hours charged on regular shifts, holiday, weekend, and overtime, including emergency ramp up situations. The e-Timecard System is a stand alone Web-based electronic timecard system that has been successfully collecting the employee Time and Labor Distribution for Lockheed Martin employees since April 2000. **[REDACTED]** . This flexibility accommodates a wide array of charge codes for routine as well as emergency work functions. e-Timecard feeds information into the billing system, is used as the primary vehicle to invoice Government customers for services rendered, and is approved by the Defense Contract Audit Agency (DCAA).


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

The core staff noted above all work in secured Government contact centers with some level of **[REDACTED]** The value to the GSA and its partner agencies includes the ability to quickly deploy data and resources to secured Government data centers within our contact centers, as well as access to experienced security professionals that have extensive backgrounds in screening and maintaining Government clearances at all levels, which will greatly accelerate on-boarding of new staff. Our three main contact centers also maintain an ongoing pool of on-call, casual employees who work seasonally or as needed. We also continually screen and pool applicants at each location to keep ahead of recruiting requirements. Because of tremendous growth over the past year, we have successfully hired, trained, and obtained security clearances for more **[REDACTED]**

Our partner **[REDACTED]** also maintains a vast number of similar employments strategies. Our partnership with **[REDACTED]** GSA and its partner agencies a number of valuable options, including:

## [REDACTED]

The ability to recruit, train, and obtain clearances for contact center staff quickly is a core specialty of Lockheed Martin. Our team of professionals has extensive experience in obtaining resources from among our vast 140,000-employee staff and in successfully managing key partners, such as **[REDACTED]** As noted, we have the proven ability to scale complex programs in very short periods of time—as GSA would expect from the largest provider of information technology and services to the Federal Government.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 4: Management Plan

Lockheed Martin's Management Plan reflects our understanding of GSA's contract requirements and demonstrates our commitment to making the USA Contact contract vehicle the model of service excellence and high-quality information delivery that is envisioned by the Government. The plan includes the following subplans, as specified in RFP Section L.7.2.1.6:

- Program Management Plan
- Human Resources Management Plan
- Performance Management Plan
- Quality Assurance/Quality Improvement Plan

Section 3.1.5 also provides program management approaches and strategies that Lockheed Martin will employ to ensure contract and task order success.

## 4.1 Program Management Plan

Managing the USA Contact contract vehicle will require a Program Management Plan that is flexible and adaptable—one that can serve the overarching needs of GSA, as well as the individual needs of each Government agency that seeks to acquire multichannel contact center services through the issuance of task orders. Lockheed Martin's plan, presented below, offers that flexibility and adaptability, plus much more. Our plan has been crafted to reflect commercial best practices in the contact center industry; it also designates staff, subcontractors, and other resources intimately familiar with the policies, regulations, and nuances associated with operating contact centers in the Federal Government arena.

In the sections that follow, we present our program management structure, led by a seasoned management team that will be collectively responsible for meeting and exceeding contract requirements. These sections also describe how this structure will be supported within Lockheed Martin and how the corporation will help in our commitment to service excellence and consistent, repeatable results. We then describe the staff to be provided—including key and other support personnel—and highlight their qualifications relevant to the USA Contact Program. We conclude with a summary of how our subcontractors will be managed and a description of our approach to timely reporting.

### 4.1.1 Program Management Structure

**Exhibit 4–1** illustrates Lockheed Martin's program management structure, which will serve as the critical cornerstone for meeting all USA Contact requirements. Developed following a comprehensive review of GSA's contract objectives, our high-performance Program Management Office (PMO) clearly delineates lines of authority and establishes measures of accountability for work performed by Lockheed Martin.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Exhibit 4–1: USA Contact Program Management Structure. *Our program management structure features clear lines of authority, and key personnel for critical management positions.*




Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Roles and responsibilities of key personnel are defined by GSA in RFP Section H.7. In summary, these individuals will have the responsibilities described below.

**[REDACTED]** , will have corporate oversight authority for the USA Contact contract vehicle. He will have ultimate responsibility for ensuring the delivery of requisite technical, financial, and staffing resources and that contract and task order deliverables are completed on time, within budget, and to the satisfaction of the Government. **[REDACTED]** of Lockheed Martin Business Process Solutions (LMBPS), the company that will manage this contract.

*With more than 6,000 employees, Lockheed Martin Business Process Solutions (LMBPS) delivers full-spectrum business process management and outsourcing solutions to multiple Federal agencies, State and local government entities, and utilities. Specializing in IT-enabled subject-matter expertise, LMBPS helps clients reduce cost, raise efficiency, enhance performance, and increase customer satisfaction in the areas of aviation services, business transformation services, energy and homeland security solutions, Government healthcare solutions, contact center operations, and litigation support.*

**[REDACTED]** will have full oversight over contract and task order operations. **[REDACTED]** will be the single point of contact for project-related issues and will be accessible to the Government during business hours and by cell phone and emergency contact channels during nonbusiness hours. He will have the authority to implement any changes in contract staff, subcontractors, or operations and will take the lead in resolving problems requiring corrective action.

**[REDACTED]** **),** will oversee all contract and task order requirements related to information systems and security, ensuring that Lockheed Martin is fully compliant with Government regulations and policies. He will be responsible for directing the implementation of our Security Plan, leading certification and accreditation (C&A) requirements, as necessary, and coordinating with our small business partner to conduct security audits.

**[REDACTED]** contact center facility, including staffing, facility management, training, service delivery, problem escalation and resolution, and performance monitoring. He will also oversee contact center operations, including Team Leaders and Information Specialists (ISs).

Qualifications of proposed key personnel are presented in Section 4.1.3.1.

### 4.1.2 Corporate Leadership and Support

Lockheed Martin's executive leadership, while not participating in the day-to-day operations and decision making of our management team, will be engaged and actively involved in the oversight of the USA Contact contract vehicle. **[REDACTED]** of Lockheed Martin Information Systems and Global Services, the corporate business area where USA Contact will be managed. **[REDACTED]** will meet monthly with the **[REDACTED]** , who also serves as the company's Director of Contact Center Operations, to monitor and assess the programmatic and financial health of the contract. **[REDACTED]** to ensure that contract needs are being met. (See **Exhibit 4–2** for corporate relationship to the Program Manager and the

Exhibit 4–2: Corporate Organization Supporting the USA Contact PMO. *Backed by Lockheed Martin's corporate leadership, the PMO has vast resources and capabilities to increase responsiveness to GSA.*


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

rest of the PMO.) By keeping abreast of ongoing issues, **[REDACTED]** and his executive team will be able to address and resolve concerns as they arise and will make sure that the necessary resources are accessible to the PMO. In addition, as GSA's needs evolve and requirements change under the contract, **[REDACTED]** will help the PMO quickly identify and tap into the wealth of resources and expertise available throughout the Lockheed Martin Corporation and its 140,000 employees. This will include facilitating PMO use and implementation of the **[REDACTED]** Operating Excellence Program. This corporatewide initiative represents a proven, principle-based, structured management system focusing on providing customer value, eliminating waste, reducing variation, driving efficiencies, and reducing cost—all while maintaining high standards for product and service quality.

**[REDACTED]** a model for continuous learning in an organization. Being iterative and closed loop in nature, this management system links leadership with strategy, and strategy with tangible results. At a tactical level, the system baselines current business reality, compares it with customer expectations or value streams, identifies deficiencies or gaps between expectations and current performance, bridges the gaps by implementing change with effective action plans, validates the effectiveness of the change, and then repeats the system baselines. This management system is robust and flexible, enabling it to respond to ever-changing business climates. **[REDACTED]** communicates customer value and provides direction and guidance to its fully engaged workforce.

### 4.1.3 Staff To Be Provided

A program of the size, complexity, and visibility of USA Contact—and the task orders that are likely to be operated under USA Contact—demands a cadre of seasoned professionals with a broad range of contact center management, functional, and technical expertise.

As described in the narrative below, Lockheed Martin has assembled a team of experienced key personnel and support staff who can and will deliver an exceptional level of contact center services that fully meets GSA's requirements. The section describes our key personnel and their qualifications and credentials, as well as the support staff and IS skills we will marshal to support GSA and the agencies that will use USA Contact over the next decade. Sections 4.2 and 4.3 detail the recruitment, screening, retention, training, quality assurance, and performance management strategies we will use to ensure that sufficient levels of staff expertise are available to support varying levels of task order complexity.

**4.1.3.1 Key Personnel.** Our USA Contact key personnel average 15 years of experience in the contact center arena. These personnel represent the essential PMO positions that will direct critical contract activities and oversee major functions for USA Contact task orders. Because the growth of our contact center line of business is a high priority for Lockheed Martin, we are deeply committed to providing only top performers as key staff for the contract—experienced individuals whose qualifications are an ideal "fit" with the key personnel responsibilities


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

specified in RFP Sections C.4.1 and H.7.1 to H.7.4. The profiles below outline these qualifications.

**[REDACTED]** **4.1.3.2 Support Staff.** The effectiveness of any contact center operation is dependent on sound management; efficient, repeatable processes; and the ability to provide qualified support staff who can take on and successfully execute the myriad functions specified in RFP C.4.2. No matter the size or complexity of task orders that may be implemented under USA Contact, the contractor must have sufficient resources to support the human resources, supervisory, quality assurance (QA), training, service-level management, knowledge/content management, inquiry tracking, and technical requirements that are unique to contact center operations. **Exhibit 4–3** highlights the qualifications of a small group of Lockheed Martin employees who represent the type of skilled individuals we will deploy to lead and/or perform the RFP-specified support functions for each task order. The exhibit also indicates the additional resources available to support the functional areas.

Exhibit 4–3: Lockheed Martin's Support Staff Resources. *Support functions will be performed by an expert team of professional with specialized credentials in contact center operations.*

| Staff Resources | Qualifications |
|---|---|
| Human Resources Management | |
| **[REDACTED]** | **[REDACTED]** |
| Staff Resources | Qualifications |
| **[REDACTED]** | |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| Service-Level Management | |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | |
|---|---|
| [REDACTED] | [REDACTED] |
| Technical Support | |
| [REDACTED] | [REDACTED] |
| [REDACTED] | |
| [REDACTED] | [REDACTED] |

In addition to the support staff resources indicated in the exhibit, Lockheed Martin employs ongoing recruitment strategies that have proven highly successful in identifying and selecting qualified individuals to support our contact centers—including contact centers that require quick ramp-up and fast-turnaround transitions. We are confident that these strategies, supplemented by our "best practice" training programs, will enable us to meet the staffing demands of all USA Contact task orders. (See Sections 4.2.1 and 4.2.2 for details on our recruitment and training programs.)

[REDACTED]

**4.1.3.3 Information Specialists.** Ongoing recruitment and effective training and development programs will also be essential to providing sufficient quantities of qualified ISs for individual task orders. [REDACTED] whom meet the qualifications and competencies listed in RFP Sections C.4.3.1 and C.4.3.2; and, because we operate diverse types of contact centers, many of which require subject-matter knowledge of complex Federal statutes ([REDACTED] ) and specific disciplines and issues (e.g., law enforcement, identity theft, health, education), our IS skills cover the range of skill levels shown in RFP Sections C.4.3.3.1 to C.4.3.3.5. [REDACTED] r that offers specific training to Spanish-speaking agents and general agent training in the cultural and social sensitivities unique to Spanish-speaking populations. In addition, we have an established relationship with [REDACTED] ), which provides telephonic interpretation services in up to 150 languages.

One factor that contributes to our success in attracting and retaining skilled ISs is the supervisory structure we employ in our largest contact centers. [REDACTED] have primary responsibility for coaching and encouraging individuals composing IS teams. [REDACTED] ISs and serves as monitor, coach, and mentor to the IS team. This structure has been very successful in promoting job satisfaction and increasing IS effectiveness.

We also offer flexible scheduling for many of our [REDACTED] ), which provides built-in capability to instantly increase available qualified staff. To enhance our capacity to meet unexpected call volume demands, we also employ cross-training across all of our contact centers, and we [REDACTED] ISs will also be involved with knowledgebase content and case


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

management. Specific staffing needs to support maintenance of knowledgebase content and case management databases will be driven by the requirements of each task order. In some cases, a contact center will not require additional resources for knowledgebase content and case management databases. These efforts will be managed by existing staff as an ongoing part of their daily activities. When a threshold is reached indicating new staff are required or a significant task order is under consideration dictating additional resources, Lockheed Martin will execute a plan that will provide the staff necessary to maintain and manage knowledgebase content and case management databases. For **[REDACTED]** Once approved by management, updates were uploaded and then used by phone agents (lower level IS positions) to respond to inquiries.

The **[REDACTED]** will be responsible for determining if additional support staff are needed to maintain knowledgebase content and case management databases, and if so, will recruit, hire, and train these individuals. The **[REDACTED]** will also play a role in these tasks as related to the development, management, and operation of all systems and databases.

### 4.1.4 Subcontractor Management

Section 2.2.4 identifies our proposed subcontractors, their roles in the contract, and their qualifications relevant to the roles they will play. Our subcontracting partners will be held accountable to the same performance measures, quality control procedures, and surveillance methods that we apply across the contract and to each task order. Our subcontract agreements include all prime contract requirements as flowdown requirements to the subcontractor. Our approach also incorporates continued and open communications to avoid surprises; designation of a "point person" at Lockheed Martin and at each subcontractor; and adherence to time, scope, budget, and quality control requirements.

For individual task orders, the Lockheed Martin **[REDACTED]** , or designee, will have management responsibility for work performed by subcontractors. At the onset of each task order, the **[REDACTED]** will contact the subcontractor representative to discuss the assignment, plan resources, establish a budget, and set performance milestones and dates.

Throughout the duration of the subcontracted task, the **[REDACTED]** or designee will monitor and track progress and quality. This process will include performing a random QA of the subcontracted materials, comparing them with the task order requirements, and scoring them accordingly. We will identify any shortcomings, and the subcontract staff will perform rework and/or retraining, as appropriate.

If the **[REDACTED]** determines that there is any risk of "schedule slippage," a meeting with the subcontractor will take place to develop an action plan for completing the work on time. Solutions considered will include adding staff, working additional shifts or weekends, and adding an additional subcontractor or Lockheed Martin staff to ensure timely delivery.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Any issues related to quality or schedule will be reported by the **[REDACTED]** who will approve any remediation plans.

### 4.1.5 Management Reports

Providing GSA with accurate, timely, and comprehensive reports will facilitate Lockheed Martin's ability to manage the USA Contact program as a collaborative partnership. We will use the **[REDACTED]**, described in Section 3.1.5.3, to provide RFP-specified reports—as well as the wealth of real-time data that will be available from many of the systems and applications supporting contact center operations (**[REDACTED]**). USA Insight will be password protected; each user will receive a User Identification Code and unique password. Lockheed Martin will work with the customer to determine format, content, frequency, and delivery methods of reports for individual task orders. **Exhibit 4–4** identifies the reports we will develop for the Government. Further discussion of these reports follows. Frequent status reports will track the overall performance of the USA contact program.

Exhibit 4–4: USA Contact Reports. *Frequent status reports will track the overall performance of the USA contact program.*

| Frequency | Title | Subject Matter |
|---|---|---|
| Monthly | **[REDACTED]** | **[REDACTED]** |
| Weekly | **[REDACTED]** | **[REDACTED]** |
| Daily/Weekly/Monthly/ Annual | **[REDACTED]** | **[REDACTED]** |
| Weekly | **[REDACTED]** | **[REDACTED]** |
| Weekly | **[REDACTED]** | **[REDACTED]** |
| Monthly | **[REDACTED]** | **[REDACTED]** |
| TBD | **[REDACTED]** | **[REDACTED]** |

**4.1.5.1 Weekly and Monthly Status Reports.** Lockheed Martin will provide GSA with both Weekly and Monthly Status Reports. **[REDACTED]**. The weekly and monthly reports will also compare project status with the schedule/plan and identify problems or issues, change requests, and any recommendations for correction. These reports will be used by Lockheed Martin and GSA as an instant alert to problems, as a tracking mechanism for all task activities currently in progress, and as a point of closure for activities that have been completed.

**4.1.5.2 Operational Reports.** Operational Reports will provide a recap of key contact center activities for each task order. They will include hourly, daily, weekly, monthly, and annual


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

trending of key data elements in both tabular and graphic formats. **[REDACTED]** The daily reports submitted will include the number of complaints/affidavits submitted via the Web, broken down by source, service, and language, and include counts for weekends and holidays. There will also be a daily accounting of all records entered by the contact center, by source and type within each source.

**4.1.5.3 Problem Resolution Reports.** In support of each task order, Lockheed Martin will—using the appropriate disposition in our Siebel contact management system—collect and compile a list of customer requests for information, services, or fulfillment literature that we were unable to answer or provide, given the tools and data at our disposal. These reports will include detailed and consolidated data and will reference the specific information or item requested. The reports, produced on a daily basis and posted to USA Insight, will provide an explanation of how these contacts were handled or resolved.

**4.1.5.4 Monitoring Reports.** The **[REDACTED]** section of the Monthly Status Report will include monitoring results, conclusions, recommendations, and action plans. We will monitor and report on both the accuracy of information provided and information recorded, with the ability to present results in individual and consolidated report formats. The source data for these reports will be collected by our quality monitoring process using our **[REDACTED]**

**4.1.5.5 Compliment and Complaint Management Reports.** Lockheed Martin will gather and report customer comments on a monthly basis. **[REDACTED]** This report will be included in the Monthly Status Report. Additional provisions will be made to ensure that analysis and trending data are available.

**4.1.5.6 Ad Hoc Reports.** Lockheed Martin will provide up to **[REDACTED]** reports annually at no additional cost to the GSA. Such requests shall be initiated and approved by the Contracting Officer or designee. These reports would pertain to operations or customer contacts. An example of an ad hoc report might be one that delineates the outcomes and impacts of a media campaign on contact center operations.

## 4.2 Human Resources Management Plan

In this section, Lockheed Martin presents our overall Human Resources Management Plan for the IDIQ contract, which will assure GSA of our capabilities to identify, hire, and train the right staff for any task order. First, we describe staff recruitment, screening, and retention strategies. We then provide an overview of Lockheed Martin's training approach that will ensure that contact center staff provide superior levels of customer service across all customer access channels. Per RFP specifications, **Exhibit 4–5** identifies our **[REDACTED]**

Exhibit 4–5: IS and Other Job Categories **[REDACTED]**

| RFP Title | [REDACTED] |
|---|---|

| RFP Title | [REDACTED] |
|---|---|
| Admin Support | [REDACTED] |
| Information Specialist I | [REDACTED] |
| Information Specialist I Bilingual | [REDACTED] |
| Information Specialist II | [REDACTED] |
| Information Specialist II—Bilingual | [REDACTED] |
| Information Specialist III | [REDACTED] |
| Information Specialist III—Bilingual | [REDACTED] |
| Distribution Clerk I | [REDACTED] |
| Distribution Clerk II | [REDACTED] |
| Distribution Order Clerk II | [REDACTED] |
| Distribution Stock Clerk | [REDACTED] |

## 4.2.1 Staff Recruitment, Screening, and Retention

**4.2.1.1 Staff Recruitment.** Lockheed Martin's growth rate demands a comprehensive, efficient personnel recruitment program to help keep pace with new business staffing needs. **[REDACTED]** Our ongoing corporate recruitment process includes employing skilled recruiters who are intimately familiar with staffing requirements for individual contracts, as well as an experienced, dedicated USA Contact Program HR Manager, who works closely with corporate resources to identify and hire the most qualified candidates.

*Key to our recruiting success is Lockheed Martin's four Regional Recruiting Centers (RRCs), with locations throughout the United States. The USA Contact HR Manager will work closely with the RRCs to identify staff with the proper credentials needed to meet any of the diverse contact center staffing requirements.*

For task orders stemming from the USA Contact contract, our ongoing recruitment efforts will pinpoint two specific staffing sources—internal Lockheed Martin personnel and external candidates—and, as described below, we will employ established best practices, processes, and tools designed to acquire qualified staff.

**Internal Recruitment.** Our first step in identifying potential candidates will be to recruit in-house staff. In addition to the personnel we are proposing for the contract, Lockheed Martin has


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

a substantial workforce of contact center professionals, most of whom already meet U.S. citizenship and residency requirements and possess Government security clearances.

All Lockheed Martin employees are listed in **[REDACTED]** along with their pertinent skill sets, clearance status, and performance history. The HR Manager will be able to access and pull a variety of reports from **[REDACTED]** to identify potential candidates for open positions. In addition, open positions are posted daily on our corporate Intranet and Internet sites, in other hardcopy and electronic corporate media, and through local postings. Each posting includes the position description, skills required, security requirements, location, job grade, desired start date, and application instructions.

Internal recruiting can provide the employee and the company with several benefits, including career growth opportunities for the employee and the retention of a proven staff member who is familiar with Lockheed Martin's policies, procedures, and corporate resources.

**External Recruitment.** Concurrently with internal recruitment, our HR Manager—in conjunction with our Regional Recruiting Centers—will employ Lockheed Martin's external staffing strategy to recruit required resources and to maintain a pipeline of skilled labor resources to satisfy the contract's long-term needs. This strategy entails various means of identifying qualified candidates through networks within the Government/contractor communities, the Internet, local universities and colleges, professional organizations, employee referrals, job fairs, and advertisements in newspapers, trade journals, and corporate Web pages.

Lockheed Martin has also established **[REDACTED]** In addition, we recruit at numerous other colleges and universities and participate in **[REDACTED]**, where students pursuing degrees in computer science-related fields have an opportunity to receive college credits while working part-time. For contact center positions, we have a very active recruitment program specifically targeting bilingual customer service staff. This program includes partnerships we establish with local and statewide employment groups, academic institutions, and Government entities. In Indianapolis, for example, Lockheed Martin works closely with organizations **[REDACTED]** qualified staff from the area's pool of experienced customer service specialists.

**[REDACTED]**

**4.2.1.2 Candidate Screening.** Careful screening of prospective candidates will play a vital role in identifying the most qualified individuals quickly and efficiently. Lockheed Martin has established screening processes that begin with reviewing and prescreening resumes to make sure that individuals meet the minimum qualifications, continue through the interview process and security clearance process (see Section 5.1.2), and end with the job offer and finalization of start dates. **Exhibit 4–6** summarizes the screening process for ISs. Recruiting for all other


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

positions will follow a similar process but will also include job-specific proficiency testing and screening.

Exhibit 4–6: Information Specialist Screening Process. *Efficient screening of USA Contact candidates ensures the right staffing at the right time.*

| Procedure | Description |
|---|---|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] [REDACTED] | [REDACTED] [REDACTED] [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

**4.2.1.3 Staff Retention.** Our multifaceted employee retention program for the USA Contact program is designed to (1) maximize the tenure of every high-performance employee (i.e., minimize turnover) and (2) enhance individual job satisfaction—two objectives that will yield tangible benefits for GSA and task order sponsoring agencies. The key elements of our retention program include the following:

## [REDACTED]

The employee may select the program that best covers his or her family situation. The employee will be paid the [REDACTED] . This approach gives employees who need benefits an affordable plan, while those who are covered elsewhere can receive a higher pay rate with the health and welfare as direct salary. [REDACTED] **4.2.1.4 Removal of Contractor Personnel.** If the Contacting Officer requests the removal of an individual from any USA Contact task order due to concerns that endanger life, property, or national security, Lockheed


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Martin will take immediate action to have this individual removed securely from the facility without discussion or negotiations.

### 4.2.2 Staff Training

Lockheed Martin is committed to providing GSA with employees who are fully qualified to perform their assigned duties. We treat training as an investment that leads to enhanced performance and effectiveness, individual professional development, and increased employee retention—all of which contribute to greater customer satisfaction. We consider training to be both a formal discipline and an ongoing process that begins with new-hire training and continues throughout each employee's career. Our training program will ensure that contact center staff meet and exceed all skills required to provide superior levels of customer service across all customer access channels.

**4.2.2.1 Overview of Training Program.** A comprehensive and integrated Training Plan serves as the foundation for an effective training program. In developing the Training Plan, Lockheed Martin will, on a task order basis, work jointly with the sponsoring agency to identify initial training required. We understand that the agency will provide content-unique and organization-specific materials, and that Lockheed Martin will develop and implement all training in close partnership with the Government. Our **[REDACTED]** will have overall responsibility for the Training Plan.

**Training Methodology and Strategy.** Our training methodology uses an integrated approach, leveraging new-hire and **[REDACTED]** , and counseling; and certification. Modules will be developed and tailored to the needs of managers with program oversight, **[REDACTED]** . We will develop a blended training program that combines classroom instruction; computer-based training; technical, on-the-job training; and other instructional methods. **[REDACTED]**

Our approach will feature use of **[REDACTED]** to bring short courses, scenario-based instructional modules, special tips and alerts, and new program information directly to the staff member's workstation. Lockheed Martin trainers will use **[REDACTED]** solutions tools to develop learning materials and media-rich, Web-based training courses, tips, and call simulations. Trainers will leverage **[REDACTED]** authoring toolset, style guides, embedded templates, and visual authoring development to create high-impact content.

**Training Schedule and Venue.** The duration of training will vary according to the task requirements and the assessed level of trainee skills and experience. All training will take place at the Lockheed Martin facility, where we will bear all related costs.

**4.2.2.2 Training Curriculum.** In relation to course content and presentation format, our trainers will use the **[REDACTED]** to help ensure that training materials are developed systematically and effectively for a broad range of learners.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Materials will reflect and/or simulate the actual job situation, emphasize problem solving, support collaborative learning, and encourage participants to take responsibility for their own learning. Each training activity will include learning objectives, step-by-step instructions with examples, relevant background information, documentation, and exercises. The content will be designed to support a variety of learning styles, including visual, auditory, and kinesthetic. Training programs will thus incorporate lectures; interactive activities such as training games, videos, and/or PowerPoint presentations; hands-on systems training; role plays; monitoring of live calls in the classroom; and shadowing of highly skilled ISs out on the contact center floor.

*Proven Call Center Training*

**[REDACTED]**

Lockheed Martin will also develop enhanced training modules to inform staff of Government organizational structure and agency missions, applicable laws and regulations, and new or modified programs and/or service offerings specific to given task requirements.

Our **[REDACTED]** will ensure that all modules and materials for initial and ongoing training courses are submitted to the COTR for review and approval before use.

**Exhibit 4–7** provides examples of training components we propose for all staff, Information Specialists, Managers and Team Leaders, and support personnel.

Exhibit 4–7: Components of Training Curriculum. *Lockheed Martin's comprehensive project-specific training courses are developed to ensure proficiency at all levels.*

| All Staff |
| --- |
| **[REDACTED]** |
| Information Specialist Training |
| **[REDACTED]** |
| Manager and Team Leader Training |
| **[REDACTED]** |
| Support Personnel Training |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

[REDACTED]

**Client-Sponsored and Corporate Training.** Lockheed Martin also looks forward to possible opportunities to have selected staff members, at various levels of the organization, attend client-sponsored training programs. In addition to contract- and task-order-specific training, all Lockheed Martin employees are required to take training in essential topics such as ethics, labor-charging, and information protection, and all have access to hundreds of professional computer-based training courses [REDACTED]

**Government Input and Approval of Course Materials.** Lockheed Martin will develop course materials based on information and materials provided by the Government, including program background, laws and regulations (e.g., Privacy Act), services, work types, policies and procedures, and related systems. The Government will also provide specific materials pertinent to individual task orders.

Prior to task implementation, Lockheed Martin will provide the Government with a copy of task-specific training materials for review and approval, with a copy of all other training material to be delivered under a specific task order for review only.

**Content Updates.** Changes in content training may be triggered by a change in legislation, policy, content, or practice. Change may also be made in response to needs identified by managers, supervisors, team leads, and/or QA staff through performance feedback gathered via quality assurance, call monitoring, customer feedback, and/or performance analysis. Each trainer will be responsible for keeping assigned training modules up to date for the duration of the contract.

All updated training coursework and materials will be approved by the Government before being presented to project staff. All updates will be carried over to applicable ancillary reference materials, job aids, and supporting processes, including contact center operations, quality assurance, and information systems (e.g., the Lockheed Martin's knowledge database). Training manuals will be updated, with revised pages reflecting significant content updates distributed to ISs. Electronic versions will be updated regularly. Curriculum versions will be tracked in the training database, and master copies (both electronic and hard copy) will be kept in the training library. [REDACTED] We understand that GSA will continue to make changes to the call-handling protocol. Approved content updates will be presented to ISs by Team Leaders during regular staff meetings. To reinforce these face-to-face sessions, Lockheed Martin's desktop application tools, [REDACTED] .

[REDACTED]

In addition, we will post content updates by the following means: on the project Intranet; on a dedicated bulletin board in the project workspace; in the training room; in memos; [REDACTED] that are centrally and visibly located in the contact center.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Continuing Development.** Lockheed Martin recognizes that ongoing training is as important as new-hire training. Continuing development keeps ISs informed and up-to-date on changes in laws and procedures and new GSA guidelines. It helps them maintain and enhance skills; it contributes to stress reduction, provides team-building and recognition opportunities, and contributes to staff retention. Continuing development will include content updates (as above), refresher training, and skills enhancement. **[REDACTED]** .

**4.2.2.3 Training Facilities.** The proposed training facility in **[REDACTED]** , will have telecommunications equipment and computer terminals that provide desktop content, functionality, and connectivity, as well as other materials and supplies necessary for training. It will offer ample workspace for trainees and will have storage capacity for all course materials and references (e.g., bookcases, lockable file cabinets). In accordance with the RFP, we will provide dedicated training space separate from the contact center floor.

**4.2.2.4 Instructor and Classroom Criteria.** Lockheed Martin will provide skilled training professionals who are excellent facilitators, experienced in adult learning theory and methods, and well versed in customer service and computer usage training. **[REDACTED]** Lockheed Martin trainers must be fully competent, experienced instructional designers who are familiar with the **[REDACTED]** and must possess excellent platform skills. As part of the hiring process, trainers will be required to develop and present a customer service training module showcasing their talents to our senior managers.

**Training Class Size and Schedule.** To ensure comprehension and retention, class size for new project startup and ongoing, **[REDACTED]** Lockheed Martin has the capability to run simultaneous classes, with one instructor-led training activity conducted in each computer-equipped training room, in response to task order requirements for rapid staff deployment.

**Government Training Assistance.** We understand that Government personnel will be available during startup to provide content knowledge training for the ISs and/or conduct train-the-trainer sessions with Lockheed Martin's training instructions for course modules. The Government may also make personnel available to provide initial and/or regularly scheduled (e.g., biannual) task-specific training sessions with Lockheed Martin staff.

**4.2.2.5 Reporting and Recordkeeping.** Training records will be created and maintained by the **[REDACTED]** . The training database will contain a comprehensive list of training classes, including date, trainer, curriculum version used, names of participants, number of participants (for each session and for the total number), duration, purpose, goals, methods, and a summary that includes participant feedback and end-of-class surveys. Reports, available by employee name, class title, subject, and date range, will be submitted to the COTR, as specified. Reports and records will also be available on **[REDACTED]** , and copies will be maintained for the duration of the contract.

The training database will help ensure that training requirements are met. For example, the **[REDACTED]** will run monthly reports to ensure that employees accessing GSA IT


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

systems ([REDACTED] are on track to complete their training, as required. Also maintained in the database will be individual training records, which will record training requirements (new-hire and ongoing); individual training plans; progress, including completion dates; schedules for readiness certification and recertification; scores on exams; and results of call monitoring evaluations. Each IS will receive a copy of his or her individual training plan, and [REDACTED] will receive copies of training plans for ISs and others, as appropriate.

**4.2.2.6 Training Metrics and Analysis.** Training evaluation will help determine whether training goals have been achieved and whether training is relevant, appropriate, and effective. ISs will be tested for comprehension and proficiency throughout the training period, through tests and quizzes, monitoring, and competency exams.

Lockheed Martin will work with GSA to develop standards and policies regarding exams and readiness certification, including minimums required for successful completion and the number of times a test may be taken. All classroom and on-the-job performance measurements developed by Lockheed Martin will be submitted to GSA for approval, as required.

In accordance with RFP requirements, all employees will pass a series of competency exams before being allowed to take calls, or to serve as a first- or second-line supervisor, or to work in a quality control capacity. ISs and quality control personnel will be required to be recertified annually. Exams will be given on [REDACTED] .

Our [REDACTED] will analyze training results and develop evaluation reports for submission to the COTR. The Quality Assurance and Training Team will review the results of the training analysis each month (or more frequently, as appropriate) and identify whether training materials and/or plans need to be modified to improve performance.

**Training Evaluation Methods.** Training evaluation is a necessary component of continuous improvement. As shown in **Exhibit 4–8,** training effectiveness will be evaluated during training and after employees have completed the training curriculum.

Exhibit 4–8: Evaluation Levels, Criteria, and Methods. *Using training assessments, we will continuously improve training relevancy and effectiveness.*

| Level | Evaluation Criteria | Evaluation Method |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Trainer Evaluation.** Trainers will also be evaluated on a regular basis for their effectiveness and performance **[REDACTED]** . Our **[REDACTED]** will analyze these results and develop evaluation reports for submission to the COTR. The Quality Assurance and Training Team will review the results of trainer analysis each month (or more frequently, as appropriate) and identify whether instructor performance needs to be improved.

## 4.3 Performance Management Plan

Service-level monitoring, workload forecasting, and staff scheduling will be managed by our **[REDACTED]** . Using industry best practices, this team will ensure the effective allocation of ISs, based on the workload requirements specified to meet or exceed all service levels. The extensive workforce management experience that our team possesses, combined with our advanced workforce automation tools, will enable us to dynamically respond to planned and unplanned workload fluctuations nearly in real time. This section addresses Lockheed Martin's approach to service-level monitoring, workload forecasting, and scheduling—three key requirements of the Performance Management Plan specified in RFP Section L.7.2.1.6.3. Other requirements are addressed in other parts of this proposal, including:

- Section 3.3, which addresses service recovery, problem identification and resolution, and contingency planning and escalation.
- Section 4.4, which describes how performance standards will be established and used to measure Lockheed Martin's performance.

**Service-Level Monitoring.** Service-level management is the art of having the right number of skilled people and supporting resources in place at the right time to handle an accurately forecasted workload at the required service level and with the desired level of quality. The experienced Lockheed Martin **[REDACTED]** will ensure the effective allocation of personnel based on specified workload requirements. We understand that fluctuations in workloads will occur, and we will continually review and reassign staff resources accordingly. We will use automated tools such as **[REDACTED]** . Our workforce management methodology and associated enabling technologies are discussed in Section 3.2.2.6. **[REDACTED]** will result in opportunities to track adherence and respond quickly to unexpected absences as well as to unanticipated incoming work volumes. **[REDACTED]** are in danger of being breached, enabling the team to take action.

**Workload Forecasting.** We will use **[REDACTED]** obust forecasting tools to plan for various workload scenarios that can be quickly addressed, once a workload shift occurs. Lockheed Martin's management team will input projected and historical workload volumes by call type and skill level into the **[REDACTED]** , which will calculate the staffing levels and IS schedules required to meet service-level agreements **[REDACTED]** . As part of this workload forecast, we will include planned time off **[REDACTED]** off


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

with and without pay, as well as factors related to forecasted absenteeism and turnover. In addition, Lockheed Martin will ensure that GSA's plans for call allocation are properly incorporated into the workload forecast. Individual events and promotions will also be programmed into the application to further enhance our ability to forecast labor needs. We will continually compare actual call patterns to **[REDACTED]** forecasts to better forecast, staff, and schedule ISs.

**Scheduling.** Lockheed Martin will **[REDACTED]** . This will allow us to schedule agents to meet the peaks and valleys of the contact center while meeting any planned and unplanned surge activity. In the **[REDACTED]** Schedules will then be created in **[REDACTED]** to match staffing requirements necessary to achieve or exceed projected service levels. All ISs at our sites will be given updated schedules that reflect these current workload forecasts. We will use the workforce management tool to produce updated schedules that automatically adjust lunches and breaks as well as total hours scheduled. Updated forecasts will also take into consideration recent absenteeism, projected turnover, approved time off, and planned off-phone activities, such as training and coaching sessions. The application will update all off-phone activities daily with actual data. Also, the workforce management tool's integration with **[REDACTED]** will ensure that desktop training sessions are scheduled. We will produce productivity reports to ensure optimal staffing and schedules to match service levels and call volumes in a cost-effective manner. Throughout the day, we will monitor workloads and make appropriate schedule changes to reflect actual call volumes.

## 4.4 Quality Assurance/Quality Improvement Plan

High-quality performance does not just happen—it is the result of a sound Quality Assurance/Quality Improvement (QA/QI) Plan conducted by a team of well-trained, experienced professionals. This plan is based on our years of experience in contact center operations, with an emphasis on training highly skilled ISs and management staff in order to meet the contract requirements, as outlined in RFP Sections L and C.

Lockheed Martin realizes the importance of quality and has in place documented, repeatable, and proven processes and methodologies that are reflected throughout our technical approach and leverage Lockheed Martin's understanding of the USA Contact performance criteria. **Exhibit 4–9** responds to the requirements of RFP Section L.7.2.1.6.4 and summarizes selected quality processes and methodologies that we will apply to key program areas.

Exhibit 4–9: Lockheed Martin Quality Processes and Methodologies by Key Program Area. *Quality processes and methodologies are reflected throughout Lockheed Martin's technical proposal.*

| Key Program Areas | Selected Quality Processes and Methodologies |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Key Program Areas | Selected Quality Processes and Methodologies |
|---|---|
| [REDACTED] | |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

Lockheed Martin will implement our [REDACTED] Program, along with [REDACTED] As a first step [REDACTED] . During this process, careful consideration will be given to the customer mission, contract requirements, customer objectives, operating efficiencies, quality assurance and quality control practices, and best practices within the industry. Then, on issuance of a task order, we will review our proposed plan to incorporate specific monitoring, inspection, and corrective procedures, based on the task order's Performance Requirements Summary. The resultant plan, and ongoing monitoring and inspection records, will be accessible to GSA.

In this section, we discuss our plan in terms of additional requirements specified in RFP Section C, as follows:

# [REDACTED]

## 4.4.1 Service Monitoring and Calibration

Service monitoring and calibration begin with quality professionals who follow our formal quality control plan in their assessments and documentation of findings. Lockheed Martin will


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

provide onsite and remote analysis of service monitoring and performance to support contact center operations. Our proposed service monitoring and calibration procedures, summarized below, will ensure precise monitoring and performance analysis of contact center operations. Our Service Monitoring Plan incorporates detailed processes for monitoring voice and data activities; calibration procedures for providing transaction monitoring guidelines; and a sophisticated, integrated monitoring and e-learning system that we will develop specifically to support customer call monitoring requirements.

**[REDACTED]** . This secure, Web-based program can be accessed remotely by authorized users. The **[REDACTED]** program has reporting capabilities to identify trends to assist in development of training and coaching opportunities. The call monitoring and audit definitions documents will be developed with the assistance of the Government and the specific contract requirements.

Call calibration sessions will be performed on a regular basis, as dictated by specific task order requirements, with the input of the GSA or sponsoring agency. **[REDACTED]** . The **[REDACTED]** teams will work together in these calibration sessions to ensure uniformity in development processes. Once calibrated, the team will monitor and audit customer contacts as set forth by the task order requirements.

Call monitoring is the process **[REDACTED]** maintaining quality expectations. It is a vital component of the QA/QI Plan, with each member of the team providing consistent, closed-loop feedback.

**[REDACTED]** ("Reviewers") will monitor calls to ensure that ISs are responding to customer inquiries with the highest standards of professionalism, courtesy, and timeliness; that their responses are accurate, consistent, and complete; and that they are accurately capturing customer data. Lockheed Martin will select a sampling **[REDACTED]** A Call Monitoring Scoring Form will be completed via the **[REDACTED]** All monitoring results will be stored in the call monitoring system for analysis. The results of this analysis will be used to determine ongoing training needs and to drive the continuous improvement of responses to customers.

All Reviewers will use the call monitoring system to evaluate customer contacts and to schedule monitoring. **[REDACTED]** provides silent and undetectable monitoring of random IS calls. **[REDACTED]** This tool enables managers not only to hear or see the exchange but also to observe ISs' performance of tasks and use of resources in the context of the call.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Reviewers will perform observations of randomly recorded calls or live recorded calls handled by their team. Reviewers will monitor, at a minimum, the number of monitored calls per IS agreed to in the contract. A prorated number of monitored calls for part-time ISs will be set so they will received the same level of monitoring as a full-time IS. The **[REDACTED]** Team will create a schedule in which each IS's monitored calls are performed consistently each week, with rotating times and dates with other team members to ensure fair representation of IS performance. **[REDACTED]** will conduct a coaching session on overall job performance with each employee at a minimum of one session per week. Coaching sessions will include feedback on the quality of the call, data entry, productivity, and overall caller satisfaction.

**[REDACTED]**

All recorded voice and data calls will be retained for review for a period defined by the customer. Recorded call data past this period will be overwritten for further use or destroyed, unless directed differently by the Government. The evaluations will be available to all authorized parties, as well as reports developed to outline areas in which Lockheed Martin performance needs improvement or meets or exceeds contract requirements. Lockheed Martin will maintain documentation of action plans and process improvements and will actively request feedback from customers in regular reviews.

**4.4.1.1 Monitoring Processes.** Call monitoring of voice and data activities is a standard quality control practice at all Lockheed Martin contact centers. The three stages of our call monitoring process will include the information described below.

**Measurement.** Call monitoring evaluations will be conducted using a customer-approved monitoring form. The form will be customized in the **[REDACTED]** system has the capability to report by date, time, IS, Team Leader, and project total. The customer-designated project staff and Lockheed Martin project management staff will work together to gather reporting and call monitoring requirements. The monitored calls will be identified for evaluation every day, and the performance results for ISs will be provided on their desktop applications **[REDACTED]**

**Documentation.** Monitoring Reports will be generated for assessing individual IS feedback and general areas for improvement. The **[REDACTED]** or other persons conducting a monitoring session will use a standardized monitoring form to categorize and score specific behaviors and skills. Both an online and a manual backup monitoring form will be stored in the **[REDACTED]** system to be used to rate the accuracy of information provided and the accuracy of information captured in the case management database by the IS. Reports by individual, skill team, and site will be used by management to determine trends and reward improvements.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**Feedback.** Immediate feedback will be provided **[REDACTED]** coaching sessions will be conducted by the Team Leaders to review monitoring results with the ISs, reinforce online coaching sessions, and provide feedback on specific positive and negative behavior patterns. **[REDACTED]** If needed, a modification plan will be provided that summarizes areas in need of improvement, prescribes tools and techniques to correct negative behaviors and increase quality and efficiency, and documents the **[REDACTED]** recommendations and timeline for correction and reevaluation. The goal of feedback is to provide ISs with positive, relevant suggestions for improvement in required areas and to reinforce positive behavior.

**4.4.1.2 Monitoring System.** The Lockheed Martin system, **[REDACTED]** performance management capabilities with an advanced training solution that allows each IS to see the results of individual call monitoring evaluations from his or her desktop each day and access training modules that address specific areas where improvement is needed—effectively providing immediate feedback and coaching to the entire IS workforce in an integrated, closed-loop process.

**[REDACTED]** interaction with a customer and the IS's corresponding computer desktop activities ("screen captures"), such as data entry, screen navigation, and data retrieval. **[REDACTED]** other call monitors to not only hear or see the exchange but also observe the IS's performance of tasks and use of resources in the context of the call. In addition, the system will allow designated customer representatives at remote locations to closely monitor calls, message queues, IS activity, and performance levels, in real time or recorded mode. Communication of the Government's findings from monitoring sessions will be discussed **[REDACTED]**.

- **[REDACTED]**.

**[REDACTED]** is a powerful tool used to create learning materials for call handlers. With this program **[REDACTED]**

**[REDACTED]** *pages.*

The integration of the **[REDACTED]**

This integration will facilitate immediate, CBT-based training that addresses review/improvement areas.

**4.4.1.3 Calibration.** Lockheed Martin's calibration process features a series of checks and balances designed to ensure that all staff perceive and respond to customer interactions in a similar manner. Lockheed Martin's **[REDACTED]** will coordinate with the customer to discuss acceptable calibration criteria and set up a calibration schedule. On the basis of these


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

discussions with the client, Lockheed Martin will thoroughly document our project transaction monitoring guidelines. Our standard calibration process will incorporate the following features described below.

**Information Specialist Team Trends.** Reviewers will monitor and score calls for each IS team. **[REDACTED]**

This is intended to measure whether management and IS teams have a unified understanding of quality scoring. Those teams outside this parameter will have review sessions with the Project Manager to determine corrective action.

**Cross-Monitoring.** Each Team Leader will monitor, score, and coach transactions for another Team Leader's IS team on a rotating schedule. The purpose of this cross-monitoring will be to cross-check each Team Leader's understanding of customer service skills and the consistency of coaching that they provide to the ISs.

**Internal Calibration Meetings.** These weekly meetings will be led by the **[REDACTED]** Electronically stored or live transactions will be monitored for content accuracy and customer management skills. **[REDACTED]**.

**Client-Lockheed Martin Calibration Meetings.** The client and any assigned third-party evaluators will be invited to attend initial customer service skills training and will be provided with the same monitoring form used internally. This process will ensure a unified understanding of expected transaction-handling techniques, and it will facilitate productive joint calibration sessions. The joint sessions will be conducted by the **[REDACTED]** in the same manner as the internal calibration meetings noted above, either in person or by conference call. **[REDACTED]**

**Client Verification.** It is expected that the client and/or an authorized third party will independently assess Lockheed Martin's performance by remote silent monitoring, by placing test transactions, by soliciting customer feedback through surveys, and by conducting various onsite audits.

**Project Score Trending.** The **[REDACTED]** will compile scores from all of the above-mentioned activities and will create a variety of interteam and intrateam trending reports that provide a clear picture of projectwide quality. The **[REDACTED]** will evaluate these reports and implement changes, as needed, to correct any deficiencies. The reports will be available to the customer and authorized agency personnel via the program portal.

As discussed above, each full- and part-time IS will be monitored a proportionately equal number of times, as set forth by customer requirements. These requirements will be outlined in the QA/QI Plan developed **[REDACTED]**. The call monitoring sessions will be scheduled at different times to ensure an authentic, random sample.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**4.4.1.4 Continual Process Improvement.** As previously described, the **[REDACTED]** Program is Lockheed Martin's process **[REDACTED]**, which combines the **[REDACTED]**. Through this model, we specify product value from our customer's perspective, identify the value stream for each project, enable product to flow without interruptions, allow the customer to pull value from the producer, and continuously improve—in pursuit of perfection. This model places the customer as a key element for process improvement within every project.

**[REDACTED]** will be a key part of our approach to maximizing performance, improving operational support, and reducing costs for the USA Contact Program. **[REDACTED]**

**[REDACTED]**

For USA Contact, Lockheed Martin will conduct at least one major **[REDACTED]** event biannually. The PMO will be responsible for identifying the areas of focus, and, as appropriate and if interested, we will invite GSA staff to participate. Potential focus areas will include:

- **[REDACTED]**.

Continuous improvements identified and implemented through **[REDACTED]** will enable Lockheed Martin to update and revise our practices as agency priorities evolve and new challenges emerge, thereby ensuring that we remain continuously responsive to GSA. In combination with Lockheed Martin's Ethics and Diversity Training, **[REDACTED]** ensures a well-balanced, educated, and cross-cultural workforce. Our employees become active participants in shaping the workplace and in contributing to the goal of continuous process improvement.

### 4.4.2 Effectiveness of Service Delivery

As discussed, Lockheed Martin will employ numerous quality assurance/quality control processes to assess the accuracy of information provided by project staff, the accuracy of information recorded by our personnel and automated systems, and the levels of customer service satisfaction and employee job satisfaction that are consistently achieved. Reports for each of these areas, including any required action plan to correct deficiencies, will be submitted to the customer for review. Each task order will likely vary slightly; however, at a minimum, we will provide the information described below.

**4.4.2.1 Accuracy of Information Provided.** Accuracy rates for ISs will be measured monthly. Each task order will set goals, with minimum, expected requirements.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

**4.4.2.2 Accuracy of Information Recorded.** **[REDACTED]**. Methods of testing ISs' information collection skills will include the use of the **[REDACTED]**, statistical sampling, and "read and critique" sessions performed **[REDACTED]**

**4.4.2.3 Customer Satisfaction Assessments.** Lockheed has comprehensive experience in developing and implementing customer satisfaction surveys for our contact centers, including a full understanding of OMB regulations and the process for securing OMB clearance to solicit feedback from inquirers. We will consult with the customer to determine the level of support needed.

**4.4.2.4 Employee Satisfaction Assessments.** Lockheed Martin **[REDACTED]** The survey is voluntary and strictly confidential. The Employee Perspectives Survey is a detailed, comprehensive view of employee opinions. Questions range from satisfaction with work environment, pay, benefits, and career development to the ethical conduct of leaders and employee observations of misconduct. Employee feedback is critical in helping the Lockheed Martin executive team create a better work experience.

## 4.4.3 Quality Improvement Program

In an effort to incorporate customer and employee feedback into the services of the ISs, we will undertake the quality improvement initiatives described below.

**4.4.3.1 Compliment and Complaint Management.** Our Quality Assurance and Training Manager and staff will devise an automated compliment and complaint management system for telephone callers. A Web option to register compliments or complaints will be optional. If desired, the Web option could contain the same question subset as the IVR solution; alternatively, a different question set could be presented to online users. Reports on compliment/complaint activity will be reported to the customer in the Monthly Program Review.

**4.4.3.2 Employee Suggestions.** **[REDACTED]**. We will collaborate with the customer to devise opportunities for improving customer satisfaction, while taking ownership, via action plans, of internal issues or opportunities affecting employee and/or customer satisfaction. This information will be reported to the client on a monthly basis.

**4.4.3.3 External Operational Assessments.** Lockheed Martin will permit and fully cooperate with any Government (and/or Government-authorized, third-party) assessment of our GSA operations aimed at determining the quality of service delivery, system performance, and operational efficiencies. In addition, we will work with GSA to identify high-priority recommendations and implement action plans that target high-priority improvements.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 5: Security Plan

Lockheed Martin's comprehensive Security Plan for the USA Contact Program will consist of a proven approach to safeguarding the program's information systems, personnel, and facilities. Our streamlined methodology, crafted from extensive experience in developing, implementing, and revising similar plans **[REDACTED]** will ensure that all Federal and GSA security requirements are met in a timely, cost-efficient manner.

This section of our proposal, organized in accordance with RFP Section L.7.2.1.7, describes the components of our proposed Security Plan, as tailored to GSA's specific requirements for the USA Contact Program. We describe our overall methodology, our approach to and experience with certification and accreditation, our assessment policies and procedures, and our methods for addressing system deficiencies and vulnerabilities.

## 5.1 Methodology

Lockheed Martin's Security Plan for GSA is built on our extensive knowledge of the data protection regimens that will be necessary to meet both the agency's program needs and Federal security requirements. This section describes our methods for meeting these complex requirements, as specified in RFP Section C.3.5.5. We describe our approaches to information systems security management, personnel security, information and telecommunications system security, and facility security.

### 5.1.1 Information Systems Security Management

Information systems security management commences with an experienced staff that possesses a solid understanding of protection requirements and the corresponding security systems, applications, data, and other IT assets. Lockheed Martin offers GSA an outstanding staff whose thorough knowledge of program, agency, and Federal security requirements will ensure ongoing, cost-effective program operations. The roles and responsibilities of our proposed program staff are described below.

#### 5.1.1.1 Staff Roles and Responsibilities. [REDACTED]

**5.1.1.2 Reporting.** Lockheed Martin will comply with **[REDACTED]** reporting requirements, as shown in **Exhibit 5–1.**

Exhibit 5–1: Lockheed Martin's Approach to Meeting **[REDACTED]** Reporting Requirements. *We have a proven approach to keeping GSA's information safe.*

| Requirement | Content | Prepared By | Submitted To | Frequency |
|---|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDA | [REDACTED] | [REDAC | [REDA | [REDAC |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| | | | | |
|---|---|---|---|---|
| CTED] | | TED] | CTED] | TED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

**5.1.1.3 Communicating With the Contracting Officer.** Lockheed Martin will communicate with the Contracting Officer and other key personnel about potential security incidents, including successful intrusions, denial-of-service attempts/attacks, and viruses, that could compromise the GSA system.

# [REDACTED]

The IRP incorporates levels that classify the following: incident priority and severity (high, medium, or low), the escalation process, and resource criticality. The IRP also indicates corresponding response and reporting timeframes for each classification and level. Lockheed Martin will adjust priority and reporting timeframes to correspond with GSA requirements. Upon contract award, Lockheed Martin will coordinate with GSA to develop incident response communication protocols that will ensure appropriate GSA staff are notified and kept informed of security-related incidents and corresponding mitigation actions.

## 5.1.2 Personnel Security

Lockheed Martin will employ established procedures, documented in the company's Personnel Security Processing Manual, throughout the contract period to ensure that the required security


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

clearances are obtained and maintained for existing and newly hired staff. **[REDACTED]** In addition to conducting appropriate background investigations (credit/criminal history, drug screening, and credit checks, as required), we will use our security clearance database to track, document, and report on security clearance activities related to each prospective employee **[REDACTED]** through the COTR to verify that each security package is complete, accurate, and progressing in a timely manner. As candidates progress through the screening process, we will do the following:

# [REDACTED]

We will work closely with the GSA and partner agencies on position sensitivity analyses and ensure that our prescreening procedures address all employment and security clearance eligibility requirements and period-of-time restrictions for prospective employees, based on their Position Designation Determinations, citizenship and U.S. residency status, Foreign National Relatives or Associates Statement, Form G-736 or other prior employment information, and credit history.

### 5.1.3 Information and Telecommunications System Security

Lockheed Martin will employ a security defense-in-depth approach to maintain the information and physical security that is essential to the successful operation of project task orders. This approach is based on our thorough understanding of the sensitivity of data assets and of GSA's security objectives**[REDACTED]**

Layered security countermeasures will be arrayed to defend our proposed information system against both internal and external intrusion. Maintaining security will involve a continuous cycle of simultaneous activities conducted by appropriately trained and experienced security engineers. Lockheed Martin's information security architecture will provide a defense-in-depth strategy that leverages multiple controls and techniques for contract operations, based on an initial vulnerability assessment. In accordance with generally accepted security practices**[REDACTED]** the strategy will incorporate a series of management, technical, and operational controls that enable us to protect, detect, and react to intrusion attempts. These controls are described below.

**[REDACTED]**

**Management Controls.** Security defense begins with the trained, experienced managers who will be intimately involved in all aspects of the contract's security operation**[REDACTED]** In addition, Lockheed Martin is committed to enforcing the policies, procedures, and practices that determine the security implemented in support of GSA-hosted services and applications. People are vital to the success of our security program, so we invest in awareness and technology training encompassing best practices, polices, and procedures, as well as incident handling. This process, tailored for the GSA program, **[REDACTED]** Our continuous

emphasis on information security awareness will increase the security skills of technical staff supporting the USA Contact Program systems, as well as the security knowledge of all those accessing the program's systems.

**Technical Controls.** The next line of defense employed in protecting GSA data and applications will be technology. **[REDACTED]**

The outermost enclave will **[REDACTED]**. The Web servers will interface only with the **[REDACTED]**. Other enclaves will include the **[REDACTED]** include all the workstations and communicate with the Application Enclave. None of these three enclaves will communicate directly with the Internet.

The last enclave, the **[REDACTED]** This enclave will provide management to all the other enclaves.

Within each enclave, application and operating system services will provide identification/authentication, **[REDACTED]**, in accordance with the vulnerability assessment and GSA requirements.

**Operational Controls.** As shown in **Exhibit 5–2,** Lockheed Martin will employ various operational controls to meet the program's information and telecommunications security requirements, including those specified in RFP Section C.3.5.5.2.

**[REDACTED]** *Our operational controls meet all the RFP and USA Contact requirements.*

| Requirement | Corresponding Security Control |
|---|---|
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |
| **[REDACTED]** | **[REDACTED]** |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

### 5.1.4 Facility Security

Lockheed Martin is dedicated to providing a safe and secure operating environment for personnel and information assets. Accordingly, we will comply with all related security requirements, including those specified in RFP Section C.3.5.5.3, as described below.

## [REDACTED]

**Confidential Information.** We will ensure that the security measures employed to safeguard the assets identified by GSA as proprietary and confidential are consistent with those implemented by GSA.

**Proper Notification.** We will immediately notify GSA of any attempts to breach the security of a facility where program work is performed or any information system that supports the program's tasks.

**Environmental Controls.** Fire and safety equipment will be inspected **[REDACTED]** backup generator that provides continual emergency power in case of primary power outages.

**Security Audits.** Lockheed will conduct regular facility audits to ensure compliance with all security requirements. **[REDACTED]**

5.2 Certification and Accreditation

## [REDACTED]

Exhibit 5–3: Lockheed Martin's Approach to Certification and Accreditation. *Our low-risk C&A approach ensures that our systems are secure and compliant with Federal requirements.*

| Phase | Task | Activity | Responsibility |
|---|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| Phase | Task | Activity | Responsibility |
|---|---|---|---|
| [REDACTED] | | | |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

In addition, we will work closely with the GSA task order COTR and security staff [REDACTED] the implementation of appropriate security controls, as well as proven operating and implementation policies and procedures.

## 5.3 Assessing Security Controls

[REDACTED] Systems, is used to evaluate the ongoing security program in place for GSA systems. The assessments are used to ensure that security controls remain in place and that compliance with security polices is maintained. The assessments must cover all known information security threats and vulnerabilities affecting the information confidentiality, integrity, availability, and non-repudiation of the system.

To identify, document, and mitigate/eliminate security threats to USA Contact Program systems, [REDACTED]

Assessments will be conducted through the Lockheed Martin Security Office and/or Internal Audit Office in accordance with Corporate Security Policy 108.1: Security Requirements of Information Systems. [REDACTED]

In addition to these assessments, Lockheed Martin will use assessments and observations conducted by the Lockheed Martin [REDACTED] to ensure that security controls remain in place and comply with security polices. The [REDACTED] will provide the assessment results to the appropriate system "owner."

## 5.4 Addressing System Deficiencies/Vulnerabilities

Lockheed Martin will document and address all vulnerabilities identified, based on business rules and accepted risk, in a [REDACTED]) report developed by the ISSM. This report lists the finding/gap, its severity, the resulting mitigation action and completion date, and the individual responsible for addressing the gap. The Lockheed Martin [REDACTED] will


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

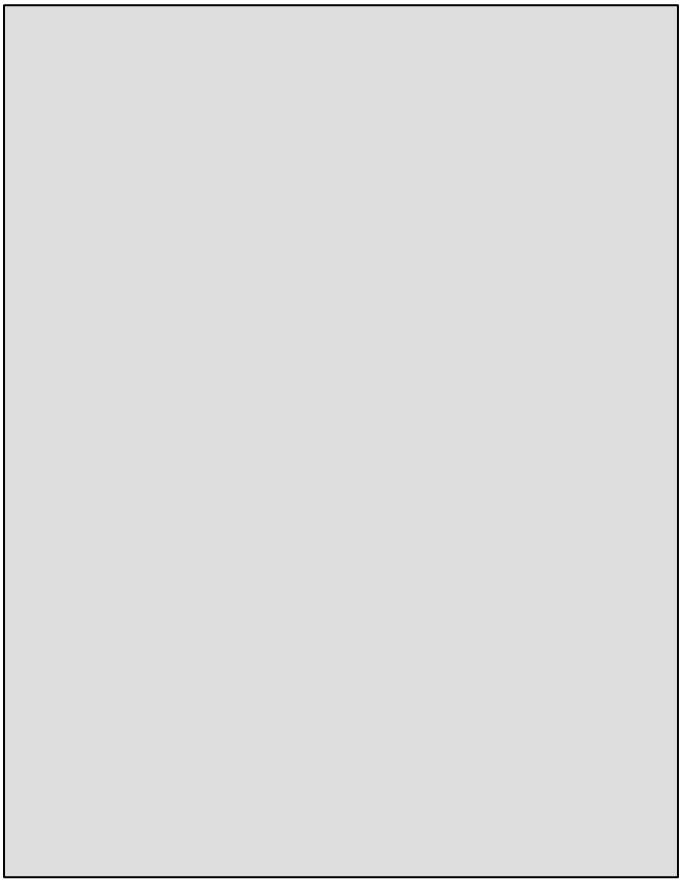
be responsible for ensuring that the **[REDACTED]** items are closed and subsequently reevaluated.


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Section 6: Plan for Special Hiring

Lockheed Martin's commitment to building and maintaining a diverse workforce embodies a wide range of policies, initiatives, and activities that spans several decades and forms an integral part of our corporate culture. Our Corporate Diversity Council, established to promote a culture of inclusion throughout the company, and our Diversity Officers have a strong record of developing and implementing strategies to provide career opportunities for Americans with disabilities, including those who are blind or severely disabled. **[REDACTED]**

In addition, Lockheed Martin works with organizations such as the **[REDACTED]** to provide meaningful employment opportunities for people with specific disabilities. The box at right presents a bulletin that we developed with **[REDACTED]** internal IT help desk.



For the USA Contact Program, Lockheed Martin will coordinate efforts with both **[REDACTED]** to place individuals who are blind or are severely disabled in appropriate onsite jobs.

## 6.1 [REDACTED]

Through our partnerships with **[REDACTED]** to ensure compliance with the Government's 5 percent recruitment requirement for USA Contact. In each partnership situation, we will primarily seek to directly hire employees from the local workforce; however, we will also consider hiring through subcontracting arrangements to augment our efforts.

Through **[REDACTED]**. Partnership letters from both national organizations and **[REDACTED]** Similar programs will be developed at other locations, and information will be provided as we respond to individual task orders.

## 6.2 Recruitment, Hiring, Training, and Retention Processes

To meet GSA's staffing requirements for USA Contact, Lockheed Martin will use our proven, integrated approach to recruiting, hiring, training, and retaining employees with disabilities. As


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

an industry leader in incorporating diversity and inclusion in the workplace, we have found that our integrated approach benefits both the employees and the corporation.

**Recruitment.** **[REDACTED]** Although all candidates must meet minimum job requirements, such as education, language capability, and customer service skills, we are fully prepared to make accommodations for other employees who are severely disabled. **[REDACTED]**.

**[REDACTED]**, vocational rehabilitation agencies, and community organizations to identify candidates for USA Contact. **[REDACTED]** will assess each candidate's basic job-skills and provide training to update each candidate's vocational and community skills.

**Hiring.** Employees referred **[REDACTED]** will be hired using the Lockheed Martin recruitment, hiring, and retention procedures, as described in Section 4.2.1. Lockheed Martin will work with our partner organizations to develop additional specific programs for supporting and retaining blind and severely disabled individuals.

**Training.** All employees will receive **[REDACTED]** training, as described in Section 4.2.2. Part-time employees will be required to attend the full-time training sessions unless doing so would create an undue hardship resulting from their specific physical disability. A half-day training program will be offered annually or more often, as needed, to reasonably accommodate those with special needs. We will make further accommodations and program modifications, including additional training and specialized training modules, when possible to provide all employees with the chance to succeed.

**[REDACTED]**

All employees will be fully integrated into the contact center. Their **[REDACTED]**, in addition to monitoring job performance and performing supervisory administrative duties, will be responsible for coordinating health and disability issues with our Human Resources Manager and with the State vocational rehabilitation agency. **[REDACTED]** Additionally, the supervisor will coordinate employment support services such as vocational counseling and general job-skills coaching.

Lockheed Martin will use this pool **[REDACTED]**. Written transactions tend to have longer response-time requirements than telephone-based communications and therefore may provide a less stressful mode of employment for some ISs.

**Retention.** Employees will be **[REDACTED]**

**[REDACTED]**

Each employee will be continuously evaluated to ensure that his or her disability-related needs are met. All employees will be given the opportunity to apply for any position within the contact


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

center for which they are qualified. They will also be able to apply for job opportunities across Lockheed Martin through our **[REDACTED]** site.

## 6.3 Roles and Responsibilities of Affiliates

Candidates recruited **[REDACTED]** will be employed by Lockheed Martin in a direct employment relationship; therefore, Lockheed Martin will be responsible for all associated human resources administration, including documentation and benefits administration. However, prior to employment, as described above, our partner organizations will be required to provide a thorough vocational skills review and any required training.

To ensure that employees with disabilities are treated appropriately and respectfully in our contact center environment, **[REDACTED]**. The training will include instruction on language choice and body language, as well as simulation activities designed to enhance awareness of the challenges faced by people with disabilities. **[REDACTED]**.

Lockheed Martin will work with partner organizations to develop guidelines for assessing and evaluating the workplace. **[REDACTED]** and optimal coworker relationships fostered through sensitivity training, corporate policy, and full matriculation within the contact center.

## 6.4 Compensation Arrangements

Lockheed Martin will negotiate and manage **[REDACTED]** in the same manner as with our other teammates. **[REDACTED]**. As it is Lockheed Martin's goal to fully matriculate all employees, staff will be paid through Lockheed Martin payroll and benefits services. **[REDACTED]**

## 6.5 Documented Past Association With NISH and NIB

Within our **[REDACTED]** contact centers, we have worked to hire people with disabilities from the local community by seeking **[REDACTED]** recommended partner organizations. Throughout Lockheed Martin, we have strategic partnerships in place **[REDACTED]**


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# List of Exhibits

**Exhibits** **Page**

**[REDACTED]** **[REDACTED]**


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Technical Proposal Index

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Lockheed Martin
2277 Research Boulevard
Rockville, MD 20850

LOCKHEED MARTIN
We never forget who we're working for™

December 11, 2007

General Services Administration (GSA)
Operational Contracting Staff (VC)
1800 F Street NW., Room G127
Washington, D.C. 20405

Attention: Robert H. Corey, Contracting Officer

Subject: Lockheed Martin Proposal

Reference: GSA USA Contact Program Multichannel Contact Center Services, Solicitation Number GSV07PD0007, and Amendments 1 and 2

Enclosures: (1) Technical Proposal and (2) Business Proposal

Dear Mr. Corey:

Lockheed Martin Services, Inc., is pleased to submit our revised proposals in response to the referenced solicitation. In accordance with Section L.7.1, we have segregated our submission into two distinct sections:

- Technical Proposal, Revision 01: One original and eight copies (one CD-ROM copy in Microsoft Office)
- Business Proposal, Revision 01: One original and two copies (one CD-ROM copy in Microsoft Office)

# [REDACTED]

Lockheed Martin's proposal is valid for a period of 270 days from the date of this letter. Should you have any questions regarding this submittal, please feel free to contact the undersigned or Sandra Pina at 301-519-5623.

Sincerely,

# [REDACTED]

Enclosures

**Solicitation GSV07PD0003 USA GSA USA Contact Program**
**Multichannel Contact Center Services**
Lockheed Martin
Written Responses to Questions Received November 28, 2007

# Technical Proposal

**Question 1**

*Issue 1: On page 3-22, Exhibit 3-7 lists specific individuals who are not necessarily available for all the potential task orders to be issued under this contract.*

*Question 1: Will the Offeror explain its plan to select and place qualified individuals in key positions across multiple task orders under this contract?*

**Response**

[REDACTED]

**Question 2**

*Issue 2: On page 3-52, Exhibit 3-15, the Offeror did not describe how it would notify customer agency in the case of service disruptions.*

*Question 2: Will the Offeror describe its notification plan?*

**Response**

[REDACTED]

Our original proposal has been changed on page 3-53 to reflect this response.

**Question 3**

*Issue 3: Facilities and data transmission are covered in the case of a disaster, but proposal did not address how inquiries would be accommodated either by technology or staff at the alternate facility.*

*Question 3: Will the Offeror describe its plan to provide technology and trained, available staff at the alternate facility?*

**Response**

**[REDACTED]**

Our original proposal has been changed on pages 3-53 – 3-54 to reflect this response.

**Question 4**

*Issue 4: The Offeror did not address how it will account for work hours of information specialists in emergency ramp-up.*

*Question 4: Will the Offeror provide its method of accounting for these work hours?*

**Response**


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

[REDACTED]

**Question 5**

*Issue 5: Offeror did not address "support staff for knowledge" or "case management" in its Program Management Plan.*

*Question 5: Will the Offeror discuss its plan to provide qualified support staff needed to maintain knowledgebase content and case management databases?*

**Response**

[REDACTED]


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# List of Exhibits

**Exhibits** **Page**

**[REDACTED]** **[REDACTED]**


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

# Technical Proposal Index

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

| RFP Reference | Requirement | Lockheed Martin Proposal Reference Section Number, Page Number |
|---|---|---|
| [REDACTED] | [REDACTED] | [REDACTED] |


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

Lockheed Martin
2277 Research Boulevard
Rockville, MD 20850

LOCKHEED MARTIN
We never forget who we're working for™

December 11, 2007

General Services Administration (GSA)
Operational Contracting Staff (VC)
1800 F Street NW., Room G127
Washington, D.C. 20405

Attention: Robert H. Corey, Contracting Officer

Subject: Lockheed Martin Proposal

Reference: GSA USA Contact Program Multichannel Contact Center Services, Solicitation Number GSV07PD0007, and Amendments 1 and 2

Enclosures: (1) Technical Proposal and (2) Business Proposal

Dear Mr. Corey:

Lockheed Martin Services, Inc., is pleased to submit our revised proposals in response to the referenced solicitation. In accordance with Section L.7.1, we have segregated our submission into two distinct sections:

- Technical Proposal, Revision 01: One original and eight copies (one CD-ROM copy in Microsoft Office)
- Business Proposal, Revision 01: One original and two copies (one CD-ROM copy in Microsoft Office)

# [REDACTED]

Lockheed Martin's proposal is valid for a period of 270 days from the date of this letter. Should you have any questions regarding this submittal, please feel free to contact the undersigned or Sandra Pina at 301-519-5623.

Sincerely,

# [REDACTED]

Enclosures

**Solicitation GSV07PD0003 USA GSA USA Contact Program**
**Multichannel Contact Center Services**
Lockheed Martin
Written Responses to Questions Received November 28, 2007

# Technical Proposal

**Question 1**

*Issue 1: On page 3-22, Exhibit 3-7 lists specific individuals who are not necessarily available for all the potential task orders to be issued under this contract.*

*Question 1: Will the Offeror explain its plan to select and place qualified individuals in key positions across multiple task orders under this contract?*

**Response**

[REDACTED]

**Question 2**

*Issue 2: On page 3-52, Exhibit 3-15, the Offeror did not describe how it would notify customer agency in the case of service disruptions.*

*Question 2: Will the Offeror describe its notification plan?*

**Response**

[REDACTED]

Our original proposal has been changed on page 3-53 to reflect this response.

**Question 3**

*Issue 3: Facilities and data transmission are covered in the case of a disaster, but proposal did not address how inquiries would be accommodated either by technology or staff at the alternate facility.*

*Question 3: Will the Offeror describe its plan to provide technology and trained, available staff at the alternate facility?*

**Response**

**[REDACTED]**

Our original proposal has been changed on pages 3-53 – 3-54 to reflect this response.

**Question 4**

*Issue 4: The Offeror did not address how it will account for work hours of information specialists in emergency ramp-up.*

*Question 4: Will the Offeror provide its method of accounting for these work hours?*

**Response**


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.

[REDACTED]

**Question 5**

*Issue 5: Offeror did not address "support staff for knowledge" or "case management" in its Program Management Plan.*

*Question 5: Will the Offeror discuss its plan to provide qualified support staff needed to maintain knowledgebase content and case management databases?*

**Response**

[REDACTED]


Use or disclosure of data contained in this sheet is subject to the restriction on the title page of this proposal or quotation.