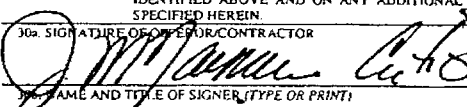



# PEARSON GOVERNMENT SOLUTIONS

Blanket Purchase Agreement  
HSSCCG05A0059  
(Old No. 549-02-2)

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS				1. REQUISITION NUMBER	PAGE 1 OF
Offeror to complete blocks 12, 17, 23, 24, & 30				DO #591	2750 As
2. CONTRACT NO GS-35F-4650/549-e2-2	3. AWARD/EFFECTIVE DATE 11/17/2002	4. ORDER NUMBER 549-E20140	5. SOLICITATION NUMBER RFP 549-70-01	6. SOLICITATION DATE 9/25/01	
7. FOR SOLICITATION INFORMATION CALL	Adam Dearing, Contract Specialist		B. TELEPHONE (No Collect Calls) (214) 857-0029	8. OFFER DUE DATE LOCAL TIME 4:00 p.m, 1	
9. ISSUED BY Contracting Officer/90C Building 8 Department of Veterans Affairs North Texas Health Care System 4500 South Lancaster Road Dallas, Texas 75216	10. THIS ACQUISITION IS XX UNRESTRICTED SET-ASIDE: FOR <input type="checkbox"/> SMALL BUSINESS SMALL DISADV. BUS. 8(A) NAICS CODE: 514199 SIZE STANDARD \$5 million	11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) 13b. RATING 14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <b>XX RFP</b>	12. DISCOUNT TERM		
15. DELIVER TO Deliver Proposals to address in Block #9.	16. ADMINISTERED BY See Block #9				
17a. CONTRACTOR/OFFEROR NCS Pearson, Inc. 4301 Wilson Blvd., Suite 200 Arlington, Va. 22203 TELEPHONE: 703-448-2300 X 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER	18a. PAYMENT WILL BE MADE BY Fiscal Service (04A) Department of Veterans Affairs North Texas Health Care System 4500 South Lancaster Rd. Dallas, TX 75216 18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CH				
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES CONTRACTOR SHALL PROVIDE SERVICES AS DETAILED IN THE ATTACHED PERFORMANCE-BASED WORK STATEMENT. OFFEROR SHALL SUBMIT THEIR PRICE PROPOSAL IN ACCORDANCE WITH THE PRICE SCHEDULE PAGES IN PART II OF THIS SOLICITATION. (Attach Continuation Sheet as Necessary)	21. QUANTITY	22. UNIT	23. UNIT PRICE	AMT
25. ACCOUNTING AND APPROPRIATION DATA 3680160-1010-615300-2580	26. TOTAL AWARD AMOUNT (For Gov.				
<input type="checkbox"/> 27a. SOLICITATIONS INCORPORATE BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3 AND 52.212-5 ARE ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED. <input type="checkbox"/> 27b. CONTRACTS/PURCHASE ORDERS INCORPORATE BY REFERENCE FAR 52.212-4, FAR 52.212-5 IS ATTACHED. ADDENDA <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED.					
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 2 COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.			29. AWARD OF CONTRACT: REFERENCE YOUR OFFER DATED 12/3/01 OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:		
30a. SIGNATURE OF OFFEROR/CONTRACTOR 		31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) 			
30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT) J. McNamara Curtis President, Government Solutions		30c. DATE SIGNED October 22, 2001	31b. NAME OF CONTRACTING OFFICER Adam Dearing Contracting Officer		31c. DATE SIGNED 11/17/02
32a. QUANTITY IN COLUMN 20 HAS BEEN <input type="checkbox"/> RECEIVED <input type="checkbox"/> INSPECTED <input type="checkbox"/> ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED			33. SHIP NUMBER PARTIAL FINAL	34. DO VOUCHER NUMBER	35. AMOUNT VERIFIED CORRECT FOR
32b. SIGNATURE OF AUTHORIZED GOVT. REPRESENTATIVE			32c. DATE	36. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL	37. CHECK NUMBER
32d. SIGNATURE OF AUTHORIZED GOVT. REPRESENTATIVE			32e. DATE	38. S/R ACCOUNT NUMBER	39. S/R VOUCHER NUMBER
41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT			42a. RECEIVED BY (Print)		
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER			42b. RECEIVED AT (Location)		
41c. DATE			42c. DATE RECEIVED (YY/MM/DD)		
			42d. TOTAL CONTAINERS		

STANDARD FORM 1449 (10-95)

## **PART I – PRICING SCHEDULE**

**NCS Pearson Government Solutions Technical Proposal (Vol. I) dated December 3, 2001, and Price Proposal (Vol. II) dated December 3, 2001, are hereby incorporated by reference into Purchase Order No. 549-E20140 under Blanket Purchase Agreement (BPA) No. 549-02-2.**

<b>Offeror Name:</b>		<b>NCS Pearson</b>				
<b>TOTAL PROGRAM SUMMARY - BY CLIN</b>						
		<b>Total Fixed Price (inclusive)</b>				
CLIN	Base	Option 1	Option 2	Option 3	Option 4	
CLIN 1						
CLIN 2						
CLIN 3						
CLIN 4						
CLIN 5						
CLIN 6						
CLIN 7						
CLIN 8						
CLIN 9						
CLIN 10						
CLIN 11						
CLIN 12						
CLIN 13						
CLIN 14						
CLIN 15						
CLIN 16						
CLIN 17						
CLIN 18						
CLIN 19						
CLIN 20						
CLIN 21						
CLIN 22						
CLIN 23						
<b>Total Direct Labor:</b>						
<b>Estimated Travel/Other Direct Costs:</b>						
<b>Total for Base Year:</b>						

(b)(4)

(b)(4)

**Pricing Table Instructions:**

1. **Column A:** Contract Line Item Number (CLIN).
2. **Column B:** Range of Calls per Month
3. **Column C:** Contractor is to propose a total fixed monthly price inclusive of labor, overhead, G&A and other necessary expenses to handle the call volume.
4. **Column D:** Price per year for CLIN. This Pricing Form automatically computes the yearly price per CLIN by multiplying the total proposed monthly rate (Column C) by the 12 months (Column D).

Note: Except for authorized ODC's, billing during the phase-in period shall be based solely on the contractor's average certified capacity.

<b>Offeror Name:</b>		<b>NCS Pearson</b>		
<b>Base Year Pricing (June 1, 2002 - May 31, 2003)</b>				
CLIN	Range of Call per Month	Total Fixed Monthly Price (inclusive)	X 12 months	Total
CLIN 1	300,000 - 319,999	(b)(4)	12	(b)(4)
CLIN 2	320,000 - 339,999		12	
CLIN 3	340,000 - 359,999		12	
CLIN 4	360,000 - 379,999		12	
CLIN 5	380,000 - 399,999		12	
CLIN 6	400,000 - 419,999		12	
CLIN 7	420,000 - 439,999		12	
CLIN 8	440,000 - 459,999		12	
CLIN 9	460,000 - 479,999		12	
CLIN 10	480,000 - 499,999		12	
CLIN 11	500,000 - 519,999		12	
CLIN 12	520,000 - 539,999		12	
CLIN 13	540,000 - 559,999		12	
CLIN 14	560,000 - 579,999		12	
CLIN 15	580,000 - 599,999		12	
CLIN 16	600,000 - 619,999		12	
CLIN 17	620,000 - 639,999		12	
CLIN 18	640,000 - 659,999		12	
CLIN 19	660,000 - 679,999		12	
CLIN 20	680,000 - 699,999		12	
CLIN 21	700,000 - 719,999		12	
CLIN 22	720,000 - 739,999		12	
CLIN 23	740,000 - 759,999		12	
<b>Total Direct Labor:</b>				
<b>Estimated Travel/Other Direct Costs:</b>				
<b>Total for Base Year:</b>				

**Pricing Table Instructions:** (b)(4) (b)(4)

- Column A:** Contract Line Item Number (CLIN).
- Column B:** Range of Calls per Month.
- Column C:** Contractor is to propose a total fixed monthly price inclusive of labor, overhead, G&A and other necessary expenses to handle the call volume.
- Column D:** Price per year for CLIN. This Pricing Form automatically computes the yearly price per CLIN by multiplying the total proposed monthly rate (Column C) by the 12 months (Column D).

Note: Except for authorized ODC's, billing during the phase-in period shall be based solely on the contractor's average certified capacity.

<b>Offeror Name:</b>		<b>NCS Pearson</b>		
<b>Option Year 1 Pricing (June 1, 2003 - May 31, 2004)</b>				
CLIN	Range of Call per Month	Total Fixed Monthly Price (inclusive)	X 12 months	Total
CLIN 1	300,000 - 319,999		12	
CLIN 2	320,000 - 339,999		12	
CLIN 3	340,000 - 359,999		12	
CLIN 4	360,000 - 379,999		12	
CLIN 5	380,000 - 399,999		12	
CLIN 6	400,000 - 419,999		12	
CLIN 7	420,000 - 439,999		12	
CLIN 8	440,000 - 459,999		12	
CLIN 9	460,000 - 479,999		12	
CLIN 10	480,000 - 499,999		12	
CLIN 11	500,000 - 519,999		12	
CLIN 12	520,000 - 539,999		12	
CLIN 13	540,000 - 559,999		12	
CLIN 14	560,000 - 579,999		12	
CLIN 15	580,000 - 599,999		12	
CLIN 16	600,000 - 619,999		12	
CLIN 17	620,000 - 639,999		12	
CLIN 18	640,000 - 659,999		12	
CLIN 19	660,000 - 679,999		12	
CLIN 20	680,000 - 699,999		12	
CLIN 21	700,000 - 719,999		12	
CLIN 22	720,000 - 739,999		12	
CLIN 23	740,000 - 759,999		12	
<b>Total Direct Labor:</b>				
<b>Estimated Travel/Other Direct Costs:</b>				
<b>Total Year 1 Period:</b>				

(b)(4)

(b)(4)

**Pricing Table Instructions:**

1. **Column A:** Contract Line Item Number (CLIN);
2. **Column B:** Range of Calls per Month
3. **Column C:** Contractor is to propose a total fixed monthly price inclusive of labor, overhead, G&A and other necessary expenses to handle the call volume.
4. **Column D:** Price per year for CLIN. This Pricing Form automatically computes the yearly price per CLIN by multiplying the total proposed monthly rate (Column C) by the 12 months (Column D).

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<b>Offeror Name:</b>		<b>NCS Pearson</b>		
<b>Option Year 2 Pricing (June 1, 2004 - May 31, 2005)</b>				
CLN	Range of Call per Month	Total Fixed Monthly Price (inclusive)	X 12 months	Total
CLIN 1	330,000 - 351,999		12	
CLIN 2	352,000 - 373,999		12	
CLIN 3	374,000 - 395,999		12	
CLIN 4	396,000 - 417,999		12	
CLIN 5	418,000 - 439,999		12	
CLIN 6	440,000 - 461,999		12	
CLIN 7	462,000 - 483,999		12	
CLIN 8	484,000 - 505,999		12	
CLIN 9	506,000 - 527,999		12	
CLIN 10	528,000 - 549,999		12	
CLIN 11	550,000 - 571,999		12	
CLIN 12	572,000 - 593,999		12	
CLIN 13	594,000 - 615,999		12	
CLIN 14	616,000 - 637,999		12	
CLIN 15	638,000 - 659,999		12	
CLIN 16	660,000 - 681,999		12	
CLIN 17	682,000 - 703,999		12	
CLIN 18	704,000 - 725,999		12	
CLIN 19	726,000 - 747,999		12	
CLIN 20	748,000 - 769,999		12	
CLIN 21	770,000 - 791,999		12	
CLIN 22	792,000 - 813,999		12	
CLIN 23	814,000 - 836,999		12	
<b>Total Direct Labor:</b>				
<b>Estimated Travel/Other Direct Costs:</b>				
<b>Total Year 2 Period:</b>				

**Pricing Table Instructions:**

1. **Column A:** Contract Line Item Number (CLIN).
2. **Column B:** Range of Calls per Month
3. **Column C:** Contractor is to propose a total fixed monthly price inclusive of labor, overhead, G&A and other necessary expenses to handle the call volume.
4. **Column D:** Price per year for CLIN. This Pricing Form automatically computes the yearly price per CLIN by multiplying the total proposed monthly rate (Column C) by the 12 months (Column D).

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<b>Offeror Name:</b>		<b>NCS Pearson</b>			
<b>Option Year 3 Pricing (June 1, 2005 - May 31, 2006) N/A</b>					
CLIN	Range of Call per Month	Total Fixed Monthly Price (inclusive)	X 12 months	Total	
CLIN 1	363,000 - 387,199		12		
CLIN 2	387,200 - 411,399		12		
CLIN 3	411,400 - 435,599		12		
CLIN 4	439,600 - 459,799		12		
CLIN 5	459,800 - 483,999		12		
CLIN 6	484,000 - 508,199		12		
CLIN 7	508,200 - 532,399		12		
CLIN 8	532,400 - 556,599		12		
CLIN 9	556,600 - 580,799		12		
CLIN 10	580,800 - 604,999		12		
CLIN 11	605,000 - 629,199		12		
CLIN 12	629,200 - 653,399		12		
CLIN 13	653,400 - 677,599		12		
CLIN 14	677,600 - 701,799		12		
CLIN 15	701,800 - 725,999		12		
CLIN 16	726,000 - 750,199		12		
CLIN 17	750,200 - 774,399		12		
CLIN 18	774,400 - 798,599		12		
CLIN 19	798,600 - 822,799		12		
CLIN 20	822,800 - 846,999		12		
CLIN 21	847,000 - 871,199		12		
CLIN 22	871,200 - 895,399		12		
CLIN 23	895,400 - 919,600		12		
<b>Total Direct Labor:</b>					
<b>Estimated Travel/Other Direct Costs:</b>					
<b>Total Year 3 Period:</b>					

**Pricing Table Instructions:**

1. **Column A:** Contract Line Item Number (CLIN).
2. **Column B:** Range of Calls per Month
3. **Column C:** Contractor is to propose a total fixed monthly price inclusive of labor, overhead, G&A and other necessary expenses to handle the call volume.
4. **Column D:** Price per year for CLIN. This Pricing Form automatically computes the yearly price per CLIN by multiplying the total proposed monthly rate (Column C) by the 12 months (Column D).



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<b>Offeror Name:</b>		<b>NCS Pearson</b>		
<b>Option Year 4 Pricing (June 1, 2006- May 31, 2007) N/A</b>				
CLIN	Range of Call per Month	Total Fixed Monthly Price (inclusive)	X 12 months	Total
CLIN 1	399,300 - 425,919		12	
CLIN 2	425,921 - 452,539		12	
CLIN 3	452,541 - 479,159		12	
CLIN 4	479,161 - 505,779		12	
CLIN 5	505,781 - 532,399		12	
CLIN 6	532,401 - 559,019		12	
CLIN 7	559,021 - 585,639		12	
CLIN 8	585,641 - 612,259		12	
CLIN 9	612,261 - 638,879		12	
CLIN 10	638,881 - 665,499		12	
CLIN 11	665,501 - 692,119		12	
CLIN 12	692,121 - 718,739		12	
CLIN 13	718,741 - 745,359		12	
CLIN 14	745,361 - 771,979		12	
CLIN 15	771,981 - 798,599		12	
CLIN 16	798,601 - 825,219		12	
CLIN 17	825,221 - 851,839		12	
CLIN 18	851,840 - 878,459		12	
CLIN 19	878,460 - 905,079		12	
CLIN 20	905,080 - 931,699		12	
CLIN 21	931,700 - 958,319		12	
CLIN 22	958,320 - 984,939		12	
CLIN 23	984,940 - 1011,560		12	
<b>Total Direct Labor:</b>				
<b>Estimated Travel/Other Direct Costs:</b>				
<b>Total Year 4 Period:</b>				

**Pricing Table Instructions:**

1. **Column A:** Contract Line Item Number (CLIN).
2. **Column B:** Range of Calls per Month
3. **Column C:** Contractor is to propose a total fixed monthly price inclusive of labor, overhead, G&A and other necessary expenses to handle the call volume.
4. **Column D:** Price per year for CLIN. This Pricing Form automatically computes the yearly price per CLIN by multiplying the total proposed monthly rate (Column C) by the 12 months (Column D).

**PART II – PERFORMANCE- BASED WORK STATEMENT**

**IMMIGRATION AND NATURALIZATION SERVICE (INS)  
IMMIGRATION SERVICES DIVISION (ISD)**

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**PERFORMANCE WORK STATEMENT**

**FOR**

**NATIONAL CUSTOMER SERVICE CENTER  
(NCSC)**



**JANUARY 22, 2002**

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1 INTRODUCTION

The Immigration and Naturalization Service (INS), an agency of the Department of Justice (DOJ), is responsible for enforcing the laws regulating the admission of foreign-born persons (*i.e.*, aliens) to the United States and for administering various immigration benefits, including the naturalization of qualified applicants for U.S. citizenship. INS also works with the Department of State, the Department of Health and Human Services, and the United Nations in the admission and resettlement of refugees.

1.1 Summary and Background of the Requirement

Until 1996, the INS operated two small civil servant staffed Call Centers – one in New York City and the other in the Los Angeles metropolitan area. Each provided basic service to a limited geographic area. Customers throughout the rest of the United States attempted to obtain service by calling, writing, or going to their local INS office.

The small size of the two INS Call Centers limited their geographic service area. It also limited the range of services they could provide, as well as the level of service that customers received. Demand far exceeded the capacity of the Call Centers. Many times, callers received busy signals or had to wait, which created significant customer dissatisfaction. With such a wait time, 39% of callers hung up before they were served.

To provide as much service as possible to those who did get through, INS used an elaborate front-end touch-tone menu driven system to provide callers with automated eligibility and how-to information. The complexity of the menus, coupled with the length of time callers had to spend wading through the automated messages, created significant customer dissatisfaction.

To improve service, INS designed a process in which contract Customer Service Representatives (CSRs) answer requests for live assistance and speedily assess the needs of the caller. Using pre-scripted material, CSRs respond to requests for general information.

Calls that are case-specific require research in INS databases, concern complex information categories, or go beyond the scripted material are transferred to an INS Immigration Information Officer (IIO) at one of the two INS-operated Call Centers.

The triage Call Center concept was implemented on a trial basis in 1996, with CSRs providing front-end service only to the New York Telephone center. Toll-free 800 services were introduced as part of the pilot. The Ask Immigration automated menu choices were also pared down, returning the automated menu system to the more appropriate purpose of answering simple questions and sorting calls. At the same time, the hours of operation of the INS Call Centers were standardized, with service provided from 8:00 AM to 6:00 PM and mid-day breaks in service eliminated. Initially, the pilot only covered one city; but over the next eight months, additional cities were added.

The results of the pilot were very positive. Busy rates and abandonment rates declined significantly because of the triage strategy. Call volumes increased dramatically as word spread and callers realized they could receive live assistance. In 1997, INS determined that the pilot was successful and that the concept should be expanded to serve the entire country. The National Customer Service Center (NCSC) was established to provide nationwide assistance by telephone

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to customers calling about immigration services and benefits.

INS' mission requires that services be delivered in a timely, consistent, fair, and high quality manner. Additionally, the mission is to provide accurate and timely information and to adjudicate immigration benefits applications for its customers in a professional and courteous manner. While part of INS' staff of employees and Contractors are located in Washington, DC, most are in local offices or service centers with jurisdiction covering all 50 states, the U.S. territories, and U.S. embassies around the world. Over the last several years, the INS has seen a dramatic rise in the number of benefits applications received. The INS has taken action on many fronts to accommodate this influx, including: hiring additional staff; analyzing and reengineering its processes; and implementing a variety of new programs designed to increase production and improve customer service while increasing quality.

The Immigration Services Division (ISD) is responsible for running and overseeing the NCSC, a part of the Immigration Services and Benefits Program. The NCSC's mission is to provide world-class customer service, while promoting and enhancing the image of INS as a customer-centric organization. The NCSC's initial goal was to develop and pilot a triage concept. The NCSC's continuing mission has been to maintain stability and improve upon abandonment rates, blockage, busy rates, average speed of answers, and overall customer service; and to expand the array of services and information available to customers by phone.

#### **1.1.1 National Customer Service Center**

The NCSC was created to provide nationwide assistance via telephone to customers calling about immigration services and benefits. The NCSC is currently composed of a network based Interactive Voice Response (IVR) system, and:

- two Contractor-staffed Call Centers (referred to as Tier 1) staffed with the CSRs and located in Woodlawn, MD, and Barbourville, KY.
- two INS-staffed Call Centers (referred to as Tier 2) staffed with the Immigration Information Officers (IIOs) and located in New York, NY, and Los Angeles, CA.
- five INS Service Centers which operate a customer status inquiry system, referred to as INS Direct, with independent systems in each center.

When a customer calls the NCSC toll free number, 1-800-375-5283, the call is first routed to the network based IVR. During normal business hours if live assistance is requested, the call is then routed to one of the two Contractor-staffed Call Centers at Tier 1. Service is provided in both English and Spanish. CSRs use extensive Frequently Asked Questions (FAQ), scripts, and operational guidelines approved by INS to assist customers. The majority of the callers receive answers to their questions with the initial phone call. However in some cases, depending upon the nature of the questions or their complexity, calls are transferred to one of the two INS-staffed Call Centers at Tier 2.

If the questions posed by the customer is such that it cannot be answered by a CSR at the Tier 1 site, that call is then transferred back to the FTS 2001 network and to one of two INS-operated and staffed Call Centers, located in New York and Los Angeles. Factors such as time-of-day and the current queue length are taken into consideration when the CSR makes the transfer to Tier 2. If the queue is full at both centers, or if one is closed because of time-of-day differences or some other reason, the CSR is returned a busy signal by the FTS network. If after multiple attempts to transfer the call into a queue, the CSR continues to receive a busy signal, the customer is asked to

call back at another time. Provisions are also in place at both the Tier 1 and Tier 2 centers to accommodate Telecommunications Device for the Deaf (TDD) calls (1-800-767-1833), both in English and Spanish.

### 1.1.2 Historical and Projected Call Volumes

The numbers below represent calls coming through the network and include both English and Spanish calls. Approximately 40% of these calls are answered by the Interactive Voice Response (IVR). Therefore, it is estimated that approximately 60% of the below calls would require live assistance.

FISCAL YEAR	CALLS PER MONTH	CALLS PER MONTH ANSWERED BY IVR	CALLS PER MONTH REQUIRING LIVE ASSISTANCE	TDD CALLS (Already included in the CALLS PER MONTH COLUMN)
2000	597,899	254,667	382,000	-----
2001	882,000*	352,800	529,200	761
2002	1,200,000*	480,000	720,000	837
2003	1,300,000*	520,000	780,000	920
2004	1,430,000*	572,000	858,000	1,012
2005	1,573,000*	629,200	943,800	1,114
2006	1,730,000*	692,000	1,380,000	1,225

\* - Projected calls per month. Volume is not constant. For example in FY2001, October 2000 - July 2001, volume ranged from 525,000 to 1.3 million calls per month.

### 1.1.3 Service Partnership

The degree of success of this project will depend largely upon the nature of the relationship between INS, other Contractors partnering with INS and the Call Center Contractor. The Government's intent is to work with the Contractor as an integrated team with the common goals of improving quality and productivity, and achieving cost savings and other economies and efficiencies across the full spectrum of performance. To the greatest degree possible, the Government intends to adopt commercial practices to accomplish these goals. The Government will provide the Contractor maximum flexibility in determining specific work methods that satisfy the performance-based requirements in the contract. The Government intends to participate and work with the Contractor in order to continuously improve activities and to proactively address risks and challenges to the project's success.

The NCSC is committed to a long-term partnership with the contractor to improve the effectiveness and cost efficiency of call center support functions. The base period of the contract will be one year in order for the contractor to gain a thorough understanding and familiarity with the NCSC environment. At the end of the base period, the NCSC anticipates using share-in-savings contracting to achieve cost reductions and operational efficiencies. During the base period, the contractor is encouraged to propose any changes that would result in a savings to the NCSC under the Value Engineering clause. Upon expiration of the base period, the NCSC may negotiate a new option based on the Value Engineering proposal. As customer expectations are progressive, the Performance Requirements Summary (PRS) may be impacted and revised for the following option periods.

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#### 1.1.4 NCSC Configuration and Operation

The information contained in Section 1 of this Performance Work Statement (PWS) and in Exhibit 1, describes the current NCSC environment. From a voice network perspective, there are a total of ten Primary Rate Interface (PRI) T-1 circuits terminating from the FTS 2001 carrier at each of the Tier 1 sites. Each of the Tier 1 sites currently utilize the Avaya Communication Definity Platform for voice and Call Management System (CMS) services.

Each of the Tier 2 Call Centers utilizes an Avaya Communications Definity G3SI (Version 8.4) voice platform and Call Management System (Version 8). There are three T-1 circuits from the FTS 2001 network terminating at each of the Tier 2 locations, utilized for the transfer of calls from the Tier 1 centers.

In order to receive call information from the Tier 1 sites, each of the Tier 2 Call Centers have Genesys Version 6.0 middleware and Siebel 2000 Customer Relationship Manager (CRM) software installed. For reception of Computer Telephony Integration (CTI) data from the Tier 1 sites, there is a T-1 circuit installed from the Tier 1 Data Center to each of the Tier 2 Call Centers, as well as a T-1 circuit between the New York and Los Angeles Call Centers as a backup data path. While the voice transfer is accomplished via the FTS 2001 network, the CTI data is passed through the point-to-point T-1 circuits, and synchronized with the voice call as it is received.

The primary Genesys Server is currently located at the TIER 1 (contractor-staffed and operated) Data Center, and houses the following applications:

- MS SQL 7DB Server
- Message Server
- Log DB Server
- Solution Control Server
- Solution Control Interface
- Configuration Server
- Configuration DB Server
- MS Windows 2000 OS

The Genesys Server is password protected, and the system administrators from each Tier 2 site are responsible for maintaining their respective database information. The Tier 1 Contractor is responsible for database maintenance for their sites, and is also responsible for the operation and maintenance of the hardware.

A back-up Genesys server is housed at the New York Telephone Center, providing redundancy of the Genesys information as well as having the ability to be converted to the primary Server as required.

Each of the Tier 2 sites has a Genesys T-server installed on premise. A single Siebel server is installed in the New York Center, and provides service to both the New York and Los Angeles facilities. Each T-server houses the following applications for each site:

- Stat Server
- Configuration Manager
- MS SQL 7 DB Server



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- T-server software
  - MS Windows 2000 OS

Calls to the NCSC 800 number are currently routed to the Tier 1 sites by the FTS 2001 network. Time of day routing and percentage based call allocation routing are features offered by the FTS 2001 carrier. The IVR is offered 7 days a week 24 hours a day. Two IVR scripts are used: one called "live assistance" and the other is called "non-live". Live assistance service is offered from 8:00 AM to 6:00 PM Monday through Friday in each of the four time zones in the United States, excluding Federal holidays (Exhibit 2). Service for calls from Puerto Rico, the American Virgin Islands, Alaska, Hawaii and Guam is slightly reduced due to the time differences.

As an example, a caller from area code 703 (or for any caller in the Eastern Time Zone), the FTS 2001 network knows that Monday through Friday from 8:00 AM to 6:00 PM Eastern Time these callers will hear the IVR script that offers the opportunity of going to live assistance. Beginning at 6:01PM on a weeknight as well as all weekend, the FTS 2001 network knows to play the "non-live" script until 8:00 AM the next morning.

In addition, because there are currently two Tier 1 sites, INS is able to tell the FTS 2001 carrier how many calls should be routed to each site based on percentages. For example INS informs the FTS 2001 carrier that 60% of the Spanish calls should be sent to Tier 1 site A and the other 40% to Tier 1 site B (The same can be done for English calls). INS has the option to change the percentages as needed by calling the FTS 2001 carrier and making a request to change to new percentages. Currently it takes the FTS 2001 network about 30 minutes to make the changes.

The IVR gives you the option of hearing the script in either English or Spanish. If Spanish is selected, the caller is automatically sent to Spanish speaking CSR. If Tier 2 assistance is required, the caller is sent to a Spanish speaking IIO. The same arrangement is for English.

The current system of handling calls may change, depending on the Government's review and desire to enhance and improve call handling. This may include additional customer information lines.

## **1.2 Purpose and Objectives of the Contract**

The purpose of this contract is not only to provide Call Center support services, but also to actively improve the delivery of these services by achieving operational efficiencies, increased customer satisfaction, and cost savings. As such, the INS encourages flexibility and innovation in providing these functions at the required service levels.

The objectives of this contract include the following:

- CRSs answer requests for live assistance and speedily assess the needs of the caller.
- Improved service levels to customers, including minimal downtime; quick problem resolution to minimize disruption of mission-critical activities; and improved capabilities for systems, management, and customers through continuous process improvement methodologies.
- An orderly, rational, and cost-effective method of keeping pace with industry best practices and technological advances in order to continually operate in a manner that best serves the public interest; *i.e.*, the consistent delivery of high-quality services at a reasonable cost.

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- An environment that has the flexibility to respond to changing workloads and shifting priorities without losing control of service.
  - A partnering relationship between INS, other INS Contractors and the Call Center Contractor to promote flexibility in solving problems and responding to customer needs in an environment that serves the best interests of the Government, Contractor and Public.
  - Compliance with Section 508 of the Rehabilitation Act of 1973, 1998 Amendments: By submitting a bid or offer in response to this solicitation, the Contractor makes an affirmative statement that the product or services to be provided are in compliance with the Electronic and Information Technology (IT) Accessibility Standards (36 CFR 1194).
  - Attempt to answer every question using the content material, and transfer only those calls outside the approved content to INS Tier 2.
  - Increased capability to measure and control the delivery of information services.
    - Sufficient bilingual capacity to meet the performance standards with respect to demand levels for live assistance in Spanish as well as with respect to calls in English.

To meet these objectives, the INS is looking for imaginative and innovative solutions to achieve, and eventually exceed, the performance standards set forth in this Performance Requirement Summary (PRS) in Section 9.

## **2 SCOPE OF WORK**

The purpose of the NCSC is to provide a unified, consistent message to INS customers, through all types of media and at all points of contact. We will provide INS customers with consistent, accurate information on immigration and naturalization benefits, services and other procedures in a courteous and professional manner. The performance work statement will help the INS provide customer focus, professionalism, quality, teamwork and efficiency in serving its customers. The purpose of this contract is for the Contractor to assist INS in delivering service for the NCSC.

## **3 REQUIREMENTS**

The purpose of this requirement is for the Contractor to operate, staff, and furnish the Call Centers, and partner with the INS and other supporting Contractors in improving NCSC operations. This contract includes telecommunications, Call Center staffing and operations, customer relations, and technical support. This requires the Contractor to meet certain performance objectives. This section describes the requirements of the contract.

### **3.1 Customer Support**

The Contractor shall provide qualified staff in sufficient quantity to respond to inbound inquiries in accordance with performance parameters stated herein and instructions provided by INS. These inquiries may be in the form of telephone or TDD calls and may expand to Internet assistance intending to respond to questions received through the Internet and support additional customer information lines. When appropriate, the Contractor shall forward callers to Tier 2 for further assistance. The Contractor shall hire, train, schedule, and manage the staff to meet the workload and performance requirements of this contract.

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## **3.2 Technical and Management Support**

The Contractor shall provide the following technical and management services in support of the planning, implementation, operation, and management of the NCSC and may include additional Call Center support for future services provided by NCSC.

### **3.2.1 Program Management**

The Contractor shall provide engineering, planning, and administrative support, project management, human resources management, service oversight, operation and management reports, and quality control of services rendered under this contract.

### **3.2.2 Knowledge Management**

The Contractor shall develop, implement, administer and manage the required knowledge database to effectively support the NCSC. This system shall be accessible to all Contractor CSRs as a core tool to providing information to customers. It must be compatible with IVR structure and Call Center and support effective and efficient answering of customer questions. The Contractor shall also provide access to the system for up to 2 authorized INS employees concurrently at remote locations and shall provide network access so the current version of the Intranet is available to the personnel at Tier 1 sites. The requirement is for a single knowledge database that shall contain relevant information to effectively serve INS customers. INS will provide the initial content data to be loaded in the database. Subsequent to the initial effort, the Contractor shall provide services, including, but not limited to:

- a. Collect, organize, select, record, verify, update and manage the content of the knowledge database on an ongoing basis.
- b. Analyze usage data of the knowledge databases to determine trends and patterns.
- c. Organize and prepare information and prepare answers to frequently asked questions for dissemination using automated systems, such as the network-based interactive voice response system.
- d. Ensure that, where applicable, additions, changes, or deletions of materials from the knowledge database are carried over to corresponding CSR training and support materials.

### **3.2.3 Technology Management**

The Contractor shall provide, plan, design, install, and maintain all hardware and software and system connectivity required to support the NCSC, including those associated with security and disaster recovery.

### **3.2.4 Network Management**

The Contractor shall provide network engineering and management services required to support the NCSC, including, but not limited to: network and call routing design; traffic analyses; fault isolation, service coordination and restoration; recommend, process, coordinate, and monitor service orders; and activate, coordinate, and oversee emergency/disaster recovery activities.

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### **3.2.5 IVR Script Design and Management**

Currently the primary IVR is provided by a separate telecommunication vendor under contract to INS. The Call Center Contractor shall provide analysis and ongoing support for IVR script design, and optimization, calls flow analyses, IVR service request processing and coordination, and script management.

The Contractor shall develop and propose IVR content. The current Telecom vendor requires the use of Visio software for preparation of the IVR script. The Contractor shall review regulations and make suggestions for solutions. The Contracting Officer's Technical Representative (COTR) will approve the Contractor's recommendation prior to implementing new script or changes. Two different procedures are involved depending on whether the content material require or does not require approval. If approval is not required, the content is first developed from public affairs new releases and federal register regulations. Then new releases and federal register information is sent to the Call Center Contractor to be placed in a Q&A format. Once in Q&A format, the Contractor shall fax Q&A format to COTR for approval. However, for new content material that requires approval, INS first obtains new content materials from various INS law references. The Contractor then has content materials printed up for Siebel capability. The INS receives from Contractor new content material in format for the Siebel system. Approval is obtained from INS specific program areas (Adjudications and General Council), and the final approval obtained from INS' General Council. Samples of content material can be found in Exhibit 3.

A Contractor-provided staff of CSRs at the Tier 1 shall answer requests for live assistance. NCSC utilizes Siebel software for the help screens, which the CSRs will use to assist callers. The Contractor shall provide training for all CSRs on the usage of Siebel or compatible software commencement with the requirements. The CRM software will categorize all calls based upon the types of information requested, as instructed by INS.

### **3.2.6 Web Development Support**

The Contractor shall provide web development and content management support for the INS Intranet/Internet, which hosts NCSC program information as required.

### **3.2.7 Value Engineering and Design**

The Contractor shall conduct ongoing evaluations of new and emerging technologies, applications, and services to identify opportunities for deploying such products to improve the cost, efficiency, and quality of NCSC services. When appropriate, the Contractor shall develop, submit, and upon approval by the COTR, implement action plans to improve customer service.

### **3.3 Facilities and Equipment**

The Contractor must provide and ensure the following:

- All real property, equipment, and furniture constituting Tier 1.
- A minimum of two Call Centers.
- One of the Call Centers must be located in a HUBZone or disadvantaged area and employ no less than 60% and no more than 70% of the total staff for all Call Centers ([www.sbs.gov/hubzone](http://www.sbs.gov/hubzone)).

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- The Call Centers shall be designed and built to comply with all applicable state, local, and Federal government standards and regulations, such as the Occupational Safety and Health Act (OSHA) of 1970, as revised, and the Americans with Disabilities Act of 1990. The sites shall remain in compliance with such standards and regulations throughout the life of the contract, including the Base Period and any exercised Option Periods.
  - The Call Centers shall be situated in locations where the local labor market can support the Call Center size and the skill sets of the labor pool required for the NCSC, including foreign language (Spanish), subject matter expertise, and other special requirements that INS may present. Considerations should include the degree of competition for the labor pools from other Call Centers and related industries and its impact on recruiting and retaining Call Centers personnel.
  - The Call Centers shall be designed to provide an office environment that is conducive to providing customer support, supporting private conversations, and facilitating communication among staff.
  - The Call Centers shall be designed to provide space, furnishings, acoustic, lighting, and temperature environment that meets or exceeds Call Center industry standards.
  - The contractor shall be responsible for providing a CTI/middleware software package that is compatible with the existing Tier 2 middleware/CTI package.
  - The Contractor shall be responsible for the delivery and installation of all workstations and systems components on-site at the designated location(s).
  - The Contractor shall demonstrate that all components are interconnected and functioning properly as part of an INS inspection prior to commencing operations with the public.
  - The Contractor is responsible from the point of demarcation for all telecommunication equipment.
  - Selected sites shall be supported by an appropriately sized backup generator and a non-interruptible power supply.
  - The sites shall be designed to accommodate modern telecommunications and computer systems and contract center furnishing.
  - Separate training and meeting rooms must be available within the Contractor's space at each location.
  - The training rooms must be equipped with sufficient computers for training at least 25 CSRs at one time, at each location.
  - The Contractor shall provide workspace for one HIO who will be on-site for quality assurance purposes and to assist CSRs on an as-needed basis at each Call Center.

The Contractor shall furnish all necessary labor for the initial packing, unpacking, placement, interconnection of hardware, software, and telecommunications components, and testing during the initial installation. After acceptance by the government, any government requested movement of equipment would be at the government's expense. The Contractor shall complete an operational installation of the proposed hardware/software and cabling. This includes, but is not limited to, all parts, labor, materials, and travel needed to complete the installation. Installation also includes assistance from the vendor, prior to the physical installation, in defining installation requirements so that hardware and software can be properly configured.

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### 3.4 Minimum Systems Requirements

All Call Center sites must meet the following requirements:

- a. Automatic Call Distribution (ACD) - The Contractor provided systems shall be capable of routing/distributing incoming calls based on sequence of call arrival/origination, CSR availability and skills, Call Center availability, or other predefined routing instructions, as specified by INS. The ACD systems shall also provide at a minimum:
- The capability to monitor and visually display the work state and availability status of all CSRs on a real-time basis, both onsite and from remote locations.
  - The capability to display call-handling statistics real-time.
  - The capability to provide hard copy reports on all trunk, CSR, and workgroup performance statistics.
  - The capability to connect to FTS 2001 networks using Integrated Services Digital Network (ISDN) Primary Rate Interface (PRI) hardware.
  - The capability to capture Automatic Number Identification (ANI) data.
  - The capability to accept incoming calls by Dialed Number Identification Service (DNIS) reporting.

The Contractor's systems shall provide the following capabilities:

- b. Call Handling - Telephone switching, call accounting, and call management systems shall be appropriately sized for current and projected call volumes (see 1.1.2).
- c. Call Queuing - Capability to queue incoming calls and provide callers with an estimated time in queue, music on-hold, and other informational messages.
- d. Call Transfer - Capability of transferring calls to a different workgroup within the Call Center and/or to a workgroup located in a different Call Center, as specified by INS.
- e. Computer Telephony Integration (CTI) - Capable of displaying caller-relevant information at the CSR workstations (e.g., via screen pop technology). The displayed information may be triggered by DNIS, and/or ANI information, and/or through information entered by the caller or CSR. The Contractor must provide capability to transfer both voice and data with Tier 2 platform.
- f. Data Transmission Interface - Provide the necessary hardware and software to support data transmission between NCSC systems and other INS systems.
- g. Dialed Number Identification Service (DNIS) - Capability to distinguish incoming calls by telephone number and route them to the appropriate message system and/or CSR.
- h. Network Access Capacity - INS requires that the Contractor provide sufficient network access capacity on the Contractor's systems to support projected call volumes, workload estimates, and call routing in accordance with service level goals (e.g., blockage). Sufficient expansion capability to accommodate call pattern variations shall be provided.
- i. Knowledge Management - Provide the required knowledge database to facilitate customer interactions, data capturing, and information dissemination.
- j. Customer Service Assessment - Provide an automated compliment and complaint management system to gather and report customer comments and satisfaction. The systems

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shall also provide the ability to survey callers in an automated fashion for purposes of customer satisfaction assessment. The systems shall be capable of capturing, storing, aggregating, and reporting survey results

- k. Internet Access – Provide Internet access to CSRs to enable them to view information on INS designated web sites, capable of restricting access to only those web sites identified by INS.
- l. TDD Calls – The systems shall be capable of originating and receiving calls to and from TDD callers.
- m. Power Supply – The Contractor’s systems shall be supported with a backup electrical power supply as well as an uninterruptible power supply (UPS). The backup electrical power supply shall be capable of sustaining the operation for a minimum of 24 hours. The transition from normal to emergency to backup power shall occur without loss of power to systems and without the disconnection of calls in process or customer calls queued for service. The UPS shall be capable of protecting systems from voltage lags, over-voltage conditions, line frequency fluctuations, and power blackouts. It shall be capable of sustaining operations in the event of loss of normal sources of power until the backup generators can come online.
- n. Workforce Management System – The Contractor’s systems shall include a workforce management system to ensure efficient allocation of resources and projected staffing requirements.
- o. Workstations – The CSR desktop workstations shall include computers, telephones and headsets, and other equipment and accessories required to sustain effective operation.

### **3.5 Telecommunications**

The Government will provide the incoming service based on FTS 2001. The Contractor shall be responsible for any in-house administrative voice or data communication lines.

The Contractor shall provide support for the NCSC 800 number during the hours of operation described under Section 1.1.4. The support shall include answering phone calls and providing appropriate information to callers. At a minimum, the Contractor shall provide:

- Uninterrupted technical support to Tier 2, Call Centers including, but not limited to, CTI technology, analysis, design, development, and implementation support.
- Project management support for the NCSC Program.
- Content development for scripts used in the IVR.
- TDD Service (separate phone number).

The IVR shall offer callers options for automated service from a limited menu of recorded informational messages or for live assistance. Service for both shall be available in English and Spanish. The number and content of the recorded informational messages is subject to change as determined by the INS.

### **3.6 Performance Requirements**

Performance-based service contracting (PBSC) emphasizes that all aspects of an acquisition be structured around the purpose of the work to be performed as opposed to the manner in which the work is to be performed or broad, imprecise statements of work that preclude an objective

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assessment of Contractor performance. PBSC is designed to ensure that Contractors are given freedom to determine how to achieve specific performance objectives and appropriate performance quality levels. PBSC also ensures that payment is made only for services that meet these levels. The Government has developed the performance metrics identified in Section 9 to evaluate Contractor performance.

### **3.7 Program Management Plans**

The following subsections describe the Program Management Plans that the Contractor shall submit as part of its technical proposal. Prior to implementation, the Contracting Officer's (CO) Technical Representative (COTR) must approve all Plans. Within 20 business days after contract award, the Contractor shall update all plans provided in the Contractor's proposal. The INS does not envision that the updated plans will contain significant changes from the plans contained in the Contractor's proposal or that the updated Plans will impact the Contractor's proposed price. The Contractor shall provide periodic plan updates, as required by the COTR. The Contractor shall submit plan updates to the COTR within 30 calendar days of an event necessitating update. Minimum plans required are:

- Project Management Plan
- Quality Assurance Plan
- Contingency Plan/Disaster Recovery Plan
- Personnel and Staffing Plan
- Training Plan
- Phase-In Plan
- Contract Transition Plan (end of contract)
- Security Plan

The Contractor shall provide all necessary supervisory, managerial, technical, and administrative support to meet the requirements of this contract. The Contractor shall provide a single senior member of its corporate staff as the Program Manager (PM) to serve as the focal point for management of the services provided under this contract. The primary responsibility of the PM is to act as liaison between the Contractor and the COTR in conducting support efforts related to this contract. The PM is required to participate in the bi-weekly staff meeting in addition to quarterly meetings. The government estimates that 3 of the 4 quarterly meetings will be outside the Washington, DC metro area and the PM shall be in attendance, in addition to other meetings required by INS. The PM shall be at a sufficient organizational, technical, and contractual level of authority within the Contractor's organization to ensure full access to corporate personnel commitment of resources that may be necessary in the performance of this contract, and in the technical and contractual resolution of all issues that pertain to contract performance.

#### **3.7.1 Project Management Plan (PMP)**

The Contractor shall provide a Project Management Plan (PMP) that describes the Contractor's understanding of the contract requirements and explains how the Contractor will manage the effort to meet these requirements. The PMP shall:



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- Describe the management structure of the Contractor's project team, including an organization chart showing the PM and other main points of contact (POCs).
  - Identify all subcontracts and describe subcontractor management, roles, and responsibilities.
  - Explain how the Contractor will maintain compliance with INS personnel and computer security requirements and respond to urgent situations and emergencies in all NCSC support areas.
  - Describe any systems the Contractor has in place to manage and/or control costs, inventory, dispatching of labor, billing, and payment.
  - Explain how the Contractor will ensure satisfactory performance by its team members and any subcontractors.
  - Explain how the Contractor's corporate-level management will respond to and correct any problems, complaints, and/or conflicts over its team's performance of the contract.
  - Identify plans and procedures to measure any customer service performance standards deemed appropriate and the actions that will be implemented to correct deficiencies.
  - Identify plans and procedures to evaluate new and emerging technologies and/or reengineering business processes to improve program efficiency and customer service.

### **3.7.2 Quality Assurance Plan (QAP)**

The Contractor shall provide a Quality Assurance Plan (QAP). Quality assurance is the system of monitoring the oversight performed by the Contractor to ensure that work is accomplished in accordance with the terms of the contract. Quality Assurance (QA) is performed by the Government for the purpose of verifying that the Contractor is performing the work as required by the contract and that the Contractor's quality control (QC) program is viable. In a partnership situation, QC and QA functions may become integrated as both organizations work collaboratively to ensure the successful performance of the contract.

The Contractor shall ensure that all services are provided in accordance with the terms of this contract. The Contractor shall develop a QAP that includes the following elements:

- An internal quality control, inspection, and feedback system consisting of customer satisfaction surveys (or equivalent) for all services required by the contract.
- Job titles and organizational positions of Contractor employees performing quality control.
- A method to identify deficiencies in services.
- Procedures to correct deficiencies in services when detected and to prevent their recurrence.
- A record-keeping system that maintains and displays inspection, quality history, corrective actions taken and follow-up actions necessary to maintain effective quality control. Records shall be available for review by the COTR and appropriate NCSC personnel upon request.
- An effective system to analyze quality data, capture and report trends, and initiate action in response to these trends.
- Minimum of two random call monitors for each CSR who works a full day.

Development and documentation of Standard Operating Procedures (SOPs) and knowledge bases.

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### **3.7.3 Contingency Plan/Disaster Recovery Plan**

The Contractor shall develop and maintain implementation plans and guidance for its staff concerning contingency operations during special and emergency situations such as fire, accidents, disturbances, and other circumstances that could jeopardize operations. A methodology for technology and naturally occurring disasters shall be addressed. The Contractor shall develop, review, test, and update site-specific plans at the Contractor-supported sites on at least an annual basis. These plans shall ensure continuity of operations under special and emergency circumstances and be based upon and consistent with site plans at each supported location. The Contractor shall identify and describe procedures they will follow in the event of a Federal Government closure or other emergency affecting the area in which the Contractor sites are located.

### **3.7.4 Personnel and Staffing Plan**

The Contractor shall provide a plan describing procedures to obtain and maintain a workforce capable of performing the work required under this contract. Twenty percent (20%) of the staff must be fluent in Spanish. The goal of the Government is to have Spanish-speaking CSR's divided evenly between the sites; the plan must address how they will provide and keep the minimum of Spanish speaking employees. If the Contractor is initially unable to start with this breakout, they shall address in their plan how they will eventually meet this goal and a timeframe. The plan shall address how staffing levels will be maintained during individual absences, such as for vacations, sick leave, holidays, and other causes. The plan shall address employee recruitment, employee recognition, clearance processing, placement, retention, staff training, subcontracting, employee qualifications, and actions required to ensure compliance with the Service Contract Act where appropriate. The plan shall address any existing or proposed employee compensation incentives related to performance. The Contractor shall address in the plan how they plan to minimize turnover.

### **3.7.5 Training Plans**

The Contractor shall develop plans, procedures, and methodologies for training Contractor employees including the types and schedule of training to be provided, and criteria for selecting instructor(s) and training evaluation assessment methods. Contractor shall identify and explain the process the instructors must go through in order to be certified or qualified to teach.

### **3.7.6 Phase-In Plan**

The Contractor shall provide a Phase-In Plan to describe its methodology for assuming the incumbent Contractor separate areas of responsibility without interruption to any of the corresponding service functions. The Contractor may not begin work until capable of taking 25% of the total monthly calls based on a commensurate level of CSR's and supervisors being certified, trained and cleared; incremental increases in work shall be as the contractor's certified capacity increases in increments of no less than 5%. After the full phase-in period and transition is completed, the Government guaranteed call volume for billing purposes will be 400,000 to 419,999 total requests for live assistance coming through the IVR to Tier 1 sites per month.

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INS will provide the Contractor with a phase-in period of between 75 and 120 days as determined by the Government. At the completion of this period, the Contractor shall assume full responsibility for the technical and operational functions covered by this contract. During the phase-in period, the Contractor shall become familiar with performance requirements, establish the management organization, and finalize required plans. The Contractor shall begin transitions and assume duties in accordance with the Phase-In Plan. At a minimum, the Contractor shall address the following areas in the Phase-In Plan:

- Information on the interface and coordination with the NCSC and with incumbent Contractor staff as appropriate.
- Identification of key transition events and objectives, including a transition schedule.
- Identification of key persons participating in the transition, including authority of Contractor management during transition.
- Specific actions that will be taken to ensure continuity of operations during the transition.
- Identification of employee staffing actions during transition (inclusive of security clearance actions).
- NCSC and Contractor furnished property inventory.
- Method and schedule for maintaining/implementing third party agreements.
- Identification of plans and procedures that the Contractor shall use to ensure that the full ranges of services to be provided are successfully tested prior to actual implementation.

The Contractor shall be responsible for the phase-in of Contractor personnel and the assumption of on-going support in accordance with the phase-in schedule presented in the Contractor's Phase-In Plan.

### **3.7.7 Contract Transition Plan**

The Contractor shall provide a phase-out transition plan that describes how the Contractor shall transition services, with minimum disruption, to a follow on Contractor. The Contractor shall demonstrate how data from the Contractor's databases will be made accessible to a potential new Contractor's database. The plan shall demonstrate how the successful offeror of this contract would transfer data from their databases to a potential successor contractor in the future.

### **3.7.8 Security Plan**

The Contractor shall identify in the Security Plan the following:

- a. Physical building and related security controls
- b. Content and related security controls
- c. Personnel and related security controls

The Security Plan shall identify plans, policies, and procedures for ensuring security in Contractor facility, personnel, equipment and network, and information content.

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## 4 TRAINING

The Contractor shall be responsible for providing all training necessary for support of the CSRs. All Contractor employees must complete initial training program (currently a 4 week program) approved by INS before being allowed to take calls. This includes, but is not limited to, training development, material development, and training on the telecommunications equipment, personal computers (PCs), and related software. In addition, the Contractor shall provide all CSRs with appropriate call guide and customer service training as approved by the INS. The Contractor shall also be responsible for conducting refresher training in the areas specified when problems are detected by the Contractor or by INS. The Contractor shall conduct training when new versions of the call guide are used. Copies of all training materials must be furnished to the INS for approval prior to the start of any training. INS will provide the Contractor with periodic content training, as laws and regulations change. The Contractor shall look at training and the results of the training. The Contractor shall come up with innovative methods to train without taking time away from the phones.

The Contractor shall develop and implement a comprehensive training program that will ensure that Contractor-provided Call Center staff provide superior levels of customer service. Training courses shall provide participants the opportunity to develop skill levels in comprehensive customer contact and subject knowledge, and will be provided through both classroom instruction and technical on the job training.

### 4.1 Training Curriculum

The Contractor shall construct training coursework and materials to address specific learning objectives of various groups. The training curriculum shall include the following minimum components:

- CSR Training – The course shall provide participants training on NCSC content, how to navigate content systems to locate the appropriate information, and general operational material. In addition, the instruction should include information on developing telephone etiquette, listening, problem solving, verbal and written communication, managing stress, working in teams, and other course modules related to foundational customer contact and human interaction skills. The Contractor shall ensure that CSRs are adequately trained in the handling of calls from: non-English speaking individuals; individuals who are hearing, speech, or visually impaired; individuals with low literacy ability; irate and/or abusive callers; callers calling in crisis situations; and any other caller diversity issues that may be identified. In addition, training will be developed to educate CSRs in the terminology, services, systems, and protocols specific to INS.
- Leadership Skills Training – The courses shall provide participants with an overview of project goals and objectives, performance goals (e.g., quality, and productivity) and Call Center management (e.g., operations, and service level). Participants shall be provided the opportunity to develop skills in coaching, team building, time management, problem solving, and other course modules related to human performance management. In addition, training will be developed to educate the leadership team in the terminology, services, systems, and protocols specific to INS.
- Support Personnel Training – The courses shall provide participants with an overview of project goals and objectives. Participants will be provided the instruction on developing the specific skills relating to their areas of expertise including, but not limited to, supervision, training, quality, service level management, and technical support. In addition, training will

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be developed to educate support personnel in the terminology, services, and protocols specific to INS.

The Contractor shall also include enhanced training modules to inform staff of new or modified INS programs and/or service offerings.

#### **4.2 Training Facilities**

The Contractor shall provide all training facilities, computer terminals (including desktop content, functionality, and connectivity), audio and visual equipment, and other materials/supplies necessary for training as well as appropriate workspace to accommodate at least 25 students per training session. The Contractor shall also provide the storage space for the course materials and references.

#### **4.3 Instructor and Classroom Criteria**

The Contractor shall provide certified instructors to deliver all training provided under this contract. The training is to be conducted at Contractor-provided facilities that are designed for optimum learning with effective student-to-instructor ratio and class size limits.

#### **4.4 Course and Reference Materials**

The Contractor shall develop the course materials based on relevant information and materials provided by INS, including but not limited to, program background, services, work types, policies and procedures, and related systems. For each new service offering and/or change to existing service offerings, INS will provide one copy of service literature and/or method and procedure necessary for Contractor to construct training updates. The Contractor shall develop and revise training materials as necessary to accommodate such changes, keeping all training materials up-to-date for the duration of the contract.

The Contractor shall ensure that updates to training materials are carried over to the applicable ancillary reference materials, job aides and supporting processes inclusive of Call Center operations, quality assurance, and information systems (e.g., Contractor-provided knowledge database).

Prior to implementation, the Contractor must provide INS with a copy of INS business-specific training materials for review and approval.

#### **4.5 Reporting and Record Keeping**

The Contractor shall maintain a comprehensive list of Call Center employees who have received training and/or obtained certification, including the frequency of training, types of training, and results of training. The Contractor shall maintain copies of all training records and reports for the duration of the contract.

#### **4.6 Training Metrics and Analysis**

The Contractor shall provide training metrics and analysis, including, but not limited to the following tasks:

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- Measure CSR classroom training performance by a combination of written tests and job-simulated exercises at the level of baseline performance goals for new CSRs and target performance goals for experienced CSRs. All CSR's and on-site supervisors must pass a test on content and operational basics, developed by the contractors and approved by INS, before being certified as qualified to take calls.
  - Analyze the results of CSR training performance measures.
  - Measure training effectiveness and performance of the instructor(s) by third party analysis or student survey.
  - Revise the training program based on the results of CSR and instructor performance metrics, focusing on those CSRs for whom additional/modified training may be indicated.

## 5 REPORTING

The Contractor shall provide daily, weekly, monthly, and quarterly management information reports generated by the IVR, Contractors system and network reports furnished by the government. This includes but is not limited to IVR, Network, ACD, Process core detail on CD Rom and knowledge management. These reports will be transmitted via electronic mail to designated INS staff. The Contractor shall have software to process Call Detail Records (CDRs).

The Contractor shall provide both periodic and ad hoc reports to assist the INS in identifying and evaluating more effective, efficient, accurate, and timely processing of calls, including an ongoing assessment of workload, productivity, and quality of service delivery. The Contractor shall make recommendations for necessary adjustments to be approved by the INS.

The government will provide a sample template for the way the information is currently being collected. (Exhibit 4)

The Contractor shall generate reports on a daily, weekly, monthly, and quarterly basis for trend analysis. The Contractor shall also provide cumulative data and ad hoc reports in response to INS requests.

## 6 QUALITY ASSURANCE

The Contractor, in conjunction with INS, shall team to facilitate the achievement of best of practice quality standards and continued performance of timely, courteous, and effective public information service and communications skills by all CSRs. On a regular basis, INS will measure customer satisfaction regarding CSR courtesy, effectiveness, and professionalism. INS has an established contract with a vendor to conduct telephone follow-up surveys to gauge all aspects of customer service, including automated messaging and CSR assistance. Reports of customer satisfaction with the services provided by the NCSC will be shared with the Contractor.

The Contractor shall strive to maintain a minimum 80 percent customer satisfaction rating. The INS will conduct random test calls and review the results with the Contractor on a monthly/quarterly basis. The ratings will be based upon such responses to such statements, as whether the CSR seemed to fully understand the questions, was the CSR polite, did the CSR rush the caller and did the CSR answer the questions promptly (these questions are taken from the current questionnaire found in exhibit 5 number 12 B-E). If satisfaction levels fall below 80 percent for the Tier 1 reporting period, performance improvement plans will be submitted within five working days to INS for approval. Upon approval, such plans will be implemented within an

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additional five working days. A sample of the current Customer Satisfaction Survey Questionnaire is in Exhibit 5.

The INS also plans to contract for independent call monitoring of Tier 1 calls to assess a representative sampling of inbound calls handled by each CSR. INS will review the assessment conducted by the Contractor and validation results performed by the INS contracted third party through remote access, for gaps in consistency. Concerns regarding apparent differences in assessment standards will be addressed jointly to determine if corrective actions are necessary.

#### **6.1 NCSC Quality Assurance Activities**

The Government will periodically evaluate the Contractor's performance in accordance with the performance standards and measurements of this PWS. For those tasks listed in the PRS table, the COTR, or his or her designated Quality Assurance Evaluator (QAE), will follow the methods of surveillance specified in the PRS and keep written records of their observations. When an observation indicates defective performance under the terms of the contract, the COTR will require the Contractor's PM to acknowledge notification of the deficiency by signing and dating the written record of the observed deficiency. Such acknowledgment will not necessarily constitute the Contractor PM's concurrence with the finding. INS surveillance of tasks not listed in the PRS or by methods other than those listed in the PRS may occur during the performance period of the contract. Such surveillance will be accomplished according to standard inspection procedures or the applicable provisions of the contract. Any action taken by the COTR as a result of surveillance will be in accordance with the terms of the contract.

### **7. SECURITY REQUIREMENTS**

#### **7.1 General**

INS has determined that performance of this contract requires that the Contractor, subcontractor(s), vendor(s), etc. (herein known as Contractor), requires access to sensitive INS information, and that the Contractor will adhere to the following.

#### **7.2 Suitability Determination**

INS shall have and exercise full control over granting; denying, withholding or terminating unescorted government facility and/or sensitive Government information access for Contractor employees, based upon the results of a background investigation. INS may, as it deems appropriate, authorize and make a favorable entry on duty (EOD) decision based on preliminary security checks. The favorable EOD decision would allow the employees to commence work temporarily prior to the completion of the full investigation. The granting of a favorable EOD decision shall not be considered as assurance that a full employment suitability authorization will follow as a result thereof. The granting of a favorable EOD decision or a full employment suitability determination shall in no way prevent, preclude, or bar the withdrawal or termination of any such access by INS, at any time during the term of the contract. No employee of the Contractor shall be allowed unescorted access to a Government facility without a favorable EOD decision or suitability determination by the Security Office. Contract employees assigned to the contract not needing access to sensitive INS information or recurring access to INS' facilities will not be subject to security suitability screening.

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### 7.3 Background Investigations

Contract employees (to include applicants, temporaries, part-time and replacement employees) under the contract, needing access to sensitive information, shall undergo a position sensitivity analysis based on the duties each individual will perform on the contract. The results of the position sensitivity analysis shall identify the appropriate background investigation to be conducted. All background investigations will be processed through the Security Office. Prospective Contractor employees shall submit the following completed forms to the Security Office through the COTR no less than 30 days before the starting date of the contract or 30 days prior to entry on duty of any employees, whether a replacement, addition, subcontractor employee, or vendor:

1. Standard Form 85P, "Questionnaire for Public Trust Positions"
2. FD Form 258, "Fingerprint Card" (2 copies)
3. Foreign National Relatives or Associates Statement
4. Form DOJ-555, "Disclosure and Authorization Pertaining to Consumer Reports Pursuant to the Fair Credit Reporting Act"
5. Form G-736 - "Pre-Employment Suitability Check" (2 years employment verification).

The Contractor using Form G-736 will provide documentation that previous employers of all new contract employees have been interviewed to ascertain the following information:

- a. Verification of employment history (dates, salary, job titles and duties for the most recent 2 years).
- b. Reason for leaving employment.
- c. Eligibility for re-hires.
- d. Name of person contacted.
- e. Name of employee doing the interview on behalf of the Contractor.

The Contractor shall conduct and provide the results of the pre-screening employment activity along with a credit check that is not more than 90 days old.

Required forms will be provided by INS at the time of award of the contract. Only complete packages will be accepted by the Security Office. Specific instructions on submission of packages will be provided upon award of the contract.

Be advised that unless an applicant requiring access to sensitive information has resided in the US for three of the past five years, the Government may not be able to complete a satisfactory background investigation. In such cases, INS retains the right to deem an applicant/employee as ineligible due to insufficient background information.

In the interest of limiting access to potentially sensitive information and systems, INS will consider only US Citizens and Legal Permanent Residents for employment on this contract.



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#### **7.4 Continued Eligibility**

If a prospective employee is found to be ineligible for access to Government facilities or information, the COTR will advise the Contractor that the employee shall not continue to work or to be assigned to work under the contract.

The Security Office may require drug screening for probable cause at any time and/ or when the Contractor independently identifies, circumstances where probable cause exists.

INS reserves the right and prerogative to deny and/ or restrict the facility and information access of any Contractor employee whose actions are in conflict with the Department of Justice (DOJ) standards of conduct, 5 CFR 2635 and 5 CFR 3801, or whom INS determines to present a risk of compromising sensitive Government information to which he or she would have access under this contract.

The Contractor shall report any adverse information coming to their attention concerning contract employees under the contract to INS' Security Office. Reports based on rumor or innuendo should not be made. The subsequent termination of employment of an employee does not obviate the requirement to submit this report. The report shall include the employees' name and social security number, along with the adverse information being reported.

The Security Office must be notified of all terminations/resignations within five days of occurrence. The Contractor shall return any expired INS issued identification cards and building passes, or those of terminated employees to the COTR. If an identification card or building pass is not available to be returned, a report must be submitted to the COTR, referencing the pass or card number, name of individual to whom issued, the last known location and disposition of the pass or card.

#### **7.5 Employment Eligibility**

The Contractor must agree that each employee working on this contract will have a Social Security Card issued and approved by the Social Security Administration. The Contractor shall be responsible to the Government for acts and omissions of his own employees and for any Subcontractor(s) and their employees.

Subject to existing law, regulations and/ or other provisions of this contract, illegal or undocumented aliens will not be employed by the Contractor, or with this contract. The Contractor shall ensure that this provision is expressly incorporated into any and all Subcontracts or subordinate agreements issued in support of this contract.

#### **7.6 Security Management**

The Contractor shall appoint a senior official to act as the Corporate Security Officer. The individual will interface with the Security Office through the COTR on all security matters, to include physical, personnel, and protection of all Government information and data accessed by the Contractor.

The COTR and the Security Office shall have the right to inspect the procedures, methods, and facilities utilized by the Contractor in complying with the security requirements under this contract. Should the COTR determine that the Contractor is not complying with the security

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requirements of this contract, the Contractor will be informed in writing by the CO of the proper action to be taken in order to effect compliance with such requirements.

### **7.7 TAIS Clearance**

When sensitive Government information is processed on Telecommunications and Automated Information Systems (TAIS), the Contractor agrees to provide for the administrative control of sensitive data being processed and to adhere to the procedures governing such data as outlined in DOJ Order 2640.2D, Telecommunications and Automated Information Systems (TAIS) Security.

### **7.8 TAIS Security**

All Contractor employees using automated systems or processing INS sensitive data shall be required to receive Security Awareness Training as outlined in the Computer Security Act of 1987. This training will be provided by the Information Resources Management (IRM) Security Representative. All personnel who access INS information systems will be continually evaluated while performing these duties. Supervisors should be aware of any unusual or inappropriate behavior by personnel accessing systems. Any unauthorized access, sharing of passwords, or other questionable TAIS procedures should be reported to the Computer and Telecommunication Security Program representative.

### **7.9 Minimum Computer and Telecommunications Security Requirements**

#### **7.9.1 General**

Due to the sensitive nature of INS information, the Contractor is required to develop and maintain a comprehensive computer and telecommunications security (C&TS) program to address the integrity, confidentiality, and availability of sensitive but unclassified (SBU) information during collection, storage, transmission, and disposal. The Contractor's security program shall adhere to the requirements set forth in the DOJ Order 2640.2D, *Telecommunications and Automated Information Systems Security*, INS C&TS Guidance Documents, and other DOJ/INS guidelines and directives regarding information security requirements. The Contractor shall establish a working relationship with the INS C&TS program, lead by the Computer Security Program Manager (CSPM).

#### **7.9.2 C&TS in the INS Systems Development Life Cycle (SDLC)**

C&TS activities in the SDLC are outlined in the INS SDLC Manual, Appendix A3, C&TS in SDLC. The Contractor shall assist the INS Computer System Security Officer (CSSO) with the following activities:

- *Sensitive System Security Plan (SSSP)*: the primary reference that documents system sensitivity/ criticality, security controls, policies, and procedures.
- *Contingency Plan (CP)*: ensures system's ability to recover from service disruptions in the event of emergencies and/or disasters.
- *Security Operating Procedures (SOP)*: provide users and administrators with detailed requirements on how to operate and maintain the system securely.
- *Risk Assessment (RA)*: identifies threats and vulnerabilities, assesses the impacts of the threats, evaluate in-place countermeasures, and identifies additional countermeasures.

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- *Security Test and Evaluation (ST&E)*: evaluate each security control and countermeasure to verify operation in the manner intended, based on the RA results.
  - *Certification and Accreditation (C&A)*: establish the extent to which a particular design and implementation meet a specified set of security requirements, based on the ST&E of security features of a system (certification), and the management authorization and approval of a system to process sensitive unclassified information (accreditation).

### 7.9.3 C2 Level of Trust

DOJ Order 2640.2D requires that computer systems used for processing SBU information must have the C2 level of trust, as defined in the Department of Defense (DOD) Standard 5200.28-STD, Trusted Computer System Evaluation Criteria. The Contractor shall ensure that requirements are allocated in the functional requirements and system design documents to address C2 level of trust, and that these requirements are based on the INS C&TS Guidance Document 9.0, Minimum Requirements Document. C2 systems offer the following user-visible features:

- *User Identification and Authentication (I&A)* – I&A is the process of telling a system the identity of a subject (for example, a user) (I) and providing that the subject is who it claims to be (A). Systems must be designed so that the identity of each user must be established prior to authorizing system access, each system user must have his/her own user ID, and each user is authenticated before access is permitted.
- *Discretionary Access Control (DAC)* – DAC is a DOJ access policy that restricts access to system objects (for example, files, directories, devices) based on the identity of the users and/or groups to which they belong. All system files must be protected by a secondary access control measure.
- *Object Reuse* – Object Reuse is the reassignment to a subject (for example, user) of a medium that previously contained an object (for example, file). Systems that use memory to temporarily store user I&A information and any other SBU information must be cleared before reallocation.
- *Audit* – INS systems must provide facilities for transaction auditing, which is the examination of a set of chronological records that provide evidence of system activity.

### 7.9.4 Data Security

SBU systems must be protected from unauthorized access, modification, and denial of service. The Contractor shall ensure that all aspects of data security requirements (i.e., confidentiality, integrity, and availability) are included in the functional requirements and system design, and ensure that they meet the minimum requirements as set forth in the INS C&TS Guidance Document 9.0.

- *Integrity* – The computer systems used for processing SBU must have data integrity controls to ensure that data is not modified (intentionally or unintentionally) or repudiated by either the sender or the receiver of the information. A risk analysis and vulnerability assessment must be performed to determine what type of data integrity controls (e.g., cyclical redundancy checks, message authentication codes, security hash functions, and digital signatures, etc.) must be used.

- *Confidentiality* – Controls must be included to ensure that SBU information collected, stored, and transmitted by the system is protected against compromise. A risk analysis and vulnerability assessment must be performed to determine if threats to the SBU exist. If it exists, data encryption must be used to mitigate such threats.
- *Availability* – Controls must be included to ensure that the system is continuously working and all services are fully available within a timeframe commensurate with the availability needs of the user community and the criticality of the information processed.

## 8 GOVERNMENT FURNISHED PROPERTY/SERVICES

This section describes the property/services and information that will be supplied by the INS. The government will provide access to the network base IVR via an established toll free number, as well as, connectivity to the Contractor via T-1 line(s) ISDN/PRI's to the facilities point of demarcation. The CSRs must have Internet access. The government will provide CSU (channel service units) for each T-1 line. The Government will furnish FTS 2001 services.

### 8.1 NCSC-Furnished Information

The Government owns and will furnish the content. The Contractor must go through INS official content approval process stated in 3.2 when making revising content. All content changes made by the Contractor shall be property of the Government.

## 9 PERFORMANCE REQUIREMENTS SUMMARY

PBSC emphasizes that all aspects of an acquisition be structured around the purpose of the work to be performed as opposed to the manner in which the work is to be performed a broad, imprecise statement of work which preclude an objective assessment of Contractor performance. PBSC is designed to ensure that Contractors are given freedom to determine how to meet the performance objectives that appropriate performance quality levels are achieved, and that full payment is made only for service that meet these levels. INS has developed the performance metric specified below, which will be used to evaluate Contractor performance of mission-critical support. Additional metrics may be added as deemed appropriate by the CO. The contractor must have sufficient bilingual capacity to meet the performance standards with respect to demand levels for live assistance in Spanish as well as with respect to calls in English. **Each Call Center site must meet the performance standards in order to be eligible for the incentives. If the performance standard is not met on one of the standards the firm is not eligible for any incentives for that particular quarter. The expected target performance is based upon calls. A call is defined as a request for live assistance coming thru the IVR to Tier 1 sites.**

Performance Metric	Below Expected Target	Expected Target Performance	Above Expected Target	Above Expected Target	Frequency of Measure
	Deduction Score	Sample Calculation <i>(Actual calculations to be determined during Contract negotiations)</i>	Incentive Award Score	Incentive Award Score	

Performance Metric	Below Expected Target	Expected Target Performance	Above Expected Target	Above Expected Target	Frequency of Measure
	Deduction Score	Sample Calculation (Actual calculations to be determined during Contract negotiations)	Incentive Award Score	Incentive Award Score	
a. Call Quality Monitoring CSR's soft skills	Below 90%	90 to 95%		Above 95%	Monthly
	- 10	(Total number of points achieved) / (Total number of points available for all quality monitoring scores)		+ 10	
b. Accuracy of Information Provided	Below 95%	95 to 97%		Above 97%	Monthly
	- 10	(Total number of points achieved) / (Total number of points available for all quality accuracy scores)		+ 10	
c. Accuracy of Capturing Information	Below 95%	95 to 97%		Above 97%	Monthly
	- 10	(Total number of points achieved) / (Total number of points available for all quality accuracy scores)		+ 10	
d. Customer Satisfaction (based upon questions 12; B-E in Exhibit 5)	Below 80%	80 to 85% mostly agree or strongly agree..	> 85 to ≤ 95%	Above 95%	Quarterly
	- 10	(Total number of satisfied or extremely satisfied responses) / (Total responses available)	+ 5	+ 10	
e. Service Level – Speed of Answer, % of Half Hours	Below 80% in 20 seconds or less, 80 to 85% of the half-hours	80% in 20 seconds or less, 80 to 85% of the half-hours.	80% in 20 seconds or less, > 85 to ≤ 90% of the half-hours	80% in 20 seconds or less, above 90% of the half-hours	Weekly
	- 10	(The number of half-hour periods in which the service level range was achieved) / (The number of half-hour periods for which the service level range should have been achieved)	+ 5	+ 10	
f. Average Speed of Answer,	Over 36 seconds	30 to 36 seconds	> 25 to ≤ 30 seconds	Under 25 seconds	Weekly

Performance Metric	Below Expected Target	Expected Target Performance	Above Expected Target	Above Expected Target	Frequency of Measure
Total Calls	Deduction Score	Sample Calculation (Actual calculations to be determined during Contract negotiations)	Incentive Award Score	Incentive Award Score	
	- 10	(Total delay of all calls)/(Total number of calls)	+ 5	+ 10	
g. Abandoned Calls - % of Half Hours	Above 2% abandoned; below 85% of the half-hours.	1 to 2%; between 85% - 95% of the half-hours	Under 1%; above 95% of the half-hours		Weekly
	- 5	(The number of half-hour periods in which the abandonment range was achieved) / (The number of half-hour periods for which the abandonment range should have been achieved)	+ 5		

With respect to standards e and f, the target shall apply separately to the volume of Spanish and English calls, and to the total. All other performance standards related to the total volume of live assistance calls coming through the IVR to Tier 1 sites.

## 10 Quality Assurance Surveillance Plan (QASP)

The following sections describe the Government's Quality Assurance Surveillance Plan (QASP).

### 10.1 Performance Evaluation Meetings

The COTR may require the Contractor's PM to meet with Government procurement officials, the QAE, and other NCSC personnel as necessary. The Contractor may request a meeting with the COTR whenever the Contractor's technical or administrative personnel believe such a meeting is necessary. The Contractor shall prepare and provide written minutes of any such meetings to the COTR for his or her signature. If the COTR does not concur with any portion of the minutes, notice of such non-concurrence shall be provided to the Contractor's PM and contracts representative within five calendar days following receipt of the minutes. The Contractor shall acknowledge or resolve all disputes and resubmit the minutes to the COTR within five business days of receipt of the non-concurrence.

### 10.2 Performance Quality Evaluation

Task quality level will be assessed by the COTR based on a yes-no evaluation of completed tasks and sub-tasks, using compliance with the PRS as the standard.

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### **10.3 Performance Incentive Payments and Deductions**

The Government will calculate incentive payments and deductions in accordance with the terms in the PRS. The Contractor shall not be eligible for any incentive amount if they fail to achieve the standard in any one category for each site. Exhibit 6 describes the Performance Assessment Model.

### **10.4 Optional Performance Incentives**

During the performance of the contract, the COTR will evaluate the Contractor's overall level of compliance with the contract and the demonstrated quality, timeliness, and cost effectiveness of the services provided. The PRS table lists those performance indicators by element against which Contractor performance will be measured. The Government may, at its sole option, elect to include or waive performance incentives, as it deems appropriate. Additionally, the Government and the Contractor may mutually agree to adjustment of these standards, and may mutually identify additional performance elements in the specific tasks being performed as work under the contract progresses. All such agreements must be committed to in writing and approved by the COTR or CO to be considered binding under the contract.

## **11 TRAVEL**

The Contractor shall follow the requirements of Subpart 31.2 of the Federal Acquisition Regulation (FAR) and the Federal Travel Regulations (FTR) while incurring allowable travel costs under this contract, and correspondingly must at all times seek Government rates whenever available and observe current subsistence ceilings. The Contractor shall not travel without receiving prior written approval from the COTR. The Contractor shall be reimbursed for travel in accordance with the FTR. The contractor shall include in their price proposal travel for NCSC quarterly meeting (assumptions: one trip for up to ten individuals for three days in Los Angeles, New York City, Washington, DC and Kansas City, MO.) Any travel to the Contractor's sites/call centers will not be reimbursed as an Other Direct Cost (ODC) and should be included in the contractor's pricing in Part II. Any travel incurred before the contractor reaches the initial phase-in benchmark of being capable of taking 25% of total monthly call will not be reimbursed as an ODC and should be included in the contractor's pricing in Part 2.

## **12 KICK-OFF MEETING**

The Contractor shall meet with the COTR and NCSC PM within five (5) working days of contract award. This meeting will be held to identify a primary POC, and to discuss scope, task(s), and understanding of technical approach in the format of a Project Plan.

## **13 KEY PERSONNEL**

The Contractor shall assign to the contract key personnel for the following functions: generate reports, single point of contact to interact with Senior level INS officials on a daily basis, interact with Senior level Contractors, management of day-to-day activities to include management of the hotline operation, technical oversight, technical direction and training of personnel at each call center site.

During the first one hundred eighty (180) days of performance, the Contractor shall make no substitutions of key personnel unless the substitution is necessitated by illness, death, or

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termination of employment. The Contractor shall notify the CO within 15 calendar days after the occurrence of any of these events and provide the information required.

The Contractor shall provide a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information request by the CO. Proposed substitutes should have comparable qualifications to those of the persons being replaced. The CO will notify the Contractor within 15 calendar days after receipt of all required information of the decision on substitutions. This clause will be modified to reflect any approved changes of key personnel.

#### **14 TREATMENT OF CONFIDENTIAL INFORMATION**

Contractor is prohibited from using any and all data either furnished by INS or gathered by Contractor from INS employees or customers for any reasons other than performing Contractor's duties in accordance with this Statement of Work and supporting documents. All documents and records (including electronic) generated during the performance of this contract shall be for the sole use of and become the exclusive property of the U.S. Government.

Furthermore, no article, book, pamphlet, recording, broadcast, speech, television appearance, film, or photograph concerning any aspect of work performed under this contract shall be published or disseminated through any media without the prior written authorization from INS. These obligations do not cease upon expiration or termination of this contract. The Contractor shall include the substance of this provision in all contracts for employment and subcontracting work performed under this contract.

At the end of this contract, or upon termination of this contract, all information resources provided to the Contractor by INS and/or information resources developed in support of this contract, including any databases and associated database formats, shall be turned over to INS, in their entirety. The Contractor may not keep any information resources or paper or electronic copies of information, without the express written consent of INS.

The CO, after a written determination by the appropriate program office, may disclose Confidential Business Information (CBI) to the Contractor necessary to carry out the work required under this contract. The Contractor agrees to use the CBI only under the following conditions:

The Contractor and Contractor's employees shall: (i) use the CBI only for the purposes of carrying out the work required by the contract; (ii) not disclose the information to anyone other than properly cleared INS employees without the prior written approval of the Assistant General Counsel for Contracts and Information Law; and (iii) return to the CO all copies of the information, and any abstracts or excerpts there from, upon request by the CO, whenever the information is no longer required by the Contractor for the performance of the work required by the contract, or upon completion of the contract.

The Contractor shall obtain a written agreement to honor the above limitations from each of the Contractor's employees who will have access to the information before the employee is allowed access.



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The Contractor agrees that these contract conditions concerning the use and disclosure of CBI are included for the benefit of, and shall be enforceable by, both INS and any affected businesses having a proprietary interest in the information.

The Contractor shall not use any CBI supplied by INS or obtained during performance hereunder to compete with any business to which the CBI relates.

The Contractor agrees to obtain the written consent of the CO, after a written determination by the appropriate program office, prior to entering into any subcontract that will involve the disclosure of CBI by the Contractor to the subcontractor. The Contractor agrees to include this clause, including this paragraph (b), in all subcontracts awarded pursuant to this contract that require the furnishing of CBI to the subcontractor.

## **15 OWNERSHIP OF INFORMATION**

Information captured and stored in any INS-owned or Contractor-owned databases required to support the NCSC will be owned by INS both during and at the conclusion of this contract. Customer information, other information collected for INS and INS provided information may not be used or shared by the Contractor with other organization or companies. Should this contract terminate for any reason, Contractor shall arrange for the timely transfer of such data records to INS. If the supporting software systems are not commercially available at that time, Contractor shall sell or license the software to INS at a mutually agreed upon price. INS may elect to conduct pricing negotiations for supporting software systems during contract negotiations or at anytime during the effective period of this contract.

## **16 LIABILITY OF INFORMATION**

The Contractor shall be solely responsible for damages suffered by the public that result from the use of information not previously approved by INS during the performance of this contract.

## **17 ORGANIZATIONAL CONFLICT OF INTEREST**

The Contractor warrants that, to the best of the Contractor's knowledge and belief, there are no relevant facts or circumstances which could give rise to an organizational conflict of interest, as defined in FAR Subpart 9.5, or that the Contractor has disclosed all such relevant information.

Prior to commencement of any work, the Contractor agrees to notify the CO immediately that, to the best of its knowledge and belief, no actual or potential conflict of interest exists or to identify to the CO any actual or potential conflict of interest the firm may have. In emergency situations, however, work may begin but notification shall be made within five (5) working days.

The Contractor agrees that if an actual or potential organizational conflict of interest is identified during performance, the Contractor will immediately make a full disclosure in writing to the CO. This disclosure shall include a description of actions, which the Contractor has taken or proposes to take, after consultation with the CO, to avoid, mitigate, or neutralize the actual or potential conflict of interest. The Contractor shall continue performance until notified by the CO of any contrary action to be taken.

Remedies - INS may terminate this contract for convenience, in whole or in part, if it deems such termination necessary to avoid an organizational conflict of interest. If the Contractor was aware of a potential organizational conflict of interest prior to award or discovered an actual or potential

conflict after award and did not disclose it or misrepresented relevant information to the CO, the Government may terminate the contract for default, debar the Contractor from Government contracting, or pursue such other remedies as may be permitted by law or this contract.

## 18 PERIOD OF PERFORMANCE

The period of performance of this Blanket Purchase Agreement (BPA) shall be from the date of contract award through a period of one (1) year for the base year and four options, which shall be one year each.

## 19 SUBMISSION OF INVOICES

In order to be considered properly submitted, an invoice or request for contract financing payment must meet the following requirements in addition to the requirements of FAR 32.905:

- The invoice or request for contract financing payment shall include current and cumulative charges by major cost element such as direct labor, overhead, travel, equipment, and other direct costs. For current costs, each major cost element shall include the appropriate supporting schedule identified in the invoice preparation instructions. Cumulative charges represent the net sum of current charges by cost element for the contract period.
- The Contractor shall submit an invoice by the 15<sup>th</sup> working day following the end of each month. The invoices should be submitted to:

Nancy Radosta  
800 K Street, NW, Suite 1000  
Washington, DC 20536

## 20 DEFINITIONS AND ACRONYMS

### 20.1 General Definitions

TERM	DEFINITION
Contracting Officer (CO)	The Department of Veterans, Veterans Administration North Texas Health Care System (VANTHCS) official responsible for the execution and administration of contracts on behalf of this particular INS requirement.
Performance Requirement	The service level that separates acceptable performance from unacceptable performance of a task according to the Performance Requirements Summary. The performance requirement specifies the maximum number of defective deliverables or the maximum percentage of defective items or services in the lot that can occur before performance is deemed unacceptable. Once that maximum is exceeded, the NCSC may exercise its right to reduce the incentive, impose the penalties, or require the remedies called for under the terms of the contract.

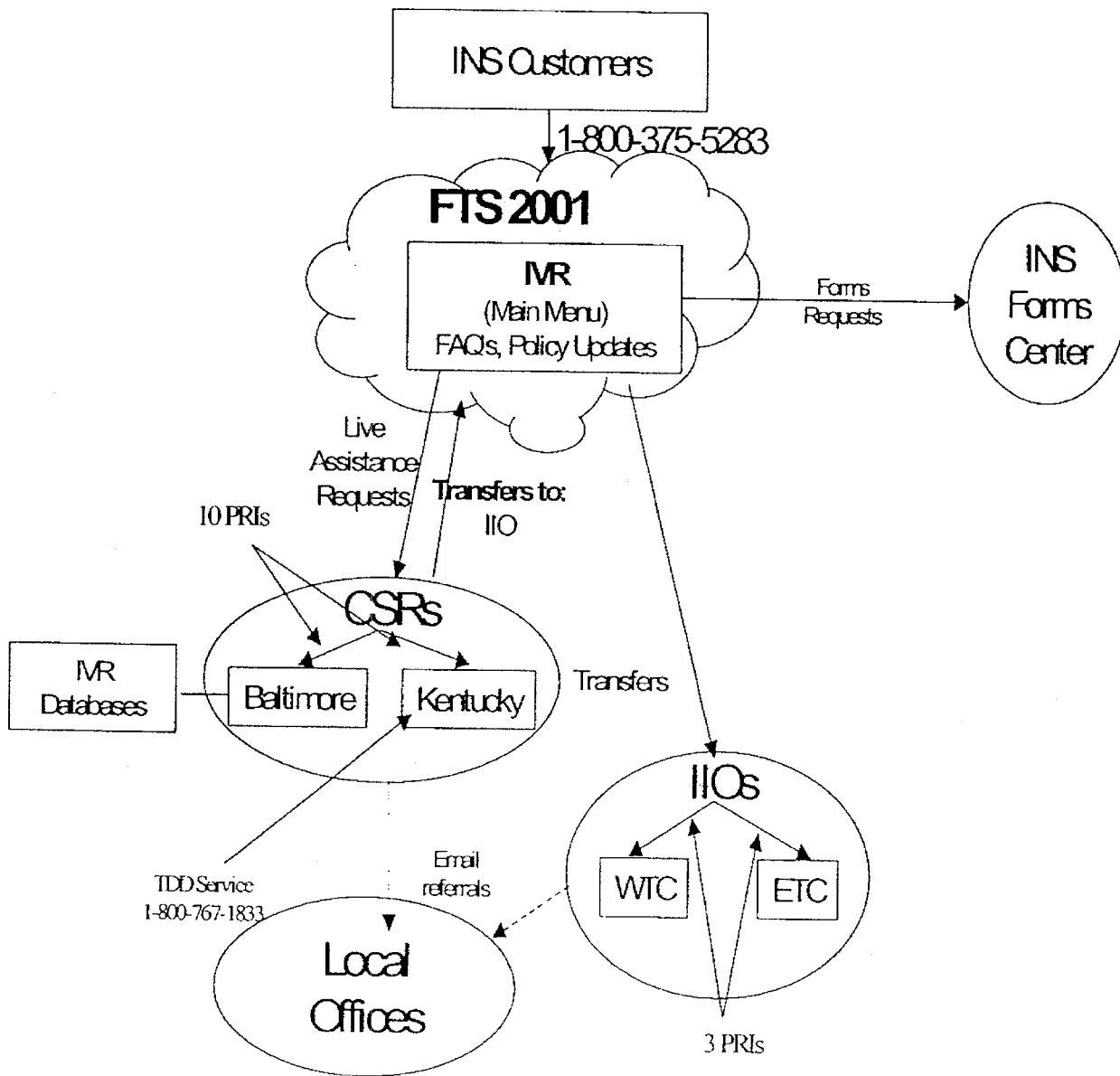
Performance Requirements Summary (PRS)	A listing of the performance requirements under the contract that are to be evaluated by the NCSC on a regular basis, performance indicators for these requirements, performance standards for these requirements, and surveillance methods to be used to determine whether performance standards are met (and optionally, any maximum payment for meeting or exceeding the standards, and any deduction from payment for not meeting the standards).
Performance Standard	The Contractor's performance level required by INS.

## 20.2 Acronyms

Acronym	Meaning
ACD	Automatic Call Distributor
ANI	Automatic Number Identification
BPA	Blanket Purchase Agreement
C&A	Certification and Accreditation
C&TS	Computer and Telecommunications Security
CBI	Confidential Business Information
CDRs	Call Detail Records
CME	Configuration Management Editor
CMS	Call Management System
CO	Contracting Officer
COTR	Contracting Officer's Technical Representative
CP	Contingency Plan
CRM	Customer Relationship Management
CSPM	Computer Security Program Manager
CSR	Customer Service Representative
CSSO	Computer System Security Officer
CSU	Channel Service Units
CTI	Computer Telephony Integration
DAC	Discretionary Access Control
DNIS	Dialed Number Identification Service
DOD	Department of Defense
DOJ	Department of Justice
EOD	Entry on Duty
FAR	Federal Acquisition Regulation
FTR	Federal Travel Regulations
I&A	Identification and Authentication
IIOs	Immigration Information Officers
INS	Immigration and Naturalization Service
IRM	Information Resources Management
ISD	Immigration Services Division
ISDN	Integrated Services Digital Network
IT	Information Technology
IVR	Interactive Voice Response
NCSC	National Customer Service Center
OSHA	Occupational Safety and Health Act
PBSC	Performance-Based Service Contracting
PC	Personal Computer

<b>Acronym</b>	<b>Meaning</b>
PM	Program Manager
PMP	Project Management Plan
POC	Point of Contact
PRI	Primary Rate Interface
PRS	Performance Requirements Summary
PWS	Performance Work Statement
QA	Quality Assurance
QAE	Quality Assurance Evaluator
QAP	Quality Assurance Plan
QASP	Quality Assurance Surveillance Plan
QC	Quality Control
RA	Risk Assessment
SBU	Sensitive But Unclassified
SDLC	Systems Development Life Cycle
SOP	Standard Operating Procedure
SSSP	Sensitive System Security Plan
ST&E	Security Test and Evaluation
TAIS	Telecommunication and Automated Information Systems
TDD	Telecommunications Device for the Deaf
UPS	Uninterruptible Power Supply

# NCSC Telecom Configuration



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## EXHIBIT 2

The center shall not be staffed on Saturdays and Sundays and the following Federal holidays:

- a. New Year's Day (January 1),
- b. Martin Luther King, Jr., Day (3<sup>rd</sup> Monday in January),
- c. Washington's Birthday (3<sup>rd</sup> Monday in February),
- d. Memorial Day (Last Monday in May),
- e. Independence Day (July 4<sup>th</sup>),
- f. Labor Day (1<sup>st</sup> Monday in September),
- g. Columbus Day (2<sup>nd</sup> Monday in October),
- h. Veterans Day (November 11),
- i. Thanksgiving Day (4<sup>th</sup> Thursday in November), and
- j. Christmas Day (December 25<sup>th</sup>).

If any of the above holidays falls on a Saturday, then the proceeding Friday is the holiday. If any of the above holidays falls on a Sunday, then the following Monday is the holiday.

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EXHIBIT 3

Immigration and Naturalization Service  
National Customer Service Center  
Customer Satisfaction Survey - QUESTIONNAIRE  
Final Version

Hello, my name is \_\_\_\_\_ with XXX. We are conducting a customer satisfaction survey among those who recently called the Immigration and Naturalization Service 800-line. May I speak with the individual who placed a call to INS within the last month?

PROMPT: Your number was randomly selected from those who recently called the 800-line.

IF SPEAKING TO CORRECT PERSON, CONTINUE

IF TRANSFERRED TO CONTACT, REPEAT INTRODUCTION

IF CONTACT NOT AVAILABLE, RECORD CALLBACK DATE AND TIME

IF PERSON ON PHONE CANNOT VERIFY WHO CALLED INS, TERMINATE (OUT OF FRAME)

---

The information you provide will be used to help INS improve its telephone services. You can be assured of the confidentiality of your responses, since XXX is an independent firm.

The questions in this survey ask about your most recent call to the INS general customer service 1-800-number.

PROMPT: INS has asked the XXX Survey Research Center to conduct this study to guarantee that your individual responses will be held confidential. No identifying information about you will be given to INS.

PROMPT: The authority to collect this information is contained in Public Law 103-62, "Government Performance and Results Act." The OMB approval number for the collection of this information is 1115-0195.

---

1. I am going to read you a list of common reasons why people call the 800-line. Please stop me when you hear the main reason for your most recent call.

CATI: ROTATATE CATEGORIES 01-10

- 01 Check the status of an application
- 02 Knew which form you wanted to order and called only to order that form
- 03 Check the fee for filing an application
- 04 Ask questions about a form that you already had
- 05 Change an address
- 06 Ask questions about an appointment related issue
- 07 Get information about a local INS office
- 08 Ask questions about U.S. citizenship or naturalization
- 09 Ask questions about renewing or replacing a greencard
- 10 Ask questions about how to bring someone to live in or visit the U.S.
- 11 Some other reason (SPECIFY: \_\_\_\_\_)
- 77 DON'T REMEMBER
- 88 DON'T KNOW
- 99 REFUSED

---

2. When you last called the 800-line, were you calling for...

- 1 Yourself .....GO TO Q2B
  - 2 Your family member
  - 3 Your client
  - 4 Someone else
  - 8 DON'T KNOW .....GO TO Q3A
  - 9 REFUSED .....GO TO Q3A
- 

2A. What was the primary reason that [CATI : if Q2=2, 3 then answer to Q2; if Q2=4, then "that person"] did not call for [if Q2=2, 3, or 4 then "him or herself"]?

CATI: ROTATE CATEGORIES 1-3

- 1 The person is not in the U.S. so could not call directly
  - 2 It was inconvenient or impossible for the person to place the call
  - 3 The person is not fluent in English or Spanish
  - 4 Or some other reason (SPECIFY \_\_\_\_\_)
  - 8 DON'T KNOW
  - 9 REFUSED
- 

2B. In what language [if Q2=2,3 then "is" answer to Q2; if Q2=1, then "are you"; if Q2=4 then "is that person"] most fluent?

- 01 ARABIC
  - 02 CHINESE
  - 03 CREOLE
  - 04 FILIPINO
  - 05 FRENCH
  - 06 GERMAN
  - 07 HINDI
  - 08 JAPANESE
  - 09 POLISH
  - 10 PORTUGUESE
  - 11 ROMANIAN
  - 12 RUSSIAN
  - 13 TAGALOG
  - 14 THAI
  - 15 VIETNAMESE
  - 16 OTHER (SPECIFY \_\_\_\_\_)
  - 88 DON'T KNOW
  - 99 REFUSED
- 

3A. Not counting your most recent call, how many other times in the past 60 days have you called [CATI: "to" + answer to Q1/Q1other except if Q1=02 then "order a form"; if Q1 = 77,88,99 then do not gen in answer to 1] [CATI: "for" + answer to Q2 except if Q2=4 then "that person"; if Q2=1,8,9 then do not gen in answer to Q2]?



- 
- 00 NONE.....GO TO Q4
  - 01 ONE
  - 02 TWO
  - 03 THREE
  - 04 FOUR
  - 05 5-10
  - 06 11-20
  - 07 21-50
  - 08 OVER 50
  - 88 DON'T KNOW.....GO TO Q4
  - 99 REFUSED.....GO TO Q4

3B. What was the primary reason that you called **more than once** [CATI: "to" + answer to Q1/Q1other except if Q1=02 then "order a form"; if Q1 = 77,88,99 then do not gen in answer to 1] [CATI: "for" + answer to Q2 except if Q2=4 then "that person"; if Q2=1,8,9 then do not gen in answer to Q2]?

---

(CATI: Allow 70 spaces to enter response)

4. Before your last call, did you first check the INS website [CATI: "to" + answer to Q1/Q1other except if Q1=02 then "order a form"; if Q1 = 77,88,99 then do not gen in answer to 1] [CATI: "for" + answer to Q2 except if Q2=4 then "that person"; if Q2=1,8,9 then do not gen in answer to Q2]?

PROMPT: The INS website address is [www.ins.usdoj.gov](http://www.ins.usdoj.gov).

- 1 YES
- 2 NO
- 8 DON'T KNOW
- 9 REFUSED

4A. Which one of the following most influenced you to call this INS 1-800 general information number?  
CATI: ROTATE ANSWER CHOICES 01-11

- 01 Phone Book or Directory Assistance
- 02 Local INS Office
- 03 A Flyer sent to you
- 04 Family member, neighbor, or friend
- 05 INS Internet website
- 06 Application Support Center
- 07 Newspaper
- 08 Television
- 09 Radio
- 10 Community Organization
- 11 INS Documentation (forms or letters)
- 12 OTHER ( SPECIFY \_\_\_\_\_ )
- 88 DON'T KNOW
- 99 REFUSED

Q5READ: Thank you. Now let's turn to your experience the last time you called the INS 800-line. Our next questions are only about your experience with the recording you should have heard when you called the 800-line.

5. The recording gave you a series of options. Did you . . .

- 1 Press numbers to hear recorded information
- 2 Leave your name and address to receive a form..... GO TO Q10
- 3 Choose to speak to a customer service representative instead of listening to the recorded information..... GO TO Q7
- 4 Wait on the line without pressing a number ..... GO TO Q7
- 5 Listen to the main menu then choose to hang up..... GO TO Q10
- 6 Immediately hang up ..... GO TO Q11
- 8 DON'T KNOW ..... GO TO Q10
- 9 REFUSED ..... GO TO Q10

6. After listening to the recorded information, did you...

- 1 Press a number to speak to a customer service representative
- 2 Choose to hang up ..... GO TO Q10
- 8 DON'T KNOW ..... GO TO Q10
- 9 REFUSED ..... GO TO Q10

7. When you were transferred from the recorded message to speak to a customer service representative,

- 1 Did the representative answer right away.....IF Q5=3 OR 4 THEN GO TO Q8; IF Q6=1 THEN GO TO Q9
- 2 Did you wait on hold until the representative was available
- 3 Or did you choose to hang up while waiting
- 4 OTHER (SPECIFY \_\_\_\_\_ )
- 8 DON'T KNOW
- 9 REFUSED

CATI: IF Q6=1 THEN GO TO Q9

8. Please tell me why you chose to speak to a customer service representative rather than listening to the recording. Was it because . . .

- 1 The recording did not provide an option to answer your question ..... GO TO Q9A
- 2 The recording was not specific enough to answer your question ..... GO TO Q9A
- 3 The recording was not clear..... GO TO Q10
- 4 You didn't have time to listen to all of the recorded information ..... GO TO Q10
- 5 YOU WANTED TO SPEAK WITH A LIVE PERSON ..... GO TO Q10
- 6 OTHER (SPECIFY \_\_\_\_\_ ) ..... GO TO Q10
- 8 DON'T KNOW ..... GO TO Q10
- 9 REFUSED ..... GO TO Q10

---

9. Please tell me why you chose to speak to a customer service representative after listening to the recording. Was it because . . .

- 1 The recording did not provide an option to answer your question
- 2 The recording was not specific enough to answer your question
- 3 The recording was not clear..... GO TO Q10
- 4 You didn't have time to listen to all of the recorded information ..... GO TO Q10
- 5 To confirm that you understood the recorded information correctly ..... GO TO Q10
- 6 OTHER (SPECIFY \_\_\_\_\_)..... GO TO Q10
- 8 DON'T KNOW..... GO TO Q10
- 9 REFUSED ..... GO TO Q10

9A. What specific information did you need that the recording did not provide?

PROMPT: Knowing what specific information you did not receive will help INS better serve its customers.

---

(CATI: Allow 70 spaces to enter response)

10. Next, I am going to read six statements about the recording. Please rate your agreement with each statement using a scale where 1 is strongly agree, 2 is mostly agree, 3 is somewhat agree, 4 is mixed, neither agree nor disagree, 5 is somewhat disagree, 6 is mostly disagree, and 7 is strongly disagree.

PROMPT: 1-Strongly Agree, 2-Mostly Agree, 3-Somewhat Agree, 4-Mixed, Neither Agree Nor Disagree, 5-Somewhat Disagree, 6-Mostly Disagree, 7-Strongly Disagree.

CATI: ROTATE STATEMENTS A-F

- A. The 1-800 call menu was easy to use.
- B. The recorded information was easy to understand.
- C. The length of the recorded information was just right.
- D. The speed of the recorded information was just right.
- E. The quality of the recording was clear.
- F. The recording gave me all of the information that I needed.

11. Overall, how satisfied were you with your most recent experience using the recorded information system? Were you...

- 1 Extremely Satisfied
- 2 Mostly Satisfied
- 3 Somewhat Satisfied
- 4 Mixed - Neither Satisfied nor Dissatisfied
- 5 Somewhat Dissatisfied
- 6 Mostly Dissatisfied
- 7 Extremely Dissatisfied
- 8 DON'T KNOW
- 9 REFUSED

CATI: IF Q5=2,5,6,8,9 OR Q6=2,8,9 OR Q7=3,4 AND Q11=5,6,7 THEN GO TO Q20

CATI: IF Q5=2,5,6,8,9 OR Q6=2,8,9 OR Q7=3,4 AND Q11=1,2,3 THEN GO TO Q20A

CATI: IF Q5=2,5,6,8,9 OR Q6=2,8,9 OR Q7=3,4 AND Q11=4 THEN GO TO Q20B

CATI: IF Q5=2,5,6,8,9 OR Q6=2,8,9 OR Q7=3,4 AND Q11=8,9 THEN GO TO CLOSING

---

Q12READ: Now I would like to talk about the customer service representative who you spoke to the last time you called the 800-line.

12. I am going to read several statements about the customer service representative. Please rate your agreement with each statement using the same scale as you did before – where 1 is strongly agree and 7 is strongly disagree.

PROMPT: 1-Strongly Agree, 2-Mostly Agree, 3-Somewhat Agree, 4-Mixed, Neither Agree Nor Disagree, 5-Somewhat Disagree, 6-Mostly Disagree, and 7-Strongly Disagree.

---

CATI: ROTATE STATEMENTS A-G

- A. The representative gave me an accurate answer to my questions.
- B. The representative seemed to fully understand my questions.
- C. The representative was polite.
- D. The representative did not rush me.
- E. The representative answered my questions promptly.
- F. I received all of the information that I needed from the representative.
- G. The representative answered my questions very clearly.

CATI: IF Q12A = 5, 6, 7 THEN GO TO 12H

12H. Why do you believe the information you received from the CSR was not accurate?

- 1 THE CSR DID NOT KNOW THE ANSWER TO MY QUESTIONS
- 2 THE ANSWER THAT THE CSR GAVE ME CONFLICTED WITH THE INFORMATION THAT I HAD
- 3 THE ANSWER THAT THE CSR GAVE ME CONFLICTED WITH THE INFORMATION I RECEIVED FROM ANOTHER INS REPRESENTATIVE
- 4 OTHER (SPECIFY \_\_\_\_\_)
- 8 DON'T KNOW
- 9 REFUSED

CATI: IF Q12F= 5,6, 7 THEN GO TO 12I

12I. What specific information did you not receive from the CSR?

PROMPT: Knowing what specific information you did not receive will help INS better serve its customers.

---

(CATI: Allow 70 spaces to enter response)

13. Overall, how satisfied were you with this customer service representative? Were you . . .

- 1 Extremely Satisfied
- 2 Mostly Satisfied
- 3 Somewhat Satisfied
- 4 Mixed - Neither Satisfied Nor Dissatisfied
- 5 Somewhat Dissatisfied
- 6 Mostly Dissatisfied
- 7 Extremely Dissatisfied
- 8 DON'T KNOW
- 9 REFUSED

14. After talking to a customer service representative, were you transferred to an Immigration Information Officer?

- 1 YES
- 2 NO ..... GO TO Q19
- 8 DON'T KNOW ..... GO TO Q19
- 9 REFUSED ..... GO TO Q19

Q15READ: The next questions are only about your experience speaking to the Immigration Information Officer after being transferred by the customer service representative.

15. When you were transferred . . .

- 1 Did the Officer answer right away..... GO TO Q17
- 2 Did you wait on hold until an Officer was available
- 3 Or did you hang up while waiting
- 8 DON'T KNOW ..... GO TO Q17
- 9 REFUSED ..... GO TO Q17

16. After you were told that your call was being transferred to an Immigration Information Officer, about how long were you on hold before [CATI: IF Q15=2 then "an Officer answered"] / [CATI: IF Q15=3 then "you hung up"]?

\_\_\_\_\_ MINUTES

CATI: IF Q15=3 THEN GO TO Q19

17. I am going to read several statements about the Immigration Information Officer. Please rate your agreement with each statement using the same scale as you did before - where 1 is strongly agree and 7 is strongly disagree.

PROMPT: 1-Strongly Agree, 2-Mostly Agree, 3-Somewhat Agree, 4-Mixed, Neither Agree Nor Disagree, 5-Somewhat Disagree, 6-Mostly Disagree, and 7-Strongly Disagree.

---

CATI: ROTATE QUESTIONS A-G

- A. The Officer gave me an accurate answer to my questions.
- B. The Officer seemed to fully understand my questions.
- C. The Officer was polite.
- D. The Officer did not rush me.
- E. The Officer answered my questions promptly.
- F. I received all of the information that I needed from the Officer.
- G. The Officer answered my questions very clearly

CATI: IF Q17A = 5, 6, 7 THEN GO TO 17H

17H. Why do you believe the information you received from the officer was not accurate?

- 1 THE OFFICER DID NOT KNOW THE ANSWER TO MY QUESTIONS
- 2 THE ANSWER THAT THE OFFICER GAVE ME CONFLICTED WITH THE INFORMATION THAT I HAD
- 3 THE ANSWER THAT THE OFFICER GAVE ME CONFLICTED WITH THE INFORMATION I RECEIVED FROM ANOTHER INS REPRESENTATIVE
- 4 OTHER (SPECIFY \_\_\_\_\_)
- 8 DON'T KNOW
- 9 REFUSED

CATI: IF Q17F= 5,6, 7 THEN GO TO 17I

17I. What specific information did you not receive from the Officer?

PROMPT: Knowing what specific information you did not receive will help INS better serve its customers.

---

(CATI: Allow 70 spaces to enter response)

18. Overall, how satisfied were you with this Officer? Were you ...

- 1 Extremely Satisfied
- 2 Mostly Satisfied
- 3 Somewhat Satisfied
- 4 Mixed - Neither Satisfied nor Dissatisfied
- 5 Somewhat Dissatisfied
- 6 Mostly Dissatisfied
- 7 Extremely Dissatisfied
- 8 DON'T KNOW
- 9 REFUSED

19. Please tell me how satisfied you were with your entire experience the last time you called the 800-line. This includes the recording and any INS representatives. Overall, were you . . .

- 1 Extremely Satisfied..... GO TO Q20A
- 2 Mostly Satisfied..... GO TO Q20A
- 3 Somewhat Satisfied..... GO TO Q20A
- 4 Mixed - Neither Satisfied nor Dissatisfied..... GO TO Q20B
- 5 Somewhat Dissatisfied
- 6 Mostly Dissatisfied
- 7 Extremely Dissatisfied
- 8 DON'T KNOW ..... GO TO CLOSING
- 9 REFUSED ..... GO TO CLOSING

20. What is the primary reason that you were [CATI: ANSWER TO Q11 IF Q11=5, 6, 7 AND IF Q19=MISSING; ANSWER TO Q19 IF Q19=-5,6,7 ] with your 800-line experience?

- 01 I HAD TO WAIT TOO LONG ON HOLD
- 02 THE AGENT WAS NOT ABLE TO HELP ME/COULD NOT GET THE INFORMATION I NEEDED
- 03 I NEVER RECEIVED THE FORMS I ASKED FOR
- 04 I RECEIVED INCONSISTENT INFORMATION FROM DIFFERENT PEOPLE ON THE 800-LINE
- 05 THE RECORDING DID NOT PROVIDE ENOUGH INFORMATION
- 06 I NEVER REACHED A REPRESENTATIVE
- 77 OTHER (SPECIFY \_\_\_\_\_)

- 88 DON'T KNOW
- 99 REFUSED

CATI: GO TO CLOSING

20A. What is the primary reason that you were [CATI: ANSWER TO Q11 IF Q11=1, 2, 3 AND IF Q19=MISSING; ANSWER TO Q19 IF Q19=1,2,3] with your 800-line experience?

- 01 I RECEIVED ALL THE INFORMATION I NEEDED FROM THE 800-LINE
- 02 I RECEIVED ACCURATE ANSWERS TO MY QUESTIONS
- 77 OTHER

- (SPECIFY \_\_\_\_\_)
- 88 DON'T KNOW
- 99 REFUSED

CATI: GO TO CLOSING

20B. What is the primary reason that you felt mixed about your 800-line experience?

- 01 I AM UNSURE IF THE INFORMATION I RECEIVED IS WHAT I NEEDED
- 02 THE REPRESENTATIVE WAS NOT HELPFUL
- 77 OTHER (SPECIFY \_\_\_\_\_)

- 88 DON'T KNOW
- 99 REFUSED

CLOSING: Thank you very much for your time. All of your responses will remain confidential.

---

## EXHIBIT 4

### Performance Assessment Model

This section describes the evaluation criteria and measures that will be used to assess the ongoing performance of the Contractor, hereafter referred to as the "Performance Assessment Model." This Performance Assessment Model, as depicted in **Table A (refers to table with incentive and disincentive scores)**, prescribes how performance results will be assessed to determine the amount of incentive awards and/or deductions to be applied to Contractor's invoices as they are generated.

Contractor's performance rating in the various metrics of the Performance Assessment Model shall be derived from several sources. One source shall be various automated systems (e.g., phone switch and computer system) used in the operation of the call center. Another source shall be survey and assessment instruments. All of these instruments (tools, procedures, and forms) may periodically require adjustment. Contractor is encouraged to suggest improvements in the measuring instruments. Measuring instruments shall be reviewed and adjusted by INS as deemed appropriate.

Baselines and thresholds shall be established as part of the Performance Assessment Model. INS may adjust or suspend these baselines and thresholds individually or in their entirety, for varying periods of time. This adjustment and suspension shall be in collaboration with Contractor and with ample notice for change management. The following are examples of criteria that may indicate the need for an adjustment or suspension of baselines and thresholds:

- a. a start-up event (to allow Contractor a period of time to meet the INS criteria for performance excellence),
- b. a change of events in the INS environment (to allow a period of time for Contractor to adjust to the change),
- c. a need for INS to cap workload levels for budgetary purposes, and
- d. baselines and thresholds appear either unattainable or trivially easy.

The Performance Assessment Model is based on performance ranges called performance bands. Each metric has an optimal target band. Performance within the target band shall result in no incentive or deduction being applied for that metric. Performance in bands above or below the target band may result in an incentive or deduction being assessed against the Contractor's invoice.

INS will determine the maximum amount of incentive/deduction to be applied for the base contract period and each of the option periods. The amount of incentive/deduction will be determined at the time of contract award and at the time of renewal for each of the option periods. The first Performance Assessment will be conducted no later than \_\_ months after contract award. Subsequent Performance Assessments will be conducted quarterly thereafter.



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### **Conducting Performance Assessments**

Performance assessments will be conducted on a consecutive 3 month period immediately prior to the assessment to determine the amount of the Incentive Award or Deduction. The average 3 month performance assessment score, expressed as the Performance Index, will be used to determine the amount of the Incentive Award or Deduction.

### **Calculating Performance Incentive Award**

To be eligible for incentive award, the average monthly performance measurement for each of the performance indicators must meet or exceed the target performance band for the consecutive 3 month period immediately prior to the assessment. INS may adjust or suspend the target performance band for any performance indicators for reasons stated above for all or part of the assessment period. For suspended performance indicators, the Contractor is considered to have met the target performance band for those indicators.

To determine the Incentive Award Score for the performance assessment period, obtain the average performance measurement for each performance indicator. For performance indicators that are measured weekly, obtain the average monthly performance measurement and use the average as the performance measurement for the month. For performance indicators that are measured quarterly, the resultant performance measurement shall be used as the average performance measurement for the assessment period. Obtain the Incentive Award Score for each performance indicator by applying the appropriate Incentive Award Score listed in Table \_\_\_ to the average performance measurement recorded. Performance within the target band shall result in no incentive or deduction being applied for that metric (Incentive Award Score = 0). Obtain the sum of the Incentive Award Score for all performance indicators and divide the sum by the maximum Incentive Award Score achievable ( $N \times 10$ ) to determine the Performance Index for the assessment period. The amount of the Incentive Award to be applied shall be based on the formula contained in Table A.1.

Table A - Incentive Award Score Calculation

Performance Indicators	Performance Measurement Month 1=(M1)	Performance Measurement Month 2=(M2)	Performance Measurement Month 3: (M3)	Average Performance Measurement (M1+M2+M3)/3	Incentive Award Score
A					
B					
C					
D					
E					
F					
G					
Total Incentive Award (SUM)					SUM of above (1-N)
Maximum Achievable Incentive Award					10 x N
P = Performance Index (%)					SUM / (10 x N)

Table A.1 - Incentive Award Amount

Performance Index	Incentive Award (Maximum Award each Assessment Period = A)
P	P x A

**Calculating Performance Deduction**

INS will assess appropriate deduction on contractor payment for underperformance on one or more performance indicators recorded during the performance assessment period. INS may adjust or suspend the target performance band for any performance indicators for reasons stated above for all or part of the assessment period. For suspended performance indicators, the Contractor is considered to have met the target performance band for those indicators.

To determine the Deduction Score for the performance assessment period, obtain the average performance measurement for each performance indicator. For performance indicators that are measured weekly, obtain the average monthly performance measurement and use the average as the performance measurement for the month. For performance indicators that are measured quarterly, the resultant performance measurement shall be used as the average performance measurement for the assessment period. Obtain the Deduction Score for each performance indicator by applying the appropriate Deduction Score listed in Table B to the average performance measurement recorded. Performance within or exceeding the target band shall result in no deduction being applied for that metric (Deduction Score = 0). Obtain the sum of the Deduction Score for all performance indicators and divide the sum by the maximum Deduction Score achievable (N x (-10)) to determine the Performance Index for the assessment period. The amount of the deduction to be assessed shall be based on the formula contained in Table 4.1. At its discretion, INS may consider the overall Contractor performance in all measured indicators during the assessment period to determine if there is reasonable justification to warrant reducing or waiving the deduction.

Table B – Deduction Score

Performance Indicators	Performance Measurement Month 1=(M1)	Performance Measurement Month 2=(M2)	Performance Measurement Month 3=(M3)	Average Performance Measurement (M1+M2+M3)/3	Deduction Score
A					
B					
C					
D					
E					
F					
G					
Total Deduction Score					SUM of above
Maximum Achievable Deduction Score					N x (-10)
P = Performance Index (%)					SUM / (N x (-10))

Table 4.1 – Deduction Amount

Performance Index	Deduction (Maximum Deduction for each Assessment Period = A)
P	P x A

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### **PART III – CONTRACT CLAUSES**

#### **FAR 52.252-2 Clauses Incorporated by Reference (Feb 1998)**

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address: [www.arnet.gov](http://www.arnet.gov)

(End of Clause)

#### **52.212-4 Contract Terms and Conditions--Commercial Items. (May 2001)**

#### **52.212-5 Contract Terms and Conditions Required to Implement Statutes or Executive Orders-- Commercial Items. (May 2001)**

#### **52.217-9 Option to Extend the Term of the Contract (Mar 2000)**

(para (a) shall read 60 days, para (c) shall read 60 months)

#### **52.224-1 Privacy Act Notification. (Apr 1984)**

#### **52.224-2 Privacy Act. (Apr 1984)**

#### **52.239-1 Privacy or Security Safeguards. (Aug 1996)**

#### **52.242-15 Stop Work (Aug 1989)**

#### **52.248-1 Value Engineering (Feb 2000)**