

Section C

PERFORMANCE WORK STATEMENT (PWS)

C.1 OVERVIEW

C.1.1 Background

The General Services Administration (GSA) is responsible for implementing the USA Services E-Gov initiative. The USA Services initiative is one of the current Administration's 24 E-Gov initiatives designed to improve the delivery of Government information and services to the American public. In support of the initiative, GSA awarded indefinite delivery, indefinite quantity contracts to five different awardees in July 2004. These contracts are managed as the FirstContact program. As such, they are commonly referred to as the FirstContact contracts. The objective of the FirstContact program was to provide a qualified source of suppliers of contact center and related services to enable Federal agencies to obtain support to serve their customers on a timely and cost effective basis. The performance period of these contracts was one base year with four one year options. The total value of task orders that can be issued under these contracts was set at \$150 million. Although the expiration of the last option year is not scheduled until July 2009, GSA expects to exhaust the \$150 million contract ceiling by September 2007 or earlier. The purpose of this procurement action is to provide a qualified source of suppliers of contact center and related services to enable current FirstContact customer agencies to recompile their requirements with the new suppliers at or before the end of their current task orders, and to meet new agency requirements. However, the Government makes no commitment that any of the existing customers of the FirstContact contracts will consider the use of the new contracts awarded under this procurement prior to the expiration of their task orders under the FirstContact contracts.

C.1.2 Scope of Work

This Statement of Work (SOW) provides a baseline of both general and specific requirements that the Contractor will be expected to accomplish to meet the needs of the Government.

The Contractor shall provide a wide range of automated and manual customer support services to respond to inquiries about Federal Government programs, policies, information sources and agencies from the general public, Congressional offices, business and professional communities, academia, Government offices, and electronic and print media. The Contractor shall furnish the necessary facilities, personnel, equipment, supplies, and services, as required, to meet the requirements of the Government. In addition to providing customer support services, the Contractor shall perform all technical and management functions, as described in this SOW, to plan, design, implement, operate, and manage the contact center solutions. The Contractor shall also provide any special project support needed to analyze, plan, design, implement, operate and manage special customer support services that may be needed to meet the diverse needs of the Government.

The geographic scope of this solicitation encompasses primarily contact centers that will be located in the United States. Where appropriate and on a task order-by-task order basis, the Government may allow centers to be located outside of the United States. The Contractor shall respond to inquiries and fulfillment requests originated from within the United States and from foreign countries.

The term “multi-channel contact center,” as used in this solicitation, refers to a customer contact center that performs all functions associated with receiving and responding to inquiries, and providing information and services through the use of various communications media, including telephones, telecommunications devices for the deaf (TDD/TTY), e-mail, postal mail, facsimile, the Internet, and other media as appropriate.

C.1.3 Objectives

Through the services offered under this contract, the Government expects to realize the following objectives:

- Position the Government’s public information services on par with or exceeding private industry standards by providing customers with easily accessible, accurate, timely, and professional responses to their inquiries via their preferred method of communication.
- Provide capability to respond quickly to provide fully managed multi-channel inquiry response and management solutions to meet the needs of Federal agencies and programs in emergency and crisis situations.
- Provide increased capability to measure and control the delivery of information services to meet the evolving needs of citizens.
- Provide solutions that comply with federal information systems security requirements.
- Gain and sustain access to commercial off-the-shelf, state-of-the-art technology that is secure and scalable to meet current and future requirements.
- Control information dissemination costs.
- Promote job opportunities for individuals who are blind or with severe disability.

C.2 PROGRAM REQUIREMENTS

C.2.1 General Requirements

C.2.1.1 Contact Center Location

Unless approved by the Government, all Contractor-provided, operated, and managed contact centers shall be located within the United States. For location-specific applications where it is not practical or economical to locate the center(s) within the United States, the Government may allow the Contractor to deviate from such requirement. Any such deviation must be approved by the Contracting Officer in advance of such placement.

C.2.1.2 Hours of Operation

Due to the diversity of agency requirements, the Contractor must have the capability to provide attended (live) service on a 24 hours a day, 7 days a week (24 x 7) basis. The Contractor shall provide separate rates for Normal Business Hours, Nights, Saturdays and Sundays, and Holidays, as defined below for attended services.

Normal Business Hours are defined as the time period between 7:00 am to 9:00 pm local time, Monday through Friday, except designated federal holidays.

Nights are defined as the time period between 12:01 am and 7:00 am local time on Monday, between 9:00 pm and 7:00 am local time, Monday through Friday, and between 9:00 pm Friday and 12:01 am local time Saturday, except on designated federal holidays.

Saturdays and Sundays are defined as the time period between 12:01 am Saturday and 12:01 am Sunday, and between 12:01 am Sunday and 12:01 am Monday local time respectively.

Holiday hours are defined as the 24 hour period beginning at 12:00 midnight on the day of the holiday.

Specific operating hours, including coverage for normal business hours, nights, Saturdays and Sundays, and holidays, and emergency notification requirements, if any, will be determined on a case-by-case basis and be included in task orders issued by the Government.

An automated service (e.g., Interactive Voice Response [IVR] or equivalent) shall be used to provide unattended service 24 hours a day, seven days a week. The Contractor shall provide options that allow the Government to select the automated service either from the Contractor or from any service providers under the General Services Administration Federal Government Long Distance Carrier or other Government contracts (e.g. Verizon, Sprint, Qwest, AT&T), or both.

C.2.1.3 Place of Performance

All inquiry response work shall be performed at contractor managed facilities within the United States unless specifically authorized by the Government.

C.2.1.4 Work Types

Due to the diversity of agency requirements, the Contractor must have the capability to support a wide range of customer support work types for all communications channels (e.g. telephone, e-mail, facsimile, postal mail, web chat), including but not limited to the types of inquiries listed below. Specific work types will be identified in task orders issued by the Government.

- Referrals
- General information inquiries
- Inquiries on specific programs, applications, and services
- Fulfillment requests
- Order intakes
- Congressional inquiries
- Emergency inquiries
- Contingency-related inquiries (e.g., inquiries resulting from the activation of an agency's Contingency Of Operations Plan [COOP])
- Service inquiries
- Scheduling of appointments
- Complaint inquiries
- Public comments

- Customer surveys/feedback
- Transcription services
- Information delivery/collection via outbound service
- Eligibility screening
- Inquiries on news and current events

C.2.1.5 Language Support

The Contractor must have the capability to support a wide range of languages in responding to live inquiries under various workload conditions, including but not limited to the languages listed below. Specific languages and volumes will be identified in task orders issued by the Government. The Contractor may provide foreign language support via “foreign language line” instead of on-site support if such is the most effective solution.

- English
- Spanish
- Mandarin
- Cantonese
- French
- German
- Japanese
- Korean
- Vietnamese

C.2.1.6 Rapid Ramp-Up/Ramp-Down

The Contractor must have the capability to ramp-up contact center operation to fully operational status within forty-eight (48) hours or sooner after task order award in response to crisis and emergency situations. This means that the contractor must have the facility, technology, and staffing in place to start taking calls within 48 hours of task award. The 48 hour ramp-up requirement is for tasks requiring support of up to 250 seats. This includes the provision of required equipment and facilities, trained staff, telecommunications and automated response solutions, possible round-the-clock attended coverage, and management reports on inquiry activities. The Contractor must ramp-down to the desired staffing level within 24 hours of notification by the Government or within the minimum notification period for terminating employment set forth in employment law, whichever is longer.

C.2.1.7 Dedicated and Shared or Non-Dedicated Service Solutions

The Contractor must have the capability to provide dedicated and shared or non-dedicated service solutions in response to specific Government requirements. A dedicate solution is defined as a solution that utilizes work space, equipment, and staffing which are dedicated to the project. A shared or non-dedicated solution is defined as a solution that utilizes work space, equipment, and staffing which are shared with other projects managed by the contractor or its subcontractors. The Contractor is required to provide dedicated solutions to support all project complexity and skill levels within the timeframe specified in individual task orders. The Contractor is required to

provide shared or non-dedicated service solutions to support less complex projects that require short ramp-up time and lower skill levels.

The Contractor shall provide shared or non-dedicated service solutions to respond to telephone and e-mail inquiries. At a minimum, shared or non-dedicated telephone inquiry response solutions shall respond to seventy (70) percent of all calls within twenty (20) seconds after the calls are offered to the Information Specialists at an abandonment rate of three (3) percent or less. Shared or non-dedicated e-mail inquiry response solutions shall respond to eighty (80) percent of all e-mail inquiries within two (2) business days of receipt.

C.2.2 Sample Workflow

The following sample workflow descriptions are provided for illustrative purposes only. Actual workflow will be described in individual task orders. The Contractor shall have the capability to accommodate workflow requirements of varying complexity. The Contractor shall develop the optimum workflow based on requirements and business rules as identified in individual task order requirements and industry best practices, as applicable. The Government reserves the right to change the workflow requirements at any time after task order issuance to accommodate changes in program requirements on an as-needed basis.

C.2.2.1 Sample Call Flow

A sample call flow process is provided below.

The caller dials a direct-dial or toll-free telephone number terminating at or routed to the Contractor provided contact center for Government information and assistance.

The call is delivered to an automated service (e.g., IVR or equivalent) furnished either by the Contractor or the Government. The automated service provides a menu of services that access answers to frequently asked questions and automated facsimile services. The automated service may also provide an option for the caller to be transferred automatically to another Government contact center for assistance. If the caller is unable to satisfy his or her inquiry via the self-service options offered by the automated service, or prefers to talk to a live Information Specialist (IS), the caller can, during normal business hours, select the option to speak to a live IS for assistance. If the call is received after normal business hours, the caller is informed of the business hours and asked to call back during those hours on the next business day, or to leave a message for a return call. If the call is of an emergency nature, the caller is provided with directions to call a designated telephone number for assistance.

After the caller is routed to an IS, the IS responds to the caller's initial request and any other additional requests the caller makes. The IS retrieves data from a knowledge base to respond to customer requests and/or records the required information needed to complete any fulfillment actions. The Contractor shall provide an inquiry tracking tool whereby the IS shall have the capability to initiate actions or check the status of previous actions initiated on behalf of the caller. When possible, all systems work shall be performed while the IS is engaged with the caller during the phone call.

The IS either completes the call or routes the call to more experienced Contractor personnel for further assistance. If information requested is beyond the scope of Contractor's agreed to level of service as specified in the task order, the IS refers the caller to the appropriate Government agency personnel for completion. Calls requiring transfer may be accomplished using blind or

attended transfer as specified by the agency, or may be referred to the appropriate agency via e-mail or facsimile rather than via telephone transfer. In cases where the caller indicates an emergency situation, however, the Contractor personnel shall stay on the line with the caller (attended transfer) until a live person is reached. The caller has the option of making multiple requests during any one phone call. At call termination, the IS will perform after-call wrap-up procedures and logs necessary action items and call information.

The nature of the caller's request may require that information be sent to the caller. If the requested information is available and can be sent by facsimile, the IS shall complete the facsimile transmission. If printed information is requested, the IS will record the required information needed to complete the fulfillment action. The fulfillment action may be completed by the Contractor or by the Government.

The IS records caller/case profile information for the contact/case management system.

Complex requests may require one or more follow up calls by the IS. The IS shall have the capability to dispatch information to a caller through mail, e-mail, and facsimile. The Contractor-provided inquiry tracking tool shall monitor all requests that require follow up and automatically assign those requests to an IS for further action. Where follow up telephone contact is required, the system shall prompt the assigned IS to make such contact. The IS shall both resolve the issue and initiate the customer callback, or escalate the issue internally for resolution.

C.2.2.2 E-Mail Workflow (Normal)

A sample description of a normal e-mail workflow process is provided below.

The inquirer visits a Government web site (e.g., USA.gov's website @ www.usa.gov). If the inquirer cannot find what he or she is looking for, the web site provides alternatives for further assistance. One of the alternatives is a toll-free phone number to call for assistance. Another alternative is to access an automated tool or service from the website that provides answers to frequently asked questions (FAQs) (see Section C.3.1.11). If further assistance is needed, the inquirer can access an e-mail form on the website to send an inquiry on the desired subject. A variation of the web-based e-mail form alternative may be to allow the inquirer to send an e-mail message directly to a published Government e-mail address.

If the inquirer elects to use the e-mail form alternative, an e-mail form at the website will provide helpful hints and frequently asked topics to guide the inquirer through the process of submitting the request and help focus the nature of the inquiry. The request is then forwarded to the contractor-provided contact center for response.

Upon receipt of the inquiry at the center, the Contractor-provided e-mail distribution and management system will time-stamp, sort, categorize, and prioritize the inquiry based on agency specified business rules, and assign a tracking number that will be used throughout the process to track the status of the inquiry. Upon receipt of the inquiry by the contractor's e-mail system, the Contractor may be asked to immediately forward a copy of the original inquiry to a Government-furnished e-mail address for informational purposes. The system will capture all relevant information about the inquiry and present it for use by the IS during the response process. As a first step in the response process, a Government approved auto-response will be sent immediately to the e-mail address provided by the inquirer to acknowledge receipt, provide the tracking number for any future communication, and provide an estimated response time. Over time, as the

Contractor develops preformatted responses to frequently asked subjects, the Contractor may include preformatted responses as part of the auto-response.

After the initial acknowledgment, the inquiry will be routed to an IS with the appropriate skills for responding to the inquiry. Depending on the nature of the inquiry, the IS will either respond directly or will refer the inquiry to the appropriate contractor or agency personnel for direct response. If the IS decides to refer the inquiry to an agency (or agencies) for response, the IS will send a notice to inform the inquirer of this decision and to provide relevant information on the responding office(s), the expected response time as determined by the agency (if applicable), and contact information. The status log for this inquiry will then be updated. In either case, the Government may require the Contractor to provide a copy of the response to a Government-furnished e-mail address for agency monitoring and quality control purposes.

Upon completion of the response to an e-mail message forwarded by the Contractor, the responding agency may send a completion notice to the Contractor contact center for status update. The completion notice may be in the form of a batch listing containing all referred e-mails handled by that agency organized by tracking number and including a date and time, or a cc or bcc copy of each e-mail response, which then can be used by the Contractor to close out the case. With consensus of all parties, an alternative method of updating the status can be used. The Contractor shall work with the agency to develop a method that meets the needs of both parties. If the responding agency elects, as part of its business rules, not to send a completion notice to the Contractor, the inquiry will be considered closed and no further action will be required.

C.2.2.2.1 E-Mail Workflow (Misdirected)

The Contractor may receive e-mail inquiries from other agency(ies) who have determined that they are not the appropriate agent for responding to these inquiries. One of the goals of the USA Services initiative is to reroute these misdirected inquiries to the appropriate agencies for direct response. These misdirected inquiries may be routed to the Contractor via a central forwarding mail box established by each agency or from one or more individual mail boxes. Once received, the inquiries are processed in a manner similar to that described in Section C.2.2.2. The Contractor shall work with the agencies to develop the appropriate protocols and procedures for responding to and managing the disposition status of the misdirected inquiries.

C.2.2.2.2 E-Mail Response Options

E-mail response options may vary from one agency to another. When responding to e-mail inquiries, the IS shall analyze the message content to determine the nature of each inquiry. The IS shall evaluate the available response options to determine which is the most appropriate for the inquiry and, if necessary, query the appropriate database(s) for relevant information to be included in the response, and then record aspects of the inquiry in a contact/case management status log. For example:

No response - If the inquiry does not require a response (some examples are pranks, spam, duplicate messages, and incomprehensible submissions), the IS records the type of message in the status log and notes that no further action is required.

Comment or opinion - If the inquiry is a comment or opinion not requiring a customized response, the IS forwards the inquiry to the appropriate agency and sends an acknowledgment to the inquirer thanking them for the input, and identifying agency to which it has been transmitted. The IS records the topic of the question using specific categories provided through the system for reporting such data to agencies and updates the status log for this inquiry.

General inquiry easily answered - If the inquiry is general in nature and can be answered immediately, the IS produces the response using preformatted responses. The IS records the topic of the question using specific categories provided through the system for use in reporting to agencies and updates the status log for this inquiry.

Inquiry to be forwarded to a single agency - If the inquiry requires a customized response and must be forwarded to an agency, the IS forwards the inquiry to the appropriate agency. The IS also sends a response to inform the inquirer of this action as to what type of response time to expect, and how to follow up with the responding agency. The IS records the topic of the question using specific categories provided through the system for reporting such data to agencies and updates the status log for this inquiry. Both the forwarding and response action are accomplished simultaneously with one automated action.

Inquiry to be forwarded to multiple agencies - If the inquiry requires a customized response and must be forwarded to more than one agency to receive a complete reply, the IS prompts the system to assign sub-level tracking numbers and forwards the inquiry to the appropriate agencies, notifying them which other agencies are also receiving the message. The IS also sends a response to inform the inquirer of this action, what type of response time to expect, and how to follow up with the responding agencies. The IS records the topic of the question(s) using specific categories provided through the system for use in reporting to agencies and updates the status log for this inquiry. Both the forwarding and response action are accomplished simultaneously with one automated action.

Inquiry to be referred to agency without e-mail - If the inquiry requires a customized response and must be forwarded to an agency, but there is no established contact at that agency, the IS provides the inquirer with an alternative means of communicating with the agency, such as the agency website URL, call center number, or mailing address. The IS records the need for follow up action to establish an appropriate contact at that agency and updates the status log for this inquiry.

Additional information required - If the IS determines that additional information from the inquirer is necessary to answer the question or to determine who can answer the question, the IS may use a preformatted or customized response to make a specific request for the additional information necessary to reply to the e-mail or to suggest that the inquirer call a toll-free number at a specified contact center to discuss the question. The IS records the topic of the question using specific categories provided through the system for use in reporting to agencies and updates the status log for this e-mail.

Referral to law enforcement for action - If the IS determines that the message is of a suspicious nature or contains a specific threat against life or property as defined by the agency, the Contractor shall escalate the matter to the appropriate authority. The Contractor will use established escalation procedures to ensure that the message is passed on to the appropriate law enforcement authorities within a pre-defined time interval.

Removal of extraneous data – To the extent practicable, the Contractor shall employ automated means to remove the extraneous routing and other data from the response (rather than relying on manual agent action).

Undeliverable responses - The Contractor shall track all undeliverable e-mail responses addressed to inquirers and perform analyses, as required, to determine the causes of non-delivery. If the IS

determines that non-delivery was caused by an erroneous e-mail address, the Contractor shall make a reasonable attempt to identify and correct the error and to attempt redelivery of the message. The Contractor shall record any non-delivery in the case management database.

C.2.2.3 Facsimile Inquiry Workflow

A sample workflow process for facsimile inquiries is provided below.

The inquirer sends an inquiry via facsimile to a direct-dial or toll-free telephone number for Government information and assistance. The Government may direct the contractor to respond to facsimile inquiries via telephone, facsimile, e-mail, or other communications media, whichever is the most efficient and satisfies the inquirer. The Contractor-provided system receives the facsimile inquiry and, if necessary, converts and stores the facsimile inquiry in a commonly used format and distributes the inquiry to a qualified IS for response. The Contractor shall be responsible for tracking the status of facsimile inquiries in a manner similar to e-mail inquiries. Facsimile inquiries referred to other federal agencies for direct response shall be transmitted as e-mail attachments. The Contractor shall note in the e-mail that the original inquiry was received as a fax document. Responses to facsimile inquiries may be via telephone, facsimile, e-mail, or other communications media, whichever is the most efficient and satisfies the inquirer. The Contractor shall retain a copy of all responses for recordkeeping.

C.2.2.4 Postal Mail Inquiry Workflow

A sample workflow process for postal mail inquiries is provided below.

The inquirer sends an inquiry via postal mail to a specified postal address maintained by the Contractor or the Government. If the address is maintained by the Government, the mail will be forwarded to the Contractor using one or more of the following methods:

- forwarded by postal mail and/or courier service by the Government to an address maintained by the Contractor;
- picked up by the Contractor from a Government location; or
- converted documents forwarded to the Contractor by electronic means (e.g. e-mail, facsimile).

The Contractor receives the postal mail, assigns time and date of receipt to each inquiry, and, if required, converts each inquiry, including associated envelope/packaging, to a commonly used electronic format to facilitate routing, response, and records management. The inquiry is then routed to a qualified IS for response. The Contractor shall be responsible for tracking the status of postal mail inquiries in a manner similar to facsimile and e-mail inquiries. Postal mail inquiries referred to other federal agencies for direct response shall be scanned and transmitted as e-mail attachments. The Contractor shall note in the e-mail that the original inquiry was received via postal mail. Responses to postal mail inquiries may be via telephone, facsimile, e-mail, postal mail, or other communications media, whichever is the most efficient and satisfies the inquirer. The Contractor shall retain a copy of the original inquiries and all responses for recordkeeping. Storage and disposition of originals and responses shall be in accordance with the requirements contained in individual task orders.

C.2.3 Response Protocols

The Contractor shall respond to information requests generally through the use of one or a combination of the following methods:

Automated Response – The Contractor shall use automated tools (e.g., IVR, Fax-on-Demand) to provide unattended service responded to frequently asked questions.

Telephone response - When responding to inquiries, the Contractor shall analyze the inquiry, assess the appropriate response modes, gather available information from all pertinent sources, analyze and confirm the accuracy of the information, and provide the requested information and/or assistance in the manner most efficient to satisfy the inquirer's needs. For inquiries involving more complex subjects that may require further research off line, the Contractor shall conduct the research in accordance with agency-provided guidelines and provide the appropriate information within the timeframe specified by the Government. Whenever possible, immediate responses shall be given.

TDD/TTY response – The Contractor shall ensure that TDD/TTY users are offered similar levels of service similar to that received by telephone users supported by this contract.

Facsimile response - In certain cases, the Contractor may be requested to provide to the inquirer written documentation that supports the oral response given over the telephone and/or conveys the information requested. When requested and where possible, the Contractor shall send a copy of the document to the caller via facsimile within the timeframe specified by the Government. The Contractor shall employ automated means of sending the requested documents. The Contractor shall use instructions provided by the Government for handling facsimile responses.

Electronic response – The Contractor shall respond to requests received through electronic media (e.g., e-mail, Internet websites, facsimile) within the timeframe specified by the Government. These responses may require the Contractor to provide copies of any information source documents as attachments to the electronic response. If the source documents are not available in electronic format, the Contractor may be required to convert the documents to a suitable format to facilitate electronic transmission and records management. The Contractor shall retain a copy of the electronic inquiry and response for recordkeeping for a period specified by the Government.

Written (postal mail) response – The Contractor shall respond to written requests accurately and completely within the timeframe specified by the Government. These responses may require the Contractor to provide copies of any information source documents as attachments to the written response. The Contractor may be required to convert the documents to a suitable format to facilitate routing, response and records management. Response to written inquiries may be provided by telephone, e-mail, facsimile, postal mail, or other communications media, whichever is more efficient and satisfies the inquirer. The Contractor shall retain a copy of the written inquiry and response for record-keeping for a period specified by the Government. For written inquiries where the Contractor is unable to decipher the content of the request, Contractor shall, if possible, contact the customer by telephone or mail and attempt to resolve the inquiry in the most expeditious fashion.

Form letter response – The Contractor may develop and prepare form letters for dissemination in response to telephone, electronic, and written inquiries. The Government shall approve all such form letters before they are used to fulfill information requests.

Interim response - In cases where the Contractor cannot provide an immediate response because further research is necessary, the Contractor shall provide the requestor with an interim response within the timeframe specified by the Government. The interim response shall indicate when the inquirer will receive a complete response.

Coordinated response - Any inquiry, especially one involving legal matters, policy interpretation, and/or a highly technical response that cannot be answered readily from approved materials in the knowledge database shall be referred to the appropriate authority for direct response. Telephone inquiries of such nature shall be forwarded immediately after identification. Electronic, facsimile and written inquiries identified as requiring special support from appropriate authority shall be forwarded in the timeframe specified by the Government, but no later than two (2) business days after receipt.

Referral – Some inquiries may be misdirected and/or not within the scope of the specific program mission. The Contractor shall differentiate these inquiries and re-direct and refer inquiries that are misdirected and/or not within the scope of the programs, to individuals or organizations that may be able to provide answers to questions or otherwise offer assistance. When appropriate the Government will provide the Contractor with a baseline referral list of such individuals and organizations on a program-by-program basis. The Contractor shall maintain, expand, and update this list throughout the contract performance period to ensure it is current and complete.

C.3 SERVICES TO BE PROVIDED

The Contractor shall provide all of the services identified in this SOW. Specific service requirements will be identified on a case-by-case basis and be included in individual Task Orders to be issued by the Government. The Contractor shall ensure that services delivered employ technology that is effective and scalable to meet the evolving needs of the Government and adhere to business processes that conform to industry best practices.

The Government reserves the right to add additional services required to meet the evolving needs of the citizens and agency programs at any time during the life of the contract. Any additions will be subject to written mutual agreement between the Government and Contractor.

C.3.1 Automated Services

The Contractor shall provide automated services to enable the Government to deliver unattended service 24 hours a day, 7 days a week (24 x 7). The Contractor is responsible for the provision, maintenance, design, implementation, operation, and management of these services.

C.3.1.1 Automated Voice Response Services

Automated voice response services are intended to provide unattended service to telephone callers on a 24 x 7 basis. These services include the traditional interactive voice response (IVR) service, which uses the telephone touch-tone pad or simple voice commands to access pre-recorded information. They also include advanced services that make use of speech recognition and text-to-speech technologies to enhance efficiency and customer service. At a minimum, the Contractor-provided automated voice response services shall support the following languages:

- Cantonese
- English
- French

- German
- Japanese
- Korean
- Mandarin
- Spanish
- Vietnamese

Specific language support requirements will be identified in task orders issued by the Government.

The Contractor shall provide qualified personnel to develop and regularly maintain call flow and messages for automated voice response services in keeping with the current informational needs of the callers. The Contractor shall ensure timely update of all messages in accordance with the turn-around timeframes established by the Government. Unless otherwise directed by the Government in individual task orders, Contractor shall post changes within 24 hours of receipt for all non-emergency information and within 2 hours of receipt for emergency notices. Support for emergency postings and updates is required on a 24 hour a day, 7 days a week basis. Updates of the script and/or the “call flow” may be made on demand and on an “as required” basis.

The Government may elect to furnish its own network-based automated voice response services, obtained from the Federal Government Long Distance Carrier or other contracts, as part of the toll-free telephone service requirement if the use of such service is determined to be in the best interest of the Government. The Government reserves the right to furnish these services at the outset of a project or to implement these services to augment or replace the contractor-provided services at any time during the effective contract period. In the event the Government elects to furnish its own automated voice response service, the Contractor shall provide qualified personnel to develop and maintain call flow and scripts for the Government furnished services as specified in Section C.3.5.6.a.

C.3.1.1 .1 Interactive Voice Response (IVR) Service

The IVR service shall accommodate callers having touch-tone and rotary telephones/dial pulse telephones who seek information via the unattended mode. All IVR messages shall be recorded using broadcast standard recording techniques, and any changes to the script will be made using the same voice pattern, at the same pitch, speed and tone of delivery, and at the same volume as the initial recordings. The IVR service shall provide options to allow the caller to return to the main menu and select live operator assistance during the normal business hours. The IVR solution shall provide access to information via Fax-Back/Fax-on-demand services, and other automated services, when such services are ordered and implemented as part of the IVR solution.

C.3.1.1.2 Voice/Speech Recognition Service

The Contractor shall provide voice recognition service to augment and/or replace the traditional IVR service. The service shall provide access to information via other automated services and/or live assistance as appropriate. The service shall provide an intuitive, convenient, customer-friendly, and naturally-sounding speech interface that serves callers quickly, efficiently, accurately, and consistently. The service shall automatically adapt to callers’ language, speech patterns, accents, and noise environment to ensure accurate and responsive service. The service shall incorporate self-learning technology to enable recognition and response accuracy to

continually improve as the service adapts to caller usage of the service. The service shall support VoiceXML and other industry standards for voice-driven applications.

C.3.1.1.3 Text-to-Speech Service

The Contractor shall provide text-to-speech service to augment and/or replace the traditional IVR service. The service shall convert textual information into speech that closely resembles natural voice over any telephone. The service shall provide an intuitive, convenient, customer friendly, and natural-sounding speech interface that serves callers quickly, efficiently, accurately, and consistently. The service shall be able to distinguish between homophones (words with identical spellings but different pronunciations) and understand word context as they appear in a sentence. The service shall provide word, phoneme, and bookmarks support. The service shall provide the capability for authorized personnel to update dictionaries remotely to improve accuracy. The caller shall not experience any noticeable latency during the processing of long text strings. The service shall support speech synthesis mark-up language (SSML) and other industry standards for text-to-speech applications.

C.3.1.2 Facsimile Services

The Contractor shall respond to requests for information via automated facsimile services, including Automatic Fax-Back and Fax-On-Demand services. Automatic Fax-Back allows a caller to select a document from a list via a self-service menu and direct the document to be sent to a specified fax number. Fax-On-Demand allows an Information Specialist to automatically fax a document requested by the caller to a specified fax number. Specific documents to be provided via facsimile services will be identified in individual task orders.

C.3.1.2.1 Automatic Fax-Back Service

The Contractor shall respond to requests for information via automated Fax-Back immediately upon receipt of such requests. The Contractor shall integrate the automated Fax-Back service with its IVR and/or other automated voice response services to enable the caller to select the requested information, and to enter a fax number for receiving the information without the assistance of an Information Specialist. The selection menu for the automated Fax-Back service shall allow the caller to return to the main menu and/or to allow the caller to access the Information Specialist for assistance.

C.3.1.2.2 Fax-On-Demand Service

When it is more efficient and cost effective to respond to inquiries (telephone, letter, e-mail, etc.) by facsimile, the Contractor shall deliver the requested information via Fax-on-Demand service immediately upon receipt of such requests. The Fax-On-Demand service shall allow the Information Specialist and/or the caller to select the requested information and either request the information be sent immediately via facsimile to the calling number during the same telephone session, or have the information sent to a different fax number entered by the IS or caller. The Fax-on-Demand service shall be integrated with the IVR and/or other automated service to enable the caller to access other services.

C.3.1.3 Voice Mail Service

The Contractor shall provide voice mail service to enable callers to leave suggestions, comments, callback information, and messages on specific subjects. The voice mail service shall be accessible from the IVR and/or other automated services and provide sufficient capacity to handle anticipated call volume and call duration as defined on individual Task Orders. The Contractor

shall retrieve and act on the recorded information in accordance with task order requirements. When required, the Contractor shall provide a taped copy of voice mail messages recorded. The Contractor shall maintain a copy of the voice mail messages for at least 90 days from the record date.

C.3.1.4 Automated Callback (Telephone)

The Contractor shall provide an automated callback service that allows a telephone caller the option of leaving callback information for Contractor call-back at a later time, instead of waiting in queue for an available Information Specialist. The service shall prompt the caller to provide the callback information and provide an estimated callback time to the caller. The service shall automatically contact the caller at the estimated callback time, and connect the caller to an available Information Specialist for assistance. If the callback encounters a busy or no-answer condition, the service shall repeat the callback for up to 3 additional attempts within an appropriate time interval (as specified in individual task orders) before aborting. If the callback encounters a voicemail or answering service, the service shall leave a brief message indicating the purpose and time of the callback and instructions for calling back, if any, as provided by the Government. For billing purposes, each group of six callback attempts encountering a busy and/or no-answer condition will be counted as a completed call.

C.3.1.5 Web Callback

The Contractor shall provide a fully managed hosted web callback service to allow a visitor to a Government website to access the service and leave callback information for the Contractor to call back at a later time. The service shall prompt the caller to provide the callback information, including the subject of the inquiry, and provide an estimated callback time to the caller. The service shall automatically contact the caller at the estimated callback time and connect the caller to an available Information Specialist for assistance. If the callback encounters a busy or no-answer condition, the service shall repeat the call back for up to 3 additional attempts within an appropriate time interval as specified in individual task orders before aborting. If the callback encounters a voice mail or answering service, the service shall leave a brief message indicating the purpose and time of the callback and instructions for calling back, if any, as provided by the Government. For billing purposes, each group of six callback attempts encountering a busy and/or no-answer condition will be counted as a completed call.

C.3.1.6 Automated Outbound Dialing Campaign

The Contractor shall provide a fully-automated solution to deliver a pre-recorded message furnished or specified by the Government to individuals/organizations on a listing provided by the Government. The service shall have the capacity to accommodate a message length of up to 90 seconds. The service shall automatically call the individuals at specified phone numbers for up to six attempts at time periods and intervals specified by the Government. Upon answer by an individual, voice-mail, or telephone answering equipment, the service shall deliver a pre-recorded message specified by the Government. If the service encounters a busy or no-answer condition, the service shall repeat the calling for up to 5 additional attempts before aborting. For billing purposes, each group of six (6) dialing attempts encountering a busy and/or no-answer condition will be counted as one (1) completed call.

C.3.1.7 Automated Fax Delivery

The Contractor shall provide a fully automated solution to transmit documents, via facsimile, to individuals/organizations on a listing provided by the Government. The service shall have the capacity to accommodate documents of up to 3 pages in length, excluding the cover page, for

each transmission. The service shall automatically call the individuals at specified telephone numbers for up to six attempts at time periods and intervals specified by the Government. Upon answer by functional facsimile equipment, the service shall transmit the document specified by the Government. If the service encounters a busy or no-answer condition, the service shall redial the call for up to 5 additional attempts before aborting. For billing purposes, each group of six (6) callback attempts encountering a busy and/or no-answer condition will be counted as one (1) completed call.

C.3.1.8 Automated E-Mail Delivery

The Contractor shall provide a fully automated solution to transmit e-mail messages via the Internet to individuals/organizations on a listing provided by the Government. The service shall have the capacity to accommodate text messages of up to 15K bytes in length for each e-mail message. The contractor shall identify all unsuccessful transmission attempts and determine the cause of such failures. If the unsuccessful attempts were caused by contractor errors, the Contractor shall correct the errors and retransmit the message within 24 hours of the corrections.

C.3.1.9 Hosted On-Line Ordering

The Contractor shall provide a fully managed secure, scalable, hosted service to allow visitors to a Government and/or Contractor-provided website to access an on-line ordering service to order free and/or paid Government publications on a 24 x 7 basis. The ordering interface must be designed to accommodate multiple browsers, including at a minimum: AOL 6.0 and higher; MS Internet Explorer 5.0 and higher; Netscape 4.7 and higher; Opera 5.0 and higher; Safari 5.0 and higher; and Firefox, 1.0 and higher. The interface must also be compliant with Section 508 of the Rehabilitation Act Amendments of 1998. The service shall capture the required information and either provides the recorded information to the Government in electronic format, or uses the captured information to complete fulfillment requests.

C.3.1.10 Hosted E-Mail Web Form

The Contractor shall provide a fully managed hosted service to allow visitors to a Government website to access a contractor-developed and maintained web form for submitting e-mail inquiries to a designated e-mail address. The web form interface must be designed to accommodate multiple browsers, including at minimum: AOL 6.0 and higher; MS Internet Explorer 5.0 and higher; Netscape 4.7 and higher; Opera 5.0 and higher; Safari 5.0 and higher; and Firefox, 1.0 and higher. The interface must also be compliant with Section 508 of the Rehabilitation Act Amendments of 1998. The web form shall allow users to associate the topics of their inquiries with a list of frequently requested topics identified by the Government. The service shall capture all relevant information regarding the inquiry for transmission to the designated e-mail system.

C.3.1.11 Hosted FAQ Service

Government agencies operate a large number of websites that are accessed by the general public for information. Increased public usage of these web sites has generated a substantial increase in the number of e-mail inquiries to which agencies must respond. To reduce the workload associated with processing e-mail inquiries and to provide better customer service, the Government requires a technology-based solution that will enable agencies to leverage previous good answers to frequently asked questions (FAQs) and provide the answers to their customers 24 x 7 via self-service using the Internet.

The Contractor shall provide a secure, highly available and scalable hosted solution to enable visitors to subscribing Government websites to access answers to FAQs on a 24 x 7 basis. The service must accommodate multiple browsers, including at minimum: AOL 6.0 and higher; MS Internet Explorer 5.0 and higher; Netscape 4.7 and higher; Opera 5.0 and higher; Safari 5.0 and higher; and Firefox, 1.0 and higher. The interface must also be compliant with Section 508 of the Rehabilitation Act Amendments of 1998. The service must be able to be implemented within 45 calendar days from the date of the service request and:

- Provide a user/administrator-friendly and intuitive interface that is easily configurable to match a website's look and feel.
- Allow the content of the FAQ knowledge base to be published to multiple web sites, each with a customizable "look and feel" for different audiences, or for multiple audiences on a single site.
- Support multiple languages, including at a minimum, English, Spanish, and Chinese.
- Meet federal information systems security requirements.
- Allow both browse and search of FAQs answers from a single or multiple knowledge bases by subject and response categories, with results automatically ranked by relevancy, usefulness, or other appropriate methods selected by the Government, including manual ranking to increase or decrease a particular FAQ's prominence relative to others.
- Have the capability for a user to submit an inquiry to either the Contractor or the subscribing agency for response. Allow Government and/or contractor personnel to review and/or respond to user inquiries in real time
- Have the capability to collect user feedback on the effectiveness, usefulness, and customer satisfaction of the service
- Allow users to subscribe to automatic notification of FAQ updates.
- Provide both remote and onsite access to authorized personnel to all administrative functions, as appropriate
- Store each FAQ and its corresponding answer as a separate record with a unique ID number; and allow information to be posted and modified in real time; enable each FAQ to be tagged with meta-data, which might include subject keywords, ownership, last updated date, expiration date, and other information.
- Display last update for each FAQ, if required.
- Allow content managers to automate content management tasks, which might include reviewing, archiving, and purging of data. Provides automatic notification on expiring or outdated content based on specified review schedule
- Be capable of presenting FAQs and their corresponding answers in a format that can be indexed by search engines (internal or external) without affecting performance metrics

- Search, select, and sort FAQ answers from within separate knowledge bases. Provide capability to select which knowledge bases will be included in each topic query
- Provide management reports on a scheduled or on-demand basis. Reports can be accessed via the web or by e-mail.
- Provide time/date stamping and user-friendly tracking numbers for all information requests. Allow multiple sub-tracking numbers to be assigned to a single request if required for internal or external purposes
- Include an automated query acknowledgement mechanism with a choice of customizable response messages.
- Have the capability to automatically verify the validity of internal and/or external links contained in the FAQ system on a daily basis and notifying the Contractor of any invalid links. The link verification process shall not disrupt availability of the hosted FAQ service to end users.

The Government intends to harvest some or all of the information contained in the Contractor's FAQ knowledge bases through the USAgov.gov search service or other agency search services on a regular basis. The Contractor shall allow these Government search services to access and retrieve relevant content of the FAQ knowledge bases and/or provide the capability to publish the data in Extensible Markup Language (XML) code to a designated Government or contractor system using standards and access/replication schedules that are mutually acceptable to the Contractor and Government.

C.3.1.11.1 FAQ Guidelines

The hosted FAQ service may be ordered with other Attended Services described in Section C.3.2 of this SOW or as a stand-alone service. If the Contractor is tasked to develop and administer the FAQ service, the Contractor shall conform to the following FAQ implementation guidelines:

- All answers to FAQ prepared by the Contractor shall be self contained and written in easy to read and understand language.
- All acronyms/abbreviations used and associated descriptions must be included within each answer
- URLs in all FAQ answers shall be written out in answer text (not embedded)
- Limit screen to 1 per answer (break content into usable chunks)
- Link to other answers rather than refer to a number or position on the page
- Last review/update date included with each answer
- Include an identification number for each FAQ
- Include identifiers for like FAQs (e.g., agency jurisdiction) for grouping and subsequent extraction

C.3.2 Attended Services

The Contractor shall provide accurate, timely, complete, and courteous responses to all customer inquiries. The Contractor shall provide qualified staff to support the work types identified in Section C.2.1.4 of the SOW. The Contractor shall provide Attended Services via a dedicated solution or shared or non-dedicated solution, as specified by the Government in individual task orders.

C.3.2.1 Responding to Telephone Inquiries

The Contractor shall provide all qualified staff and required equipment and services necessary to respond to telephone and TDD/TTY inquiries in accordance with performance parameters and instructions provided by the Government in individual task orders. The tasks to be performed include, but are not limited to, the following:

- Accurately responding to inquiries in a professional and courteous manner. These inquiries may be in the form of telephone and TDD/TTY calls. When necessary, transfer or referral the inquiries to the appropriate agency for response.
- Conducting research of Government-approved sources of information to prepare responses to inbound inquiries and developing appropriate responses accordingly.
- Capturing and tracking information related to inbound inquiries including date and time of receipt, nature of inquiry, source of inquiry if multiple telephone numbers are involved, customer identity when appropriate, information requested, disposition, response date, and any fulfillment actions for tracking, quality control, analysis, and/or follow up action in the Contractor-provided case management tool.
- When necessary, forwarding recorded information via telephone, facsimile, or e-mail or other electronic transmission to the appropriate authority for further processing.
- Sending the requested information to a customer through the postal services, E-mail or facsimile, whichever is the most efficient delivery method and satisfies the customer.
- Recognizing new trends of inquiries for referral to management for development of common responses and reporting to the agency regarding sudden new lines of inquiry.

C.3.2.2 Outbound Calling Services

The Contractor shall provide all qualified staff and required equipment and services necessary to perform outbound calling to selected customers in accordance with performance parameters and instructions provided by the Government in individual task orders. The tasks to be performed include, but are not limited to, the following:

- Performing outbound callbacks in response to user requests for callback service.
- Performing outbound callbacks to selected customers in order to follow up on questions or issues that could not be resolved during the initial contact, to verify problem resolution, or to measure customer satisfaction as directed by the Government.

- Launching outbound calls to Government agencies for the purposes of relaying customer information, obtaining information in response to customer questions and/or issues that could not be resolved during the initial contact, or verifying problem resolution.
- Performing outbound calls in support of customer surveys, program and/or product promotions, product recalls, sales and marketing, and special events.
- Performing outbound calls in response to inquiries from callers using TDD/TTY devices.

C.3.2.3 Responding to Postal Mail Inquiries

The Contractor shall provide all qualified staff, and required equipment, services, and supplies necessary to respond to written inquiries received via postal mail in accordance with business rules, guidelines, and performance parameters specified by the Government in individual task orders. The tasks to be performed include, but are not limited to:

- Responding to inquiries by telephone, facsimile, postal mail, or electronic mail, whichever is more efficient and satisfies the inquirer. When necessary, sending the requested information to a customer through the postal services, E-mail or facsimile whichever is more efficient and satisfies the inquirer
- When requested by the Government, converting the inquiry documents to electronic format to facilitate routing, and response, and records management.
- Conducting research of Government-approved sources of information to prepare responses to written inquiries, and developing appropriate responses accordingly.
- Recording and tracking data/information related to the inquiries, including date and time of receipt, nature of inquiry, information requested, disposition, response date, and any fulfillment actions for tracking, quality control, analysis, and/or follow up action in the Contractor-provided case management tool.
- When necessary, forwarding the inquiries to the appropriate authority for further processing.
- Reviewing to ensure that outgoing responses are accurate and complete in accordance with business rules and guidelines established by the Government.

The Contractor shall respond to postal mail inquiries within the designated time frame specified by the Government. The Contractor shall collect and deliver written correspondence in accordance with the format, process, and procedures established by the Government. Unless otherwise directed by the Government, the written response may not identify the Contractor by name unless that is the subject of the inquiry. If the information needed for the response is not available within a designated time frame, the Contractor shall call the inquirer or send an interim response stating when a final response may be expected. A form letter is acceptable. The Contractor may elect to use a Government-approved pseudonym rather than the name of an employee as the signer of the letter.

C.3.2.4 Responding to E-Mail Inquiries

The Contractor shall provide qualified staff and required equipment and services to respond to written inquiries received via e-mail. Responses shall be prepared in accordance with business

rules, guidelines, and performance parameters specified by the Government in individual task orders. The tasks to be performed include, but are not limited to:

- Responding to inquiries by telephone, facsimile, postal mail, or electronic mail, whichever is more efficient and satisfies the inquirer.
- Conducting research of Government-approved sources of information to prepare responses to written inquiries, and developing appropriate responses accordingly.
- Recording and tracking data/information related to the inquiries including date and time of receipt, nature of inquiry, information requested, disposition, response date, and any fulfillment actions for tracking, quality control, analysis, and/or follow up action in the Contractor-provided case management tool.
- When necessary, forwarding the inquiries to the appropriate authority for further processing.
- Sending the requested information to a customer through the postal services, E-mail or facsimile, whichever is more efficient and satisfies the inquirer.
- Reviewing to ensure that outgoing responses are accurate and complete in accordance with business rules and guidelines established by the Government. If the initial response is found to be erroneous by the Contractor and/or the Government and further action is needed to inform the inquirer, the Contractor shall send a corrected response to the inquirer immediately.

The Contractor shall respond to e-mail inquiries within the designated time frame specified by the Government. The Contractor shall prepare the responses in accordance with business rules it has developed in conjunction with the Government, and/or with other guidelines provided by the Government. A preformatted response or telephone response, if such is the most efficient and satisfies the inquirer, is acceptable.

The Contractor shall provide the required support to identify, record, and track the nature and volume of e-mail inquiries, and to measure the quality and timeliness of the response process from time of receipt to completed response. The Contractor shall accomplish this goal by tracking all incoming and outgoing e-mail messages and monitor the processing activities to determine the volume, nature and disposition of the inquiries. The Contractor shall benchmark the response process in its entirety to determine processing time of various types of e-mail inquiries and the skill sets required for responding to different types of inquiries and include the benchmark results in the requisite management reports. The Contractor shall monitor the performance of its personnel to ensure that productivity and quality standards, as specified in individual task orders, are met.

The Contractor shall provide ongoing support to refine business rules and prepare preformatted responses for use in responding to public inquiries in the most efficient and effective manner. The Contractor shall retain a history of agency contacts, including agency name and address, contact name, address, phone number, fax number, e-mail address, agency web site URL(s), and dates of previous contacts and nature of communications, and updates the information regularly.

The Contractor shall utilize auto-filtering, auto-response, and auto-suggestions where appropriate to identify and populate appropriate e-mail responses to customers. The Contractor shall ensure that all outgoing e-mail responses are accurate and complete.

The Contractor shall on its own initiative recognize and quantify new lines of inquiry, sometimes developing suddenly in response to a recent social/political/news event, and prepare (with the support of the Government) appropriate responses. The Contractor shall quickly apprise the Government of any new topical trend in inquiries in a timely fashion.

If a direct response to an e-mail inquiry cannot be provided, the Contractor shall forward the e-mail message to the appropriate Federal agency(ies) for direct response based on guidelines provided by the Government. The Contractor shall maintain a system to track the status of all inquiries directed to other agencies for response, including updates on final disposition of inquiries.

C.3.2.5 Responding to Facsimile Inquiries

The Contractor shall provide qualified staff and required equipment and services to respond to written inquiries received via facsimile. Responses shall be prepared in accordance with business rules, guidelines, and performance parameters specified by the Government in individual task orders. The tasks to be performed include, but are not limited to:

- Responding to inquiries by telephone, facsimile, postal mail, or electronic mail, whichever is more efficient and satisfies the inquirer.
- Conducting research of Government-approved sources of information to prepare responses to facsimile inquiries, and developing appropriate responses accordingly.
- Recording and tracking data/information related to the inquiries, including date and time of receipt, nature of inquiry, information requested, disposition, response date, and any fulfillment actions for tracking, quality control, analysis, and/or follow up action in the Contractor-provided case management tool.
- When necessary, forwarding the inquiries to the appropriate authority for further processing.
- Sending the requested information to a customer through the postal services, E-mail or facsimile whichever is more efficient and satisfies the inquirer.
- Reviewing to ensure that outgoing responses are accurate and complete in accordance with business rules and guidelines established by the Government.

The Contractor shall respond to facsimile inquiries within the designated time frame specified by the Government in individual task orders. Unless otherwise directed by the Government, all facsimile inquiries shall be received and stored electronically to facilitate distribution and processing. The Contractor shall convert and store incoming facsimile inquiries to a commonly used electronic format to facilitate distribution and processing. Unless otherwise directed by the Government, facsimile inquiries referred to other federal agencies for direct response shall be transmitted as e-mail attachments. When referring the inquiry, the Contractor shall note in the e-mail that the original inquiry was received as a fax document. Responses to facsimile inquiries may be via telephone, facsimile, e-mail, or other communications media, whichever is the most

efficient and satisfies the inquirer. The Contractor shall retain a copy of all responses for recordkeeping. A preformatted or telephone response, if such is the most efficient and satisfies the inquirer, is acceptable.

The Contractor shall provide the required support to identify, record, and track the nature and volume of facsimile inquiries, and to measure the quality and timeliness of the response process from time of receipt to completed response. The Contractor shall accomplish this goal by tracking all incoming and outgoing facsimile messages and monitor the processing activities to determine volume, nature and disposition of the inquiries. The Contractor shall benchmark the response process in its entirety to determine processing time of various types of facsimile inquiries and the skill sets required for responding to different types of inquiries and include the benchmark results in the requisite management reports.

C.3.2.6 Interactive Web-Based Services

The Contractor shall provide qualified staff, equipment, software and services to support online interactive Internet-based services, such as web chat, using real-time text-based communication. The system supporting the chat service shall have the capabilities described in Section C.6.13 of this SOW.

C.3.3 Other Support Services

C.3.3.1 Fulfillment Services

Some Government agencies utilize fulfillment services provided by a Government entity, such as the Government Printing Office's Pueblo operations. However, there will be instances when an agency may require fulfillment services that can be performed more efficiently by the Contractor. When requested by the Government, the Contractor shall provide a complete fulfillment solution for purposes of providing customers with printed information. This information may be downloaded from sources including the Internet and/or other appropriate database applications (e.g., agency web site, Contractor-provided knowledge database). The tasks to be performed include, but are not limited to the following:

- Retrieving the document from appropriate sources and, if necessary, printing the document for distribution.
- Developing and/or implementing application(s) to track the print fulfillment status of all required records and files as specified.
- Ensuring that tracking information is recorded and made available upon request as part of the Contractor-provided case management tool.
- Ensuring the system can accept multiple requests from a customer made during any one phone call or written inquiry.
- Providing relevant documents to customers through the postal services, E-mail or facsimile, whichever is the most efficient and satisfies the inquirer.

The Contractor shall be responsible for supplying all printing equipment and supplies, mailing supplies, including envelopes and postage, and performing all fulfillment functions, such as addressing, insertion, and posting. The Government will provide the materials to be mailed or provide the sources where the materials can be obtained. Unless otherwise directed by the

Government, all materials are to be sent via the least expensive class of U.S. Mail it can qualify for. Postage incurred by the Contractor for fulfillments will be reimbursed by the Government as Other Direct Charges (ODC).

C.3.3.2 Transcription Service

The Contractor shall provide qualified staff and equipment to transcribe messages recorded on voice mail and other recorded services. The Contractor shall perform transcription service on an as needed basis as specified in individual task orders (e.g., daily, weekly, monthly)

C.3.3.3 Language Translation Services

The Contractor shall provide language translation services on an as-needed basis to allow non-English speaking customers the ability to communicate their needs to the Government. This capability shall include, but not be limited to:

- Supporting over-the-phone, e-mail, and fax language translation capabilities.
- Supporting for multiple languages, including English and Spanish. (Note: Agency language requirements may be extensive and will vary widely from agency to agency. The specific languages to be supported by the Contractor will be identified in task orders issued by the Government.)
- Providing a data collection tool to evaluate the need and usage of language translation services.

C.3.4 Directory Listing Services

The Contractor shall arrange for the listing of public contact numbers (both voice and TTY) and website URLs to appear in selected telephone directories, as specified in task orders issued by the Government. The Contractor shall ensure that contact numbers and web site URL appear in the “U.S. Government” sections of the Blue or White Pages, as appropriate. The contact numbers and web site URL shall be in bold type where that is available.

The Contractor is hereby advised that GSA currently manages a Government-wide Blue Pages project to provide a more centralized and citizen friendly approach of listing Government agency telephone numbers in certain Blue and Yellow Pages directories. For those directories that are not covered under the Blue Pages project, the Contractor shall provide for the listing of the telephone number, the associated web site URL, and the location address of each agency that serves the area covered by the applicable Blue and Yellow Pages directories. The Contractor shall coordinate with designated Government representatives to avoid duplication of listing. The costs of these listing shall be borne by the Contractor. The Contractor shall report these costs to the Government for reimbursement as Other Direct Costs (ODC).

C.3.5 Technical and Management Services

The Contractor shall provide all required technical and management services as part of the citizen inquiry response and management solution. The functions to be performed include the following:

- Site Management
- Program Management

- Technology Management
- Information Systems Security Management
- Content and Knowledge Management
- Contact/Case Management
- Relationship Management
- Customer Satisfaction Survey

The above functions are further described in Sections C.3.5.2 through C.3.5.9 of this SOW. The Contractor shall provide a tiered pricing structure for providing technical and management services commensurate with the complexity of the requirements identified in task orders issued by the Government. The tiered structure shall include a core support component and an incremental support component.

C.3.5.1 Core Project Management Support

The core support component shall include, at a minimum, a project management staff (e.g., Contractor's Project Manager, site manager, technical personnel, human resources and quality assurance personnel, administrative personnel, content specialists, security personnel) and support services required to meet task requirements for a single site solution that involves information and information systems that are categorized as low impact in accordance with FIPS Publications 800-199, Standards for Security Categorization for Federal Information and Information Systems. The level of support required will be dependent on complexity of task requirements, as described below. For multi site solutions or more complex implementations and for information and information systems that are categorized as "moderate" or "high" impact, the Contractor may augment the core project management support with an incremental project management support component.

C.3.5.1.1 *Level 1* - encompasses tasks that involve work that is low complexity in scope. These tasks generally require the development and maintenance of simple scripts for automated voice response service and knowledge and/or customer databases. Training requirement of new employees is generally limited to 40 hours or less. Knowledge base and content development and maintenance, inquiry tracking and contact management, requirements are generally low. Reporting requirements are generally limited to system generated reports and periodic program summaries.

C.3.5.1.2 *Level 2* – encompasses tasks that involve work that is low to moderate complexity in scope. These tasks general require the development and maintenance of moderately complex scripts for automated voice response service and knowledge and/or customer databases. Training requirement of new employees is generally limited to between 40 and 80 hours. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements are low to moderate.

C.3.5.1.3 *Level 3* – encompasses tasks that involve work that is high complexity in scope. These tasks generally require the development and maintenance of highly complex scripts for automated voice response service and knowledge and/or customer databases. Training requirement of new employees is generally between 80 to 120 hours. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements are high.

C.3.5.1.4 *Level 4* – encompasses tasks that involve work that is very high complexity in scope. These tasks generally require the recruitment and training of 100 or fewer new employees and the development and maintenance of extremely complex scripts for automated voice response service and knowledge and/or customer databases. Training requirement of new employees is generally between 120 to 160 hours. Knowledge base and content development and maintenance, inquiry tracking and contact management, and reporting requirements are very high.

C.3.5.1.1 Incremental Support

The Contractor shall provide incremental support to accommodate multi-site solutions and/or to support projects involving more complex implementations, and/or for projects that involve information and information systems that are categorized as “moderate” or “high” impact, and/or to support new requirements added subsequent to initial project implementation.

C.3.5.2 Site Management

The Contractor shall provide qualified personnel to manage and operate the contact center(s) to ensure optimum performance of systems and personnel. The Contractor shall analyze historical work volume, employee availability and schedule preferences, and trends to accurately forecast and schedule staffing resources to meet fluctuating workload requirements for all communications channels. The Contract shall employ proven best practices management approaches to ensure optimum utilization of available staffing resources to meet service objectives.

C.3.5.3 Program Management

The Contractor shall provide program management, oversight, and quality control of contact center services, systems, and components, including, but not limited to the following tasks:

C.3.5.3.1 *Project management* - Ensure the successful implementation, operation, and management of the inquiry response and management solution as prescribed in this Statement of Work and task orders issued by the Government.

C.3.5.3.2 *Oversight* - Serve as the single point of contact to: assist in engineering, planning, and administrative functions as needed to meet task order requirements; coordinate activities among Government offices, business partners, contractors, and other relevant organizations; resolve questions or issues related to hardware, software, communications, applications, and programs, including dispute resolution with service providers; escalate irresolvable technical issues to the appropriate Government official for final resolution; and develop resolution mechanisms to resolve technical issues and problems among contractors to minimize conflict and delay of services.

C.3.5.3.3 *Process Management* - Develop, document, and maintain work processes and business rules used to support task requirements.

C.3.5.3.4 *Recruitment and Retention* - Develop and implement plans for the recruitment and retention of qualified personnel needed to meet task requirements.

C.3.5.3.5 *Workforce Management* – Analyze historical work volume, employee availability and schedule preferences, and trends to accurately forecast and schedule staffing resources to meet fluctuating workload requirements for all communications channels. The Contractor shall

employ proven best practices management approaches to ensure optimum utilization of available staffing resources to meet service objectives.

C.3.5.3.6 *Performance Management* - Develop and implement the required plans, procedures, methodologies, and tools, and perform the planning, oversight, and management functions to ensure that all service delivery performance standards and program deliverables specified in the task order are met.

C.3.5.3.7 *Training* – Develop and implement a comprehensive Training Plan to ensure that contact center staff provides superior levels of customer service across all customer access channels.

C.3.5.3.8 *Quality Assurance/Quality Improvement* - Develop, implement, and manage a Quality Assurance/Quality Improvement Plan to ensure that services delivered comply with the performance standards specified by the Government.

C.3.5.3.9 *Continuous Process Improvement* - Develop and implement action plans based on analysis of performance results and customer feedback. These plans shall be available to the Government for review upon request.

C.3.5.3.10 *Information Systems Security Compliance Oversight* – Serve as a single point of coordination to ensure compliance with minimum federal information systems security requirements, including keeping abreast of and distribution of Federal security requirements, and preparation and submission of required documentations and deliverables pertaining to compliance with these requirements. Maintain Contingency/Disaster Recovery Plan and activate and oversee emergency/disaster recovery activities in accordance with the Plan.

C.3.5.3.11 *Management Reports* – Develop and deliver all requisite management reports and ensure all reports are accurate and provided in a timely basis.

C.3.5.3.12 *Value Engineering* – Develop and implement action plans to identify opportunities to improve service offerings, reduce costs, and increase customer satisfaction.

C.3.5.3.13 *Topic Trend and Reporting* – Collect information and provide reports on topics introduced by the public, often in response to social/political issues of the day, and to work with the Government to prepare appropriate responses.

C.3.5.4 Technology Management

The Contractor shall provide all required technology management services to effectively plan, implement, operate and manage the contact center solution, including, but not limited to the following:

C.3.5.4.1 *Infrastructure and Network Management* - Plan, design, implement, operate, maintain, and manage the contact center site and technology infrastructure and related networks, including, but not limited to: information and telecommunications systems hardware, software, and services.

C.3.5.4.2 *Coordination* - Recommend, process, coordinate, and monitor telecommunications orders, serving as a liaison with telecommunications vendors.

C.3.5.4.3 *Monitoring* - Perform real-time monitoring of call delivery. Monitor network and system performance and identify problems and outages; compile and maintain a log of problems, outages, service interruptions, and unauthorized access; notify designated Government personnel promptly of any problems, service disruptions, and unauthorized access.

C.3.5.4.4 *Traffic Analysis* - Analyze traffic and usage data to determine network performance levels. Recommend improvements in network design in accordance with customer service standards and cost efficiencies.

C.3.5.4.5 *Optimization* - Provide optimized call routing design based on availability of network-based or systems-based call routing capabilities. Provide optimized automated announcement system design based on availability of network-based and systems-based automated announcement capabilities.

C.3.5.4.6 *Contingency/Disaster Recovery* – Perform all functions in support of implementing the Contingency/Disaster Recovery Plan.

C.3.5.5 Information Systems Security Management

The E-Government Act (Public Law 107-347) recognizes the importance of information security to the economic and national security interests of the United States. Title III of the E-Government Act, entitled the Federal Information Security Management Act (FISMA) requires each federal agency to develop, document, and implement an agency-wide program to provide information security for the information and information systems that support the operations and assets of the agency, including those provided or managed by another agency, contractor, or other source.

The Office of Management and Budget (OMB) through Circular A-130, *Management of Federal Information Resources*, requires federal agencies to: plan for security; ensure that appropriate officials are assigned security responsibility; periodically review the security controls in their information systems; and authorize system processing prior to operations and, periodically, thereafter. This authorization by senior agency officials, often referred to as the Designated Approving Authorities (DAA), is sometimes referred to as accreditation. The technical and non-technical evaluation of an IT system that produces the necessary information required by the authorizing official to make a creditable, risk-based decision on whether to place the system into operation is known as certification. The individual responsible for making a technical judgment of the IT system's compliance with stated security requirements, identifying, assessing, and documenting the risks associated with operating the systems, coordinating the certification activities, and consolidating the certification and accreditation documents, is referred to as the certification agent or certifier. For additional information on Federal information systems security requirements, the Contractor should consult and become familiar the publications and guidance found at the National Institute of Standards and Technology Computer Science Resources Center website at <http://csrc.nist.gov/publications/nistpubs/index.html>. Publications of special interest include but are not limited to the following:

- FIPS Publication 200, Minimum Security Requirements of Federal Information Systems
- FIPS Publication 199, Standards for Security Categorization of Federal Information and Information Systems
- NIST Special Publication 800 – 53 - Recommended Security Controls for Federal Information Systems

- NIST Draft Special Publication 800-53A – Guide for Assessing the Security Controls in Federal Information Systems
- NIST Special Publication 800 – 30 – Risk Management Guide for Federal Information Technology Systems
- NIST Publication 800-18, Guide for Developing Security Plans for Information Technology Systems
- NIST Publication 800-34, Contingency Planning Guide for Information Technology Systems
- NIST Publication 800-37, Guide for Security Certification and Accreditation of Federal Information Systems

In additional to the above documents, the contractor is expected to adhere to agency security guidelines that provide further guidance on information systems security requirements for individual task orders.

Unless stated otherwise in the task order, the contractor is responsible for preparing, managing and maintaining all required documentation and fulfilling agency reporting requirements for the FISMA compliance process, including e-authentication risk assessment, system categorization, security plan, risk assessments, contingency and contingency test plans, configuration management plan, POA&M, system test and evaluation reports, security certification and accreditation package.

The Contractor shall develop, implement, and maintain a security plan that ensures the confidentiality, integrity, and availability of information and systems for the duration of this contract. The security plan shall contain, at a minimum, the information outlined in Special NIST Publication 800-18, Guide for Developing Security Plans for Information Technology Systems. Additional information may be required at the discretion of agency DAAs in accordance with agency policies or directives as specified in task orders. The Contractor shall be responsible for preparing all required documentation needed for the compliance process. The Contractor shall assign a technically qualified Information Systems Security Manager (ISSM) who will be responsible for ensuring compliance with all Federal information systems security requirements, including the preparation and submission of the following:

Security Plan – provides an overview of the security requirements for the information and IT systems and describes the existing or planned controls (management, operational, and technical) for meeting those requirements. The Plan also describes the systems and delineates responsibilities and expected behavior of individuals who access the systems.

Security Test and Evaluation Reports – determines the systems' compliance with security requirements documented in the Security Plan and verifies that the security controls identified in the Plan are correctly implemented and effective. The Security Test and Evaluation Reports shall be prepared by a third party vendor selected and paid for by the Contractor. All work performed by the third party vendor shall be submitted, reviewed, and approved directly by the Government. The Government reserves the right to have the Security Tests and Evaluation Reports done by its own contractor. The contractor shall cooperate fully with the third party vendor or the Government's contractor in the preparation of such reports.

Risk Assessment Report – determines the degree of risk associated with the confidentiality, integrity, and availability of the IT systems and the information they process, store, and transmit.

Certifier's Statement – documents that the security controls are correctly implemented and effective in their applications. The statement provides an overview of the security status of the system, and brings together, all of the information necessary for the DAA to make an informed, risk-based decision. The contractor ISSM shall prepare all certification and accreditation (C&A) documents for submission to an agency-designated ISSM. The agency ISSM will coordinate the submission of the C&A documents to the DAA for approval.

The Contractor shall correct any deficiencies identified in the certification and accreditation process until full accreditation from the DAA is obtained. The Contractor shall implement procedures for communicating to the Contracting Officer and/or designated key personnel security-related issues that impact Contractor performance under this contract. Such procedures shall include an escalation process defining various stages of issue severity and the notification level appropriate to each.

C.3.5.5.1 Personnel Security

The Contractor shall perform appropriate personnel screening in accordance with their administrative hiring policies and agency requirements, including compliance with Homeland Security Presidential Directive 12 (HSPD-12). Such policies may or may not include collecting and reviewing any or all of the following information for each prospective candidate to determine if the applicant is a potential candidate for employment:

- credit and/or criminal history inquiry
- employment verification
- drug screening

All information collected and actions taken shall be done in accordance with applicable Federal, state and local laws and statutes.

C.3.5.5.2 Information and Telecommunications Systems Security

The Government requires that all contractor-provided information and telecommunications systems be made secure from unauthorized access and use. Access to the required filing system, including but not limited to written correspondence, shall be limited to only those personnel who are authorized to support a given task. The Contractor shall maintain a listing of those employees with authorized access. When designing system security, Contractor shall address factors including, but not limited to:

Information systems - Ensure that all information handled by computer systems is protected against unauthorized access, misuse, fraud, misappropriation, espionage, sabotage, and inadvertent or deliberate compromise.

Telecommunications systems - Provision of telecommunications security is sufficient to protect all incoming and outgoing calls and electronic inquiries/responses, and all data collected from these activities, from unauthorized access or loss.

Software applications and databases - Access to software applications and databases is limited to only those personnel who are authorized to support a given task. Such restriction is accomplished through the use of customized menus, user log-on identification codes, operator-defined password protection, and or automatic timeout values. The Contractor shall use expiration dating as a method of password security maintenance.

Internet and E-mail usage policy – Guidelines regarding to appropriate Internet access and usage is implemented and enforced. Policies addressing access to and disclosure of electronic mail messages sent or received by employees using Contractor’s corporate E-mail system shall also be implemented and enforced. Such guidelines will inform employees that their privacy does not extend to their use of Contractor-provided equipment or supplies.

System testing - System testing is performed on a regular basis to monitor adherence to, and compliance with, stated security measures.

Audits - Contractor shall be subject to periodic system audits in the same manner and fashion as conducted by the Government. Such audits shall relate to both Contractor-provided systems and Contractor’s use of Government-provided data under this contract. Examples of such audits include IG and security audits, generation of active employee listings to verify user identification maintenance practices, retrieval of user activity reports and archived security information, and demonstration of Contractor's ability to monitor, collect, store, and control access to usage data.

Proper Notification - Contractor shall report all attempts made, whether successful or not, to breach the physical security of the facilities or primary data centers where the work is performed, or any related telecommunications and information systems that support each task. The Contractor shall adhere to applicable agency IT Incidence Handling Procedures for reporting these intrusions, including escalation to Department of Homeland Security FedCIRC if necessary. Such reports shall be made to the Government as soon as possible and in no event more than twenty-four (24) hours after discovery of the incident. In rare instances, the Contractor may receive calls that threaten the well being of the Government and/or other personnel or property. The Contractor shall ensure that procedures are in place to report the calls immediately to the appropriate law enforcement agency(ies).

C.3.5.5.3 Facility Security

Contractor is responsible for providing a physically secure facility for people, equipment, and documentation. All security requirements apply to the Contractor facility, alternative facility, or any subcontractor facilities. When designing physical security measures, Contractor shall address factors including, but not limited to:

Controlled access - All personnel who enter the facility shall be issued a badge or identification card. Employees have a permanent badge and approved visitors receive a temporary badge. In general, facility access is limited to: Contractor personnel performing work under contract; authorized Government personnel; maintenance personnel or suppliers performing upkeep or repair of facilities or equipment; customer personnel visiting the site on official business; and personnel as approved jointly by Contractor and the Government. Contractor must obtain Government approval prior to granting either current or potential customers access to areas where Government work is performed. Terminated employees shall have their badges removed and their accounts deactivated and/or deleted from any system access immediately upon termination. Proof of such removal shall be documented by Contractor and made available to the Government upon request.

Data and telecommunications center - The primary data and telecommunications center is secured through the use of key-code access or equivalent technology with entrance granted only to those requiring access to this area on a regular basis to perform their normal job functions or who are escorted as in the case of visitors or technicians.

Confidential information - Subsequent to the award of each task order, the Government will provide Contractor with a listing of items it deems proprietary and confidential in nature. Examples of such data include, but are not limited to, customer names, addresses, and social security numbers. Contractor shall implement appropriate security measures to ensure such data is safeguarded in a manner consistent with those employed by the Government. Examples of data security include locked file storage, confidentiality stamping, restricted system access, data encryption, restricted print options, and disposal by shredding.

Proper notification - Contractor shall report all attempts made, whether successful or not, to breach the physical security of the facilities or primary data centers where the work is performed, or any related telecommunications and information systems that support each task. The Contractor shall adhere to applicable agency IT Incidence Handling Procedures for reporting these intrusions, including escalation to Department of Homeland Security FedCIRC if necessary. Such reports shall be made to the Government as soon as possible and in no event more than twenty-four (24) hours after discovery of the incident. In rare instances, the Contractor may receive communications such as calls or e-mail that threaten the well being of the Government and/or other personnel or property. The Contractor shall ensure that procedures are in place to report the threatening communications immediately to the appropriate law enforcement agency(ies).

C.3.5.5.4 Contingency/Disaster Recovery

The Contractor shall develop and implement, as part of the Security Plan, contingency/disaster recovery plans and procedures addressing operations in the event of a shutdown or lapse in service for any reason. This is to minimize service disruption to Government customers. The plan shall identify risks as well as steps necessary to prevent it from happening in the first place. The plan shall include an alternate set of steps to minimize the impact should prevention fails. The plan must define the precise steps to be taken to recover as quickly as possible, including recovery procedures for physical facility, data systems, contact center systems and applications, communications networks, electrical service, customer access points, partners and procedures, and staff. The Contractor shall develop and implement procedures to test the plan on an annual basis, at a minimum. The plan shall be developed in accordance with Contingency/Disaster Recovery requirements specified in individual task orders and applicable agency IT Security Policy and NIST Special Publication 800-34, Contingency Planning Guide for Information Technology Systems.

C.3.5.5.4.1 Program Operations Recovery

In the event of periodic or catastrophic failures that restrict or terminate program operations, the design of both the contact center infrastructure and the communications network servicing the Government requirements shall include sufficient redundancy to allow normal business operations to continue with minimal disruption and inconvenience to customers for all access channels.

C.3.5.5.4.2 Voice Recovery

When designing disaster recovery plans for the communications network, Contractor shall address factors including, but not limited to:

- Network routing - If an individual facility should become inaccessible, a sufficient communications network shall be in place to allow for forwarding of customer calls to one or more alternate facilities. If the outage is brief, the network shall resume normal call routing as soon as the primary facility is operational again.
- Operational impact - Documented policies shall exist for assuming workload from an incapacitated facility for immediate, short-term, and long-term relief.
- Simulated tests - Regularly scheduled simulated tests shall be conducted for purposes of preparing the staff and assessing the plan's viability.

C.3.5.5.4.3 Data Recovery

When designing disaster recovery plans for data recovery, Contractor shall address factors including, but not limited to:

- Backup routines - The ease and frequency of which backup routines are conducted and the ability to backup data on remote servers/processors.
- Effectiveness - The degree to which data can be compressed for backup purposes and the ability to perform unattended backups on high-density/high-capacity storage devices.
- Operational impact - The time that is required to complete backups and the need to remove users from the system to conduct backup routines.
- Data integrity - The methods of maintaining data integrity so that completed transactions are not lost due to outages, system failures, etc. In long-running transactions, such as when a IS needs to navigate several screens of data entry, there should be interim checkpoints that save the transaction so that it may be re-entered from the last checkpoint if the transaction wasn't completed prior to the failure.
- Data recovery - The methods of restoring data from backup in the event of a failure (e.g., commercial power failure, system or hardware failures).
- Simulated tests - Regularly scheduled simulated tests shall be conducted for purposes of preparing the staff and assessing the plan's viability.

C.3.5.5.4.4 Notification Process

Contractor shall implement procedures for communicating to the Government primary point of contact and/or designated key personnel disaster-related issues that inhibit contact center operations. Such procedure shall include an escalation process defining various stages of issue severity and the notification level appropriate to each.

C.3.5.6 Content and Knowledge Management

The Contractor shall perform all content and knowledge management functions including the following:

Automated Voice Response Development and Maintenance - The Contractor shall be responsible for call flow design and development and maintenance of the information content and audio messages used for all automated voice response services, such as IVR, voice recognition, and text-to-speech services. The Contractor shall provide analysis and ongoing support for script design and optimization, call flow analyses, service request processing and coordination, if required, and script management. The Contractor shall develop and regularly maintain messages for the automated voice response services in keeping with the current informational needs of the callers. The Contractor shall work closely with the Government to develop the automated responses. The Government shall approve all automated responses before they are implemented. The Contractor shall ensure timely updates of all automated messaging in accordance with the turnaround timeframes established by the Government. At a minimum, Contractor shall post changes within 24-hours of receipt for all non-emergency information and within 2-hours of receipt for emergency notices. Support for emergency postings and updates, as determined by the requesting agency, is required on a 24 hour a day, 7 day a week basis.

Knowledge Management - The Contractor shall develop, implement, administer and manage the required knowledge management system to effectively meet task order requirements. The Contractor shall update, revise, and otherwise maintain currency and accuracy of the knowledge base as new information becomes available. The Contractor shall incorporate best practices in system design to minimize the burden of maintaining the required knowledge base and maximize its effectiveness. The Contractor shall develop systematic approaches to finding, understanding, and using relevant knowledge to achieve task objectives, including, but not limited to, reviewing newspapers, the Internet, publications, and other information resources. The knowledge management system shall be accessible to all Contractor personnel. The Contractor shall also provide access to the system via the Internet to designated Government employees at remote locations. The number of individuals to be provided access will be specified in individual task orders. Access to the knowledge databases shall be limited based on the individual user's program support needs and level of authority, and shall be restricted only to authorized personnel. The Government will brief the Contractor on the relevant programs and services and current business processes, and provide the initial content data to be recorded in the knowledge management system. Subsequent to the initial effort, the Contractor shall provide services, including, but not limited to the following:

- Collect, organize, select, record, verify, update, and present relevant information in the knowledge management system on an ongoing basis.
- Update and manage the content of the knowledge management system on an on-going basis.
- Develop a procedure to ensure agency concurrence on all updates and information dissemination from the knowledge management system to any other media.
- Conduct research of agency-approved sources of information and develop appropriate responses to customer inquiries.
- Organize information into suitable means for easy access by all contact center employees, Government employees, and/or customers.
- Analyze usage data of the knowledge management system to determine trends and patterns.

- Analyze new inquiries and inquiry trends to develop responses based on research.
- Collect, organize, and prepare information and answers to frequently asked questions for dissemination using automated systems, such as interactive voice response, automatic fax-back, information search and retrieval systems, and web-based systems.
- Where new and topical inquiries arrive, have a mechanism for collection (from IS to management), quick preparation of response, and a means of advising the Government of these sudden unexpected influxes of question categories
- Ensure that, where applicable, additions, changes, or deletions of materials from the knowledge database are carried over to corresponding IS training and support materials.
- Website Content Coordination - The Contractor shall share relevant inquiry data and trends with agency web support team to ensure that information provided at the agency websites and the contact center is accurate, up-to-date, and meets the needs of agency customers.
- Filing System - The Contractor shall establish and maintain a filing system that shall allow Government oversight of, at a minimum, written and electronic correspondence, employee (but not individual) performance, work stoppages, agency liaison, hardware and software maintenance, database maintenance, call data, and contract reports.

C.3.5.7 Contact/Case Management

The Contractor shall develop, implement, administer and manage the required contact/case management system to effectively track the status and disposition of all customer contacts as required in individual task orders. The Contractor shall incorporate best practices in system design to minimize, to the extent possible, keystrokes or data entry required for recording inquiry tracking and management data (i.e., use of preformatted data entry forms with pull-down and/or multiple choice selection items). This system shall be accessible to authorized contractor personnel and Government employees onsite and via Internet access from remote locations. Access to the contact/case management shall be limited based on the individual agency program support needs and level of authority, and shall be restricted only to authorized personnel. The Contractor shall obtain Government approval to ensure usefulness and efficiency in the design of any screens related to inquiry tracking and management.

C.3.5.8 Relationship Management

The Contractor shall provide required customer coordination support to meet task order requirements, including, but not limited to the following tasks:

- Coordinate with Government agency representatives, business partners, contractors, and other relevant individuals or organizations to discuss implementation, operational, and programmatic issues.
- Provide planning and coordination support to implement and manage the Directory Listing Service.

C.3.5.9 Customer Satisfaction Assessments

The Contractor shall provide support to design, develop, and implement customer satisfaction surveys in conjunction with Government personnel to measure the performance level of the Contractor-provided services. The Government will obtain all appropriate approvals in compliance with Federal regulations and statutes prior to initiating any survey activities. The Contractor shall analyze the results of the customer satisfaction assessment to determine customer perceptions about the quality of the service delivery. Contractor shall use these results to develop and implement action plans to continually improve customer satisfaction, and shall provide the results of both the survey and action plans to the Government for review upon request.

C.3.6 Special Project Support

The Contractor shall provide technical and management support needed to analyze, plan, design, implement, operate, and manage special services that may be needed to meet the diverse needs of the Government. These special services (e.g. web hosting, prototyping of new capabilities, special applications and systems interconnectivity) will be priced on a task order-by-task order basis utilizing the support functions identified in Section C.3.5 of this SOW, as deemed appropriate by the Contractor. The Contractor shall provide all necessary personnel, facilities, equipment and services needed to support special services as identified in task orders issued by the Government. Equipment, software, and services not otherwise priced in Section B may be priced as Other Direct Costs (OCD).

C.4 STAFF TO BE PROVIDED

The Contractor is expected to support the diverse needs of a wide range of Government programs. The Contractor shall provide qualified personnel in sufficient quantities to perform the functions identified in this SOW and individual task orders. Unless specifically allowed in individual task orders, all work performed shall be at contractor-managed facilities. All matters pertaining to the employment, supervision, compensation, promotion, and discharge of the Contractor's employees shall be the responsibility of the Contractor, which is in all respects the employer of such employees. All proposed substitutes for key personnel shall meet or exceed the qualifications of the person to be replaced. The Government shall be notified in writing of any proposed substitution of key personnel at least thirty days in advance of the proposed substitution.

The Contractor shall perform background checks on all prospective employees in accordance with applicable agency Personnel Security Handbook prior to providing them for service under the contract. At a minimum, this check shall ensure that no prospective employee has a criminal misdemeanor or a felony record and has a satisfactory history of credit. Additional background checks or security clearances may be required as specified in individual task orders.

C.4.1 Key Personnel

The Contractor must have the capability to provide qualified personnel to meet the specific requirements of each task order. At a minimum, the Contractor shall provide the following key personnel:

C.4.1.1 *Program Manager* - responsible for managing and implementing the overall contract requirement and oversee implementation of more complex tasks; organizes, directs, coordinates planning, and implements all contract and/or task order support activities; interacts with high level program officials regarding issues and status of the contract and/or task orders; coordinates financial and staffing resources; monitors and analyzes contract and performance data and reports results to senior Government officials; coordinates recruitment and training activities to keep staff

current on agency programs and performance objectives; manages the activities of subcontractors; and reviews contract, operations and management reports. The Government reserves the right to approve the selection of the Contractor-assigned Program Manager prior to his/her placement in supporting the task if such assignment is warranted.

C.4.1.2 *Project Manager* - responsible for managing and implementing individual task requirement; organizes, directs, coordinates planning, and implements all project support activities; interacts with program officials regarding issues and status of the project; coordinates financial and staffing resources; monitors and analyzes performance data and reports results to the Government; coordinates training activities to keep staff current on agency programs and customer service objectives; manages the activities of subcontractors; and prepares operations and management reports. For each task, the Government reserves the right to approve the selection of the Contractor-assigned Project Manager prior to his/her placement in supporting the task.

C.4.1.3 *Site Manager* - responsible for overall daily operations and management of the contact center, including staffing, facility, training, service delivery, problem escalation and resolution, and performance monitoring; provides technical assistance to the planning, design, installation, modification, and operation of telecommunications and information systems capabilities; ensures all functions and processes are implemented and operated properly.

C.4.1.4 *Information Systems Security Manager (ISSM)* – responsible for ensuring that information systems used in supporting task requirements meet initial and ongoing compliance of information systems security requirements in accordance with FIPS Publication 200, Minimum Security Requirements of Federal Information Systems. The ISSM shall ensure that information systems used to support a specific task meet the minimum security requirements as defined in FIPS Publication 200 through the use of security controls in accordance with the NIST Special Publication 800 – 53, Recommended Security Controls for Federal Information Systems, As Amended. This includes preparing all required documentations for the compliance process, including security plan, risk assessments, contingency and contingency test plans, configuration management plan, system test and evaluation reports, security certification and accreditation package.

To meet specific task requirements, the Government may require the assignment of one or more key personnel in support of a task. The Government may also identify additional key personnel requirements in individual task orders.

C.4.2 Support Staff

The Contractor shall provide sufficient qualified support staff to perform functions including, but not limited to:

C.4.2.1 *Human Resources Management* - ensure the placement of qualified candidates into open positions by participating in employment-related activities such as recruiting, screening, testing, evaluating, behavioral interviewing, and hiring for a wide variety of positions; prepares employment-related reports; conduct new employee orientation sessions; experienced in employee relations, legal compliance, and compensation matters.

C.4.2.2 *Supervision* - supervise and coordinate the daily workflow to ensure productivity and quality standards are met and customer service efforts are consistently achieved; assist the manager in the administration of the unit; provide leadership, guidance, training, and work

direction to assigned personnel to ensure goals and objectives are met; foster a work environment that respects individuals, promotes teamwork, and encourages innovation and creativity.

C.4.2.3 *Quality Assurance* - assess the quality of service provided by ISs through monitoring incoming calls and other work types while focusing on the quality of customer service, accuracy of information provided, and adherence to departmental policies and procedures; analyze operational performance against company and customer expectations and identifies areas of competency and areas of needed improvement; establish and maintain systems for capturing, analyzing and reporting quality measures; interface with other operational and cross-functional areas to ensure consistency in reporting practices and to help determine quality needs; provide recommendations on continual process improvement.

C.4.2.4 *Training* - design, develop, evaluate, and deliver training programs for all levels of staff; evaluate the applicability and quality of training programs offered by outside vendors; complete needs assessments to identify future training needs and provide guidance to staff on matters related to continuing education; design course manuals, support materials and tools; perform administrative duties related to employee training such as scheduling classes, ordering/maintaining supplies, maintaining training records and a library/database of training materials and subject matter experts; conduct surveys of training and equipment needs; conduct follow up studies to determine overall training effectiveness; prepare formal reports and correspondence. Where appropriate, effective, and efficient, arrange for training, initial or refresher, by Government staff if the Government agrees.

C.4.2.5 *Service Level Management* - manage overall forecasting and staffing processes to ensure efficient, cost-effective overall IS utilization; creates, execute and oversee effective plan (annual, weekly, daily); work closely with Project and Site Managers to assist in determining future staffing requirements, optimize site scheduling, balance workload across the network, maximize performance and meet overall objectives; review on an on-going basis, existing technologies and software recommending changes as needed to ensure maximum utilization of resources; manage actual performance feedback against targets, identify shortfalls, take corrective action and make adjustments accordingly; conduct need assessment to ensure continual improvement of overall forecasting and staffing performance.

C.4.2.6 *Knowledge/Content Management* - research and resolve open issues by thorough and efficient investigation; create, index, and maintain knowledge database records and answers to FAQs; ensure the accuracy and clarity of information recorded; purge outdated records from the system in accordance with records management guidelines provided by the agency; communicate record additions or changes to all staff on a timely basis.

C.4.2.7 *Inquiry tracking* – capture and track all relevant information and disposition of all inquiries; ensure inquiries are completed on a timely basis.

C.4.2.8 *Technical support* - ensure all areas of systems architecture, security, design, development, analysis, installation, programming, testing, maintenance, administration, and ongoing support for contact center hardware, software, network, telecommunications, and Internet equipment and services.

This is not a complete list of all responsibilities, duties, efforts, or skills associated with these positions, but is intended to serve as an overview of the functions that the Contractor is expected to perform.

C.4.3 Information Specialists (IS)

The Contractor shall provide sufficient contact center IS staff to perform the functions specified in individual task orders. The Contractor shall ensure that ISs possess the appropriate qualifications and skills required to perform the task. Unless specifically authorized in the task orders, all ISs shall be situated in contractor-provided facilities with restricted access.

C.4.3.1 Qualifications - Each member of the Contractor-provided IS staff shall meet the following minimum requirements:

- High school diploma or General Educational Development (GED) Certificate
- Language proficiency equivalent to meeting an Interagency Language Roundtable (ILR) Level-5 or S-5 requirement. An individual at this level is described as follows: a) has a speaking proficiency equivalent to that of an educated native speaker; and b) has complete fluency in the language, such that speech on all levels is fully accepted by educated native speakers in all of its features, including breadth of vocabulary and idiom, colloquialism, and pertinent cultural preferences.

C.4.3.2 Competencies - The Contractor-provided IS staff shall demonstrate the requisite skills and knowledge to perform the following functions, at a minimum:

- Oral and written communication skills sufficient to facilitate clear and accurate information exchanges with customers.
- Ability to control the pace and flow of the inquiry/request and manage call time effectively.
- Ability to handle inquiries and requests in a courteous and professional manner, including calls received in crisis situations, and/or from abusive callers.
- Ability to listen to and empathize with customers and acknowledge their concerns.
- Ability to follow protocol and to apply sensitivity and discretion in handling confidential information.
- Ability to gather information to determine a customer's needs, apply problem-solving skills, and resolve the inquiry/request effectively.
- Computer and keyboarding skills sufficient to record information from the inquirer in an accurate and efficient manner.
- Ability to use the web to search and retrieve information.
- Ability to receive inquiries from the hearing, speech, and visually impaired, as well as other physically impaired callers and route them to the appropriate IS or queue for response.
- Ability to take direction within a team setting and complete team-related work promptly.

- For IS assigned specifically to support TTY callers, ability to effectively respond to inquiries using appropriate equipment.

C.4.3.3 Skills Categories

The Contractor shall provide qualified personnel in sufficient quantities to perform the functions identified in task orders issued by the Government. The Contractor is expected to support the diverse needs of Government programs. The skills categories identified below are those that the Government anticipates may be required to satisfy the diverse needs of agency programs. The specific skills category(ies) required will depend on the complexity of work to be performed, as identified in individual task orders. The Government reserves the right to add other skills categories to meet agency requirements at any time during the effective period of this contract.

C.4.3.3.1 *Level 1* - Handles telephone and e-mail inquiries that are routine and transactional in nature. Captures or disseminates basic information, utilizing a prepared script. Little or no deviation from script is permitted in responding to inquiries. Proficient in using automated tools, search and information retrieval systems, and knowledge and contact management systems. Requires High School diploma, or GED.

C.4.3.3.2 *Level 2* – Handles inquiries received via multiple communication channels (e.g., phone, e-mail). Nature of inquiries involves subjects that are moderate in complexity. Responses are generally scripted but may require probing of callers for specific information. Proficient in using automated tools, search and information retrieval systems, and knowledge and contact management systems. Requires High School diploma, or GED and some college, or equivalent combination of education and prior customer service experience. Requires general knowledge of Government programs.

C.4.3.3.3 *Level 3* - Handles inquiries via multiple communication channels. Nature of inquiries involves subjects that are high in complexity. Responses are not scripted and require frequent probing of callers for specific information. Proficient in using automated tools, search and information retrieval systems, and knowledge and contact management systems. Requires Associate degree and prior experience in one or more specialized areas. Requires specialized knowledge of Government programs and/or subject matters.

C.4.3.3.4 *Level 4* - Handles inquiries via multiple communication channels. Nature of inquiries involves subjects that are very high in complexity and requires subject matter experience. Responses are not scripted and require extensive probing of callers for specific information. Proficient in using automated tools, search and information retrieval systems, knowledge and contact management systems, and other specialized systems. Requires Bachelors degree or equivalent work experience and subject matter experience.

C.4.3.3.4 *Level 5* - Handles inquiries via multiple communication channels. Nature of inquiries involves subjects that are highly specialized and requires subject matter expertise. Responses are not scripted and require extensive probing of callers for specific information. Proficient in using automated tools, search and information retrieval systems, and knowledge and contact management systems, and other specialized systems. Requires advanced degree or equivalent work experience and subject matter expertise.

C.4.3.3.5 Minimum Qualifications Requirements for Supervisory Information Specialists

In addition to meeting minimum education and/or experience requirements specified for Information Specialists specified above for the respective skill category, Supervisory Information Specialists shall meet the following minimum requirements:

- Two or more years experience serving as an Information Specialist at the respective skill level, or one or more years of experience supervising Information Specialists at the respective skill level.
- Excellent oral and written communications skills
- Strong organizational skills
- Skilled at oral and written reviews as well as coaching to improve performance
- Must be positive and self-motivated with the ability to change priorities on demand
- Solid understanding of computer basics (Windows, Excel, Word, Operating Systems and Internet applications such as web, email, and chat).

C.4.3.4 Multi-language Support

The Contractor shall provide qualified personnel in sufficient quantities to meet the language requirements specified in individual task orders. At a minimum, the Contractor must have the capability to supply ISs who are proficient the following languages:

- English
- Spanish
- Mandarin
- Cantonese
- French
- German
- Japanese
- Korean
- Vietnamese

The specific language requirement and associated work volumes will be specified in individual task orders issued by the Government. The Contractor shall incorporate all appropriate considerations for multi-language requirement into the support for each task including, but not limited to, areas such as training, quality monitoring, supervision, and automated services.

C.5 FACILITIES TO BE PROVIDED

C.5.1 General

The Contractor shall provide adequate facilities to support the contact center operations, including, but not limited to the following:

- Work areas,
- Employee lounge areas,
- Storage areas,

- Training and conference facilities with supporting audio and visual equipment,
- Telecommunications and computer facilities,
- IS work stations, including modular and/or other furniture and chairs,
- File cabinets and file storage systems,
- Lighting and office appliances, and
- Other required office furnishings.

The Contractor is responsible for the ongoing maintenance, upkeep, and management of the contact center facilities. For security purposes, the Contractor shall generally be prohibited from identifying the facility(ies) as supporting Government business on either the exterior building walls or signage. Specific approval to do so can only be granted by the Contracting Officer.

C.5.2 Facility Infrastructure

The Contractor shall be responsible for the acquisition, installation, and maintenance of all cable, wiring and support infrastructure required to operate the facility, including, but not limited to: cable distribution systems; conduits; terminals and connectors; raised flooring; and other equipment needed to interconnect and support the contact center systems and operations.

C.5.3 Site Selection and Facility Design Requirements

When selecting and/or designing contact center site, the Contractor shall factor in the following:

- The site selected shall provide a geographic location chosen to minimize the effect of catastrophic weather conditions on customer contact center operations. For multi-site solutions, the sites shall be spaced located in different geographic locations to minimize the possibility of adverse weather conditions affecting the operations
- The site shall be located at a safe location deemed appropriate for contact center operations.
- The site shall be easy to access in terms of relative proximity to local air transportation and major air carrier services.
- The site shall be located within the United States unless specifically approved by the Government.
- The site 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 (OHSA) of 1970, as revised, and the Americans with Disabilities Act of 1990. The site shall remain in compliance with such standards and regulations throughout the term of the contract.
- The site shall be situated in a location where the local labor market can support the contact center size and the skill sets of the labor pool required to support the task requirements, including foreign language, subject matter expertise, and other special requirements that the programs may present. Considerations should include the degree of

competition for the labor pool from other contact centers and related industries and its impact on recruiting and retaining contact center personnel.

- The site shall be designed to provide an office environment that is conducive to providing customer support, supporting private conversations, and facilitating communication among staff.
- The site shall be designed to provide space, furnishing, acoustic, lighting, and temperature environment that meets or exceeds contact center industry standards.
- The site shall be designed to accommodate modern telecommunications and computer systems and contact center furnishing.
- The site shall be designed to meet other environmental control standards that are in compliance with Federal, state, local, and industry standards.
- The site shall be supported by an appropriately sized backup generator and a non-interruptible power supply.
- The site shall be designed to provide redundant, high bandwidth, high availability connections to the telephone network and the Internet.

C.5.4 Project Housing

The Contractor-provided workspace assigned to support specific tasks shall meet the following criteria:

- Contiguous workspace shall be provided for the entire complement of IS staff supporting a specific task within a given site.
- Security of information is a key concern of the Government. The Contractor shall provide a secure facility with restrictive access to only those Contractor employees and authorized Government representatives who support specific tasks.
- Unless specifically authorized by the Government on an individual task order basis, hoteling of IS seats, whereby no specified grouping of seats is assigned to the task on a permanent basis, is not permitted.
- Contractor shall designate at no additional cost to the Government a non-exclusive space for an authorized Government representative, to work when onsite. The space shall include enclosed office space and workstation, computer and Internet access, telephone and modem lines, administrative support and services, and security. Transitory Government personnel shall be provided workspace if available.

C.5.4.1 Exclusive-Use Space

To meet specific program requirements, the Contractor may be requested to provide space for the exclusive use of one or more authorized Government representatives. Specific space requirements, if required, will be included in individual task orders.

C.5.5 Facility and Systems Access

The Contractor-provided facilities and systems shall be designed to provide physical and information access security with security monitoring and access restriction at all times. Access to the contractor-provided facilities shall be provided to authorized Government personnel at anytime during the normal operation of the contact center. Access to contractor provided systems, including remote access by Contractor employees and authorized Government employees, shall be restricted to authorized personnel at all time.

Designated Government employees, and/or their authorized representatives may visit any contact center facility used to support its programs without prior notice for the purpose of conducting on-site reviews, information gathering, or program observation.

C.6 TECHNOLOGY INFRASTRUCTURE TO BE PROVIDED

The contractor shall provide and maintain robust and scalable, state-of-the-art multi-channel contact center system hardware, software, and accessories to meet task order requirements. The Contractor shall provide a commercial off-the-shelf (COTS) solution that meets the Government requirements. The systems shall be adequately sized and equipped to handle fluctuations in the volume of inquiries received. The systems shall be configured such that they can be easily expanded to accommodate growth in work volume. The systems shall have adequate backup capability to maximize availability and reliability of all services. At a minimum, the system shall be Section 508 compliant and meet the requirements specified in Sections C.6.1 through C.6.15 below. Call processing and E-mail routing and management systems provided by the contractor shall incorporate automated capabilities to perform periodic checks on the systems to verify operational status of the contractor systems and alert contractor's system maintenance personnel and/or the Government if there is a failure.

Contact center staff shall be provided desktop workstations, including computers, telephones and headsets, and other equipment, software, and accessories required to sustain contact center operations. Unless specified by the Government, all workstations shall be equipped with telecommunications, e-mail and Internet access.

C.6.1 Call Processing Technology and Services

Contractor shall provide the required call processing technology and services to handle the workload presented by the Government. These include, but are not limited to:

C.6.1.1 *Call Routing and Distribution* – The system shall provide routing/distribution of incoming calls based on sequence of arrival/origination, inquiry type, IS availability and skills, contact center availability, or other predefined routing instructions, as specified by the Government. The system shall provide at a minimum:

- The capability to monitor and visually display the work state and availability status of all ISs on a real-time basis.
- The capability to display call-handling statistics real-time.
- The capability to provide electronic and hard copy reports on all trunks, IS, and workgroup performance statistics.

- The capability to provide incoming calls by Dialed Number Identification Service (DNIS) reporting.
- The capability to originate and least-cost route outgoing and follow up calls.
- The ability to transfer calls within the contact center or to transfer calls to other locations via attended or unattended transfers.

C.6.1.2 *Automated Fax-Back/Fax on Demand* – The system shall have the capability to allow customers to generate a request for a document to be automatically sent to their fax machine. This function can also be activated internally by a IS to send documents to a customer's fax machine.

C.6.1.3 *Automatic Numbering Identification (ANI)* - Certain caller information, such as the caller's telephone number, may be used to identify the caller and access caller information to facilitate customer service and/or to support the compilation of caller demographic information. Numeric area code information shall be translated to reflect its corresponding geographic location (e.g., area code 202 would be reflected as Washington, DC) for reporting purposes. The contact center system shall be ANI-enabled and possess any additional software required to support such functionality.

C.6.1.4 *Accounting and Management* – The system shall provide accounting and management capabilities for all inquiry types.

C.6.1.5 *Call Queuing* – The system shall queue incoming calls and provide callers with an estimated wait time in queue and other recorded messages. The system shall provide the caller with an option to stay in queue or leave a message for callback based upon response to prompts. During or upon completion of the callback message, callers shall have the option of returning to the queue without losing his or her place in the queue.

C.6.1.6 *Call Transfer* – The system shall be capable of transferring calls to a different workgroup within the contact center and/or to a workgroup located in a different contact center via blind or attended transfer, as specified by the Government. The call transfer function may be activated automatically by the caller or manually through the IS. The Contractor shall provide the most efficient and cost effective way of transferring the calls unless otherwise directed by the Government. The system shall be capable of tracking the quantity and duration of calls transferred from one program to another program within the Contractor's system.

C.6.1.7 *Computer Telephony Integration (CTI)* – The system shall be capable of displaying caller-relevant information at the IS 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 IS, and/or through data gathered by the IVR service.

C.6.1.8 *Dialed Number Identification Service (DNIS)* – The system shall be DNIS-enabled, in order to distinguish incoming calls by the called number and route them to the appropriate response system and/or IS. The system shall be capable of providing the appropriate program identification (e.g., via whisper announcement) at the IS workstation.

C.6.1.9 *Automated Voice Response* – The system shall be equipped with innovative and effective automated voice response solutions that enables the callers to obtain answers to frequently asked questions quickly and in a customer friendly manner. The solutions include the

use of IVR, voice recognition and text-to-speech technologies. The system shall have the ability to quantify (aggregate by menu and message) the selections of callers by business and non-business hours and days for reporting purposes. The system shall accommodate callers with touch-tone and rotary telephones/dial pulse telephones who seek information via self service and/or assistance.

C.6.1.10 *TDD/TTY Calls* – The system shall be equipped with Telephone Device for the Deaf (TDD) or TTY (ASCII) terminals for responding to inquiries from individuals who are hearing and visually impaired.

C.6.1.11 *System Capacity* – The Government requires that Contractor provides sufficient capacity on the system to support projected call volumes, workload estimates, and call routing in accordance with service level goals (e.g., blockage). The Contractor shall provide sufficient expansion capability to accommodate call pattern variations.

C.6.2 E-Mail Routing and Management

The contractor-provided e-mail routing and management system shall be integrated with the inquiry processing system described in Section C.6.1 to ensure efficient staff utilization. At a minimum, the system shall provide the following:

C.6.2.1 *Time/Date Stamping of Receipt* – automatically stamps the time and date of receipt of e-mail messages.

C.6.2.2 *Auto Copy of Messages Upon Receipt* – automatically forwards a copy of the e-mail messages to up to 3 Government-designated e-mail addresses immediately upon receipt.

C.6.2.3 *Automated Inquiry Tracking Number Assignment* – automatically assigns a tracking number to each incoming e-mail message; provides a capability to automatically assign sub-tracking number(s), when prompted, for tracking e-mail messages forwarded to multiple agencies.

C.6.2.4 *Auto-Message Processing* – monitors incoming mailboxes for incoming mail; automatically scans, filters, analyzes, sorts, categorizes, prioritizes, routes, queues, and responds to e-mail messages based on predefined rules; includes spam control, auto-acknowledgement, content-driven auto-response, and external notification capabilities. The auto-acknowledgement and auto-respond features must be able to retrieve the e-mail address of the inquirer from a web e-mail form, an auto-forwarding e-mailbox, and/or free form e-mail and use it for responding to the inquiry. To the extent practicable, the e-mail system shall employ automated means to remove extraneous routing and other information from the response (rather than relying on manual action by the IS) before its transmission.

C.6.2.5 *Automated Response Aids* – provides storage and retrieval of customized and preformatted messages, automated response suggestions, spell-check, and auto-text insertion of commonly used words, phrases, and responses to enhance response efficiency.

C.6.2.6 *Attachments/Web Links* – provides the ability to receive e-mail attachments and send attachments and/or embedded web links with the outgoing e-mail message.

C.6.2.7 *Monitoring* – allows customer support supervisors, managers, and up to 5 designated Government representatives from remote locations, to closely monitor message queues, agent

activity, and performance levels; provides automatic escalation of messages that are past performance level thresholds.

C.6.2.8 *Mail Tracking* – allows off-site respondents to receive and respond to messages via their existing e-mail client, while maintaining full message tracking.

C.6.2.9 *Inquiry Tracking* – records and tracks all relevant information and disposition of all e-mail inquiries; provides problem-tracking functionality and is capable of recording and generating records of problems reported, tracking the problem through to resolution, and maintaining historical data on problems by the inquirer and by problem category and frequency. Case tracking database information shall be available to ISs for inquiry and real-time update as appropriate.

C.6.2.10 *Management Reports* – provides a full array of scheduled and ad hoc management reports in a commonly used electronic format that track e-mail volume statistics, category and agency breakouts, historical data, trends, case tracking, productivity and performance measurements. The reports shall include both summary and detailed data. The Contractor shall assure that the information on the reports can be grouped and sorted by the fields in the inquiry tracking database. Reports shall be accessible via a secure web site. The preferred delivery method will be through the use of XML.

C.6.2.11 *Interoperability* – The systems shall be able to exchange e-mail with Government e-mail systems.

C.6.2.12 *Security* – security all required measures to ensure that the security of the e-mail and associated systems are not compromised (e.g. content checking, anti-virus, e-mail exploit detection and defense, and threats analysis).

C.6.2.13 *Storage* – provides sufficient capacity to store all incoming and outgoing e-mail messages, case tracking data, and other relevant information - at a minimum - for the current fiscal year and the previous fiscal year.

C.6.2.14 *Mass Mailing* – provides the ability to transmit information via e-mail to lists of recipients stored within the system in accordance to pre-established schedule and/or as directed in the task orders.

C.6.2.15 *Message Blocking* – provides the capability to automatically block e-mail inquiries sent from other than web form(s) designated by the Government from reaching the e-mail messaging system. This includes replies to the Contractor's responses sent by the inquirers using the "reply to" function.

C.6.2.16 *Auto Copy of Responses* – provides the capability to send a copy of the responses via bcc to up to 5 e-mail addresses at the time of the response.

C.6.3 FAQ System

The Contractor shall provide a reliable, scalable, and secure FAQ solution that provides the capabilities specified in Section C.3.1.11 of this SOW.

C.6.4 Knowledge Management System

The Contractor shall provide an integrated knowledge management system to store, organize, search and retrieve knowledge needed to respond to inquiries received via all communications channels, including those received through the hosted FAQ service. The service shall incorporate innovative self-learning or equivalent technology to analyze, organize, and present information to enhance the user's ability to effectively find information. At a minimum, the system shall have the following capabilities:

6.4.1 Real-time access to knowledge base via an easy-to-use secure web or equivalent interface for posting, updating, searching and retrieving information, including management reports by authorized personnel. Capability of sharing FAQ answers and information in the knowledge base with other systems and/or services through the use of XML.

6.4.2 Real-time and historical insight in the usage pattern and usefulness of the stored knowledge.

6.4.3 Real-time access to search and retrieve information via the Internet by the general public.

6.4.4 Capability of automatically verifying the validity of internal and external links contained in the knowledgebase on a daily basis and notifying the Contractor of any invalid links. The link verification process shall not disrupt availability of the knowledgebase to end users.

C.6.5 Contact Management System

The Contractor shall provide a contact management system for capturing, tracking, assigning and managing all inquiries from initial contact through resolution, regardless of the access channel. The system shall include problem-tracking functionality and be capable of recording and generating records of problems reported via any channel, tracking the problem through to resolution, and maintaining historical data on problems by caller, tracking identification number, and by problem category and frequency. The system shall have the capability to capture blended channel communications in a single customer record. The system shall be available to all ISs for inquiry and real-time update as appropriate. The Contractor shall provide summary and detailed system and management data via secure web access. The system shall be capable of automatically extracting the relevant information from electronic inquiries populating the corresponding database fields via the use of XML.

The Contractor-provided contact management system must have the capability to track a wide range of data and activities, including personal data and customer demographic, contact logging and interaction, nature of inquiry and disposition, and inquiry tracking information. Specific requirements to be supported will be identified in individual task orders.

The Contractor-provided inquiry tracking and management system shall provide functionality including, but not limited to the ability to:

6.5.1 Capture, record, and document all customer inquiries and responses made to those inquiries whether via telephone, facsimile, E-mail, written correspondence, or any other communication channels supported. This includes date and time of receipt, nature of inquiry, information requested, disposition, response date, and any fulfillment actions for tracking, quality control, analysis, and/or follow up action. The system shall also identify whether the inquiries are resolved by the Contractor or forwarded to Government personnel for resolution.

6.5.2 Retain a history of customer inquiries, interactions, and responses.

6.5.3 Support reporting requirements that include data and management information analysis. Incorporate multiple sorting and reporting alternatives including, but not limited to: by case number, by caller name, by applicant name, by date, by disposition code, by inquiry type, by program, by method of inquiry receipt, by method of inquiry response, by frequently asked question (FAQ).

6.5.4 Provide the Government with the capability and support required to ensure uninterrupted access to the application outside of scheduled system maintenance periods.

C.6.6 Workforce Management System

The Contractor shall provide a multi-channel workforce management system that will enable management personnel to analyze historical work volume, employee availability and schedule preferences, and trends to accurately forecast and schedule staffing resources to meet work volume requirements. The system shall be able to generate staff shift schedules based on traffic, staff availability, and service objectives. The system shall have the capability to optimize the schedule for skill-based routing.

C.6.7 Customer Survey Automation

The Contractor shall provide the capability to survey callers in an automated fashion for purposes of customer satisfaction assessment. The system shall provide the means to capture and transcribe the comments for analyses. The system shall be capable of capturing, storing, aggregating, and reporting survey results. All surveys shall be conducted in accordance with rules prescribed by the Government as defined in individual task orders (e.g. no surveying of calls placed for emergency purposes, surveys not offered to the same caller more than x times in x months).

C.6.8 Compliment and Complaint Management

The Contractor shall provide an automated capability to gather and report on customer complaints, compliments, and other service related comments/suggestions. The system shall provide the means to capture and transcribe the comments for analyses

C.6.9 Service Monitoring and Quality Control

The Contractor shall provide the capability for performance monitoring from a remote location. Supervisory and quality control personnel shall be able to monitor the performance of the ISs without plugging into the IS telephone sets. The monitoring system shall allow for silent monitoring both with and without tone indication to the IS during monitoring. The system shall have the following capabilities:

6.9.1 Monitoring sessions that can be scheduled and recorded for later review by supervisory and quality assurance personnel

6.9.2 Monitoring system that can record the voice and data portions of the transaction

6.9.3 All calls recorded for quality monitoring purposes shall be retained for a 90-day period, at a minimum, and permit tracking of IS actions in securing the response. The monitoring

mechanism should permit calls recorded in sufficient quantity to allow for random selection of calls for review..

6.9.4 Remote access for monitoring by authorized Government personnel.

C.6.10 Training

The Contractor shall provide audio and visual equipment, computer workstations and servers, and other training aids to facilitate training of contractor staff.

C.6.11 Literature Fulfillment

The contact center system shall be capable of generating transactions fulfilling information requests (e.g., postal mail, E-mailing or facsimile of forms or information booklets) and relevant communications with customers. The system used for this function shall incorporate an alert process that notifies the appropriate resource to open and process requests as they are received. The contact center shall use laser-quality printers to provide the capability to print letters, product information, or other relevant information in black and white and/or in color. Contractor shall also be capable of electronically tracking the request through fulfillment.

C.6.12 Voice Mail and Electronic Mail

The contact center system shall be equipped with voice-mail and electronic mail capabilities to support internal and external communications. The Contractor shall provide E-mail accounts and addresses and Internet access for receiving and responding to customer inquiries at the contact center.

C.6.13 Online Ordering System

The Contractor shall provide a reliable, scalable, and secure Online Ordering solution that the Government can link to from subscribing websites to allow users to order products and services from the Government. The user interface shall be user friendly, be configurable to provide similar look and feel as the subscribing website, be compatible with commonly used browsers, and be Section 508 compliant. At a minimum, the contractor online ordering system shall have the following capabilities:

- Ability to capture and store user-entered data in Government-specified formats and deliver batch orders to Government-specified location via secure protocol on a scheduled basis.
- Ability to post orders/reports via a secure FTP site.
- Provides a shopping cart feature to enable user to review order information, delete items and/or change quantities before submitting the order.
- Ability for user to easily print order receipt.
- Provides address verification and can automatically correct addressing mistakes made by the user.
- Ability to assign unique order ID to each order.

- Allows inventory reports to be generated at any time
- Accepts payments through commercial credit cards in a secure manner

C.6.14 Web Chat System

The Contractor shall provide a reliable, scalable, and secure Web Chat solution that the Government can link to from subscribing websites to access real-time web chat service.

The user interface shall be user friendly, be configurable to provide similar look and feel as the subscribing website, be compatible with commonly used browsers, and be Section 508 compliant. The services shall enable an IS to provide near real-time assistance to multiple users at the same time span. At a minimum, the contractor web chat system shall have the following capabilities:

- Ability to route inquiries to specific queue based on agent skills.
- Ability to push active web pages to end users
- Allows IS to guide end users through a website or application.
- Provides access to knowledgebase and preformatted responses to facilitate inquiry response
- Allows users access to knowledgebases to enable them to find answers while waiting in queue
- Provides automated greetings and responses
- Provides real-time monitoring capability
- Ability to track response and transaction time for each session and exchange
- Provides real-time and historical management reports on chat sessions and activities
- Ability to send copy of the session transcription via e-mail to the user and/or the Government
- Ability to enable users of the chat service to copy and/or print the content of the entire chat session onto an electronic or print media.

C.6.15 Power Supply

The Contractor shall provide emergency electrical power generation capability, as well as an uninterruptible power supply (UPS) to ensure continuity of contact center operations. 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. The backup generator shall be capable of sustaining full contact center 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, loss of data, or customer calls queued for service.

C.6.16 Database Design

All database design shall conform to industry standards and conventions and shall be capable of sharing data with other Government/contractor systems through the use of XML. Any such databases shall be capable of sustaining a heavy query transaction load without impacting required system response requirements. These databases shall be designed and implemented to provide continuous read/write access during the Project required availability times. Maintenance cycles may restrict access as long as they are of short duration, scheduled outside of normal business hours and coordinated and approved by the Government.

C.7 TELECOMMUNICATIONS SERVICES TO BE PROVIDED

C.7.1 Local Telecommunications Services and Internet Access

The Contractor shall provide the required local exchange carrier (LEC) and Internet access services to meet task requirements.

C.7.2 Intercity Telecommunications Services

The Government may provide its own intercity telecommunications services as Government Furnished Equipment or request the Contractor to provide the services as part of the overall solution.

Government furnished intercity telecommunications services may include domestic and international toll-free services and outbound intercity telecommunications and dedicated transmission services (between the contractor facility and Government location(s)) furnished through the Federal Government's long distance carrier and other contracts. Dedicated transmission services between contractor facilities shall be provided by the Contractor. Intercity telecommunications services provided by the Government may include the following features:

- Domestic and international toll-free services with nation-wide single number coverage and call routing features (e.g. area code routing, time of day and day of week routing, percent allocation routing, area code routing, allocation routing, alternative routing)
- Call termination features (e.g. network call transfer, dialed number identification service (DNIS))
- Automatic number identification (ANI)
- Automated voice response service (e.g. IVR, voice recognition)
- Outbound long distance service
- Management reports

When requested, the Contractor shall provide the necessary intercity telecommunications services to meet the needs of the Government. At a minimum, the Contractor shall provide services and features equivalent to those described in this section. The Contractor shall price telecommunications services separately in Section B to enable the Government to select the optimum solution. The Government may change service provider at any time during the effective period of a task order if such a change is in the best interest of the Government. The Contractor will be notified in writing if such a change is to occur.

C.7.3 Network Design

The Contractor shall be responsible for the overall network design, traffic engineering, and meeting the interface requirements of all telecommunications and Internet access services needed to sustain both the voice and data requirements of the contact center operations. This requirement includes supporting data transmission between the Contractor and Government systems and appropriate security mechanisms to protect sensitive data.

C.7.4 Network Termination Equipment

The Contractor shall provide any equipment necessary to terminate the telecommunications and Internet access services to the contact center, including any inside wiring and connectors between the network service demarcation point and the contact center system.

C.7.5 Service Coordination

The Contractor shall be responsible for coordinating with the Government's telecommunications contractors and/or other telecommunications service provider(s) for service provisioning, trouble resolution, and service restoration.

C.7.6 Telephone Number Ownership

The Government may furnish its own toll-free telephone number(s) for use by the Contractor or request the Contractor to provide the toll-free telephone number as part of the solution. The Contractor shall expedite transfer of all toll-free telephone number(s) used to support tasks issued under this contract to the Government at the conclusion of each task.

C.7.7 Internet Domain Ownership

The Government may furnish its own Internet domain(s) for use by the Contractor or request the Contractor to provide the Internet domain(s) as part of the solution. The Contractor shall expedite transfer of all Internet domain(s) used to support tasks issued under this contract to the Government at the conclusion of each task.

C.8 Human Resources Management

The Contractor shall develop and implement an effective Human Resources Management program to support recruitment, training, and retention of qualified personnel needed to meet task requirements. The Contractor shall schedule and manage the contact center workforce to ensure adequate staffing is available to meet workload requirements.

C.8.1 Recruitment and Retention

The Contractor shall develop and implement an effective program to ensure timely recruitment and long term retention of qualified personnel to support task order requirements. At a minimum, the program shall address corporate human resources support, recruitment sources, testing and qualification processes, retention techniques and incentives, and employee satisfaction.

C.8.2 Training

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

On a task order basis, the Government and the Contractor shall work together to jointly develop initial training. The Government will provide content-unique and organization-specific material as part of initial training. The Contractor shall provide customer service skills, equipment, database(s), and policy/procedure training. The duration of the training will vary depending on the task requirements. The training shall be both classroom and hands-on, computer-based and should include, at a minimum, working with databases and applicable Government furnished systems. The training shall be conducted at the Contractor's facility, and the Contractor shall bear all related costs.

C.8.2.1 Training Curriculum

Contractor shall construct training coursework and materials to address specific learning objectives of various groups. All training coursework and materials are to be approved by the Government prior to presentation to contractor personnel. The training curriculum shall include the following minimum components:

C.8.2.1.1 *Information Specialists* – Training programs shall be developed from the premise that all new staff has little or no contact center experience. The courses shall provide participants the opportunity to develop skill levels in 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 ISs 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 in crisis situations; and any other caller diversity issues that may be identified. In addition, training shall be developed to educate ISs in the terminology, services, laws and regulations (e.g., Privacy Act), systems, and protocols specific to the task requirements.

C.8.2.1.2 *Leadership* – Courses shall provide participants with an overview of project goals and objectives, performance goals (e.g., quality, and productivity) and contact 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 shall be developed to educate the leadership team in the terminology, services, systems, and protocols specific to the task requirements.

C.8.2.1.3 *Support Personnel* – Courses shall provide participants with an overview of project goals and objectives. Participants shall be provided the opportunity to develop 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 shall be developed to educate support personnel in the terminology, services, and protocols specific to the task requirements.

Contractor shall also include enhanced training modules to inform staff of Government organizational structure and agency missions, applicable laws and regulations, new or modified programs and/or service offerings specific to the task requirements.

C.8.2.2 Training Facilities

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 for students. The Contractor shall design the training facilities to provide training in an effective and efficient manner. The Contractor shall provide the storage space for all course materials and references.

C.8.2.3 Instructor and Classroom Criteria

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

Government personnel will be available during start-up to provide content knowledge training for the start-up ISs and/or conduct train-the-trainer style learning sessions with Contractor's training instructions for course modules. Additionally, the Government may make personnel available to provide initial and/or regularly scheduled (e.g., biannual) task-specific training sessions with Contractor's staff.

C.8.2.4 Course and Reference Materials

The Contractor shall develop the course materials based on relevant information and materials provided by the Government, including but not limited to, program background, laws and regulations (e.g., Privacy Act), services, work types, policies and procedures, and related systems. Specific materials to be provided will be included in individual task orders. Contractor shall develop or revise training materials as necessary to accommodate such changes, keeping all training materials up-to-date for the duration of the contract. All training coursework and materials are to be approved by the Government prior to presentation to contractor personnel.

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

Prior to task implementation, Contractor must provide the Government with a copy of task-specific training materials for review and approval and with a copy of all other training materials to be delivered under a specific task order for review only. Contractor shall provide a copy of the most recent training materials upon request by the Government at any time during the performance of the task.

C.8.2.5 Reporting and Recordkeeping

The Contractor shall maintain a comprehensive list of contact 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.

C.8.2.6 Training Metrics and Analysis

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

- Measure IS classroom training performance by a combination of written tests and job-simulated exercises at the level of baseline performance goals for new ISs and target performance goals for experienced ISs.
- Analyze the results of IS 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 IS and instructor performance metrics, focusing on those ISs for whom additional/modified training may be indicated.

C.9 QUALITY ASSURANCE/QUALITY IMPROVEMENT

The Contractor shall develop, implement, and manage a Quality Assurance/Quality Improvement Program to ensure that services delivered comply with the performance standards specified by the Government. The program shall include on-site and remote service monitoring capabilities and performance analysis to support planning and operation of the contact center on an ongoing basis. The program shall also include regular call calibration sessions to ensure all its quality professionals define and perceive customer interactions in the same way. Calibrated quality professionals shall monitor each full time IS assigned to specific programs a mutually agreed upon number of times and shall prorate monitoring sessions for part time employees so that they receive the same level of monitoring as do full-time employees. For each IS, quality professionals shall schedule monitoring sessions at various times of the day and various days of the week to ensure a fair representation of IS performance (e.g., monitoring back-to-back calls for a single IS would not be acceptable). The Contractor and the Government will mutually agree upon the criterion for calibration. Upon task order award, the Government and Contractor shall schedule and conduct calibration sessions to reach the acceptable criterion for calibration. Evaluations conducted by quality professionals shall be available to the Government both in an individual and an approved consolidated report format. The Government requires that Contractor documents in detail the data, results, conclusions, recommendations, action plans, and improvement priorities identified as a result of quality monitoring. Contractor shall ensure legal and regulatory compliance concerning notification and consent when monitoring calls for quality purposes and shall verify that call monitoring complies with all applicable Federal, State, and local laws and statutes.

C.9.1 Service Monitoring and Calibration

The Contractor shall provide on-site and remote service monitoring and performance analysis to support planning and operation of the contact center. Contractor shall develop a comprehensive service monitoring plan, including, but not limited to, the following components:

Monitoring processes - Contractor shall develop and implement a continuous performance-monitoring program to ensure that ISs are performing in accordance with the performance standards defined by the Government as specified in individual task orders for all communications channels. Contractor shall devise methods for: capturing time, date, application

name, and comments for the inquiries monitored; tracking and trending by IS, supervisor, manager, and application; reporting for training need, individual and operational performance issues, and hiring considerations; and communicating monitoring results to ISs and other operational areas within the contact center to ensure continual performance and process improvement. At the request of the Government, monitoring sessions may be held jointly.

Monitoring system - Contractor shall utilize an automated inquiry monitoring and recording system with remote access. The Contractor shall have the capability to monitor both voice and data capabilities. Should data capabilities not be available, a description will be required to explain how the Contractor monitors and evaluates the accuracy of information both provided and recorded by the ISs. The Government reserves the right to remotely monitor Contractor's ISs at anytime without pre-arrangement and to contract with a third party to remotely monitor Contractor's ISs. The Government will provide input to the Contractor concerning remotely monitored inquiries.

Calibration - Contractor shall ensure all its quality professionals define and perceive customer interactions in the same way. Calibrated quality professionals shall monitor each full time IS assigned to specific programs a mutually agreed upon number of times and shall prorate monitoring sessions for part time employees so that they receive the same level of monitoring as do full-time employees. For each IS, quality professionals shall schedule monitoring sessions at various times of the day and various days of the week to ensure a fair representation of IS performance (e.g., monitoring back-to-back calls for a single IS would not be acceptable). The Contractor and the Government will mutually agree upon the criterion for calibration. Upon task order award, the Government and Contractor shall schedule and conduct calibration sessions to reach the acceptable criterion for calibration.

Continual process improvement - To improve operations, Contractor shall develop and implement action plans based on analysis of monitoring results. These plans shall be available to the Government for review upon request. In addition, evaluations conducted by quality professionals shall be available to the Government both in an individual and an approved consolidated report format. The Government requires that Contractor documents in detail the data, results, conclusions, recommendations, action plans, and improvement priorities identified as a result of quality monitoring.

The Government will work closely with the Contractor to determine which customer calls shall be recorded for monitoring purposes.

C.9.2 Effectiveness of Service Delivery

The Contractor shall provide measurements and analysis of the effectiveness of service delivery including, but not limited to:

C.9.2.1 *Accuracy of information provided* – Perform regular assessments of the accuracy of information provided by ISs to the inquirers. Such assessments shall be conducted through regularly-scheduled call and other work-type monitoring. The Contractor shall report the results of the assessments to the Government in accordance with task order reporting requirements.

C.9.2.2 *Accuracy of information recorded* – Perform regular assessments of the accuracy of data and information collected and recorded by ISs. Such assessments shall be conducted through regular-scheduled call and other work-type monitoring. The Contractor shall report the

results of the assessments to the Government in accordance with task order reporting requirements.

C.9.2.3 *Customer satisfaction assessments* – Design develop, and implement customer satisfaction surveys in conjunction with Government personnel to measure the performance level of the Contractor-provided services. Obtain all appropriate approvals in compliance with Federal regulations and statutes prior to initiating any survey activities. The Contractor shall use the results of the customer satisfaction assessment to determine customer perceptions about the quality of the service delivery, IS system performance, and the overall process of service fulfillment. Contractor shall use these results to develop and implement action plans to continually improve customer satisfaction, and shall provide the results of both the survey and action plans to the Government for review upon request.

C.9.2.4 *Employee satisfaction assessments* – Develop and implement a continuous program both to monitor employee satisfaction, assess employee job needs, and to determine employee perceptions about the quality of the support provided by Contractor and the operational environment. Provide the results of the assessments (including prioritized recommendations) to the Government for review upon request and cooperate with the Government to devise action plan to target any suggested improvements, including required actions, responsibilities, and timeframes.

C.9.3 Quality Improvement Program

The Contractor shall develop, implement, and manage a Quality Improvement Plan that incorporates customer-focused initiatives into the contact center solution, including, but not limited to:

C.9.3.1 *Compliment and complaint management* – Contractor shall have an automated Compliment and Complaint Management process to capture customer service information regarding areas of service issues and customer need. Contractor shall compile and analyze such data, identifying market opportunities or opportunities for improvement where appropriate, and reporting such information to the Government on a monthly basis.

C.9.3.2 *Employee suggestions* – Contractor shall conduct regular surveys to collect ideas from ISs for improving customer satisfaction. This input shall be provided to the Government on a monthly basis. The Government will use this information in their efforts to improve customer satisfaction. For those areas related to Contractor's performance, Contractor shall develop and implement action plans to continually improve customer satisfaction and shall make these plans available to the Government upon request.

C.9.3.3 *External operational assessments* – Contractor shall permit the Government, and/or a Government authorized third party, to conduct, at the Government's expense, operational assessments of Contractor's operations to determine the quality of service delivery, the quality of IS system performance, and the efficiencies of the operations. Operational assessment includes a validation and an audit of the contact center. It may include organizational and training assessments as well as other task-related activities performed by the Contractor. The purpose of these assessments is to gain information concerning the operation, identify opportunities to support improvements of contact center operations, and opportunities for the Government to support Contractor. The Contractor shall cooperate fully in any such review, provide the Government (or designated third party) with information, and explain Contractor's procedures and operations to the Government, if necessary. The Government will provide Contractor

feedback on the results of any operational assessments. The Government and Contractor shall identify high-priority recommendations, and cooperate to develop and implement action plans that target high-priority improvements.

C.10 PERFORMANCE MANAGEMENT

The Government intends to establish performance standards that will be used to measure contractor performance and a methodology for calculating incentive awards for superior performance on a task order-by-task order basis. The Government will consult the Citizen Services Level Committee (CSLIC) report “Proposed Performance Measures, Practices and Approaches for Government-wide Citizen Contact Activities when developing individual task order performance standards. Specific performance standards, incentive award schedule, and methodology for calculating incentive award amount will be identified in individual task orders issued by the Government. The Contractor is expected to work with the Government to develop plans and procedures for implementing new or revised performance standards.

C.11 MANAGEMENT REPORTS

The Contractor shall provide for the automatic generation of comprehensive, accurate, easy to understand, and timely reports. The Government intends to request and receive only those reports that provide insight to the Contractor’s level of performance in meeting contractual requirements and satisfying customer needs. The Government may also request the Contractor to provide management and operational reports on an ad hoc basis for purposes of gaining insight to specific program and customer service needs. The Contractor shall provide management reports via e-mail or a secure web site for remote access and download via the Internet. Access to these reports shall be controlled via User Identification Code and Unique Password. When requested by the Government, the Contractor shall provide these reports in electronic and/or hard copy format. Specific report formats, content, frequency, and delivery methods of all reports shall be coordinated with and approved by the Government on an individual task order basis.

C.11.1 Weekly and Monthly Status Reports

At a minimum, the Contractor shall provide weekly and monthly status reports. These reports shall be brief, factual, and shall include, but not be limited to:

Management summary - shall document major events or problems and progress in their resolution.

Continual improvement opportunities - shall document input received from Contractor’s ISs concerning ideas for improving customer satisfaction.

Narrative - shall describe work performed during the reporting period and work expected to be performed in the next reporting period, including assessment of Project status against schedule/plan, discussions of any problems, issues, change requests, recommendations for correction, and variances between Contractor billed versus proposed pricing where applicable.

C.11.2 Operational Reports

The Contractor shall provide operation reports that provide a recap of key contact center activities in support of each task. Reports shall provide information by individual programs and in aggregate.

Such reports shall provide detail sufficient to reflect the level of effort provided. The reports shall be supported with measurements occurring by second, minute, hour, or day, as appropriate. Activity reports shall include hourly, daily, weekly, monthly, and annual trending of key data elements in both tabular and graphic formats.

Specific data elements appropriate to each work type including responses handled via automated services, inbound and outbound calls, incoming and outgoing facsimiles, incoming and outgoing E-mail messages, incoming and outgoing written correspondence, volume of escalated inquiries, and hosted FAQ services activities shall be included. At a minimum, the reports shall provide all relevant information on volume and disposition of inquiries by work type, call origin by area code and/or geographic area if available, performance statistics (e.g., call attempts, blockage, speed of answer, abandonment rate, holding and call wrap-up time, etc.), and IS occupancy rate. Specific data elements, formats, and data collection and reporting intervals shall be coordinated and approved by the Government.

The Government reserves the right, during and for a 3 month period immediately after the Start-Up Phase of each task, or in cases of special circumstances/crisis situations, or non-performance, to request more detailed and more frequent reporting at no additional cost to the Government. In cases of non-performance, the Government may request such reports until such time as Contractor performance levels have stabilized and are in full compliance of contract requirements.

C.11.3 Problem Resolution Reports

In support of each task, the Contractor shall collect and compile a list of customer requests for information, services, or fulfillment literature that the Contractor is unable to answer or provide given the tools and data at its disposal. Such reports shall include both detailed and consolidated data and reference the specific information or item requested. The reports shall provide an explanation of how these inquiries were handled and/or resolved.

C.11.4 Monitoring Reports

In support of each task, the Contractor shall compile the results of call and work monitoring efforts including monitoring results, conclusions, recommendations, action plans, and improvement priorities. Such results should include both accuracy of information provided and accuracy of information recorded. These results shall be available in both individual and consolidated report formats.

C.11.5 Compliment and Complaint Management Reports

In support of each task, the Contractor shall gather and report customer comments to the Government on a monthly basis. At a minimum, this report shall include a categorization and tally of comments received according to predefined disposition codes, verbatim customer comments as captured by the automated survey equipment or IS, or the actual document from which they were received, and an analysis and trending of the type and quantity of comments recorded over the life of each task.

C.11.6 Ad Hoc Reports

In support of each task, the Contractor shall provide up to twelve (12) ad hoc reports annually at no additional cost to the Government. Such requests will be initiated and approved by the Contracting Officer or his/her duly authorized representative. The Government reserves the right, during initial project implementation or in cases of non-performance, to request more detailed and more frequent reporting at no additional cost to the Government until the need for such reports subsides or Contractor performance levels have stabilized and are in full compliance of contract requirements.

C.12 GOVERNMENT FURNISHED PROPERTY

The Government will furnish pertinent information to the Contractor for use in the performance of each task. Examples of information that may be provided by the Government include, but are not limited to, the following:

- Privacy Act guidelines
- Escalation procedures and guidelines
- Business rules and/or response formats and guidelines
- General Government and program specific training materials
- Existing methods and procedures manuals
- Government agency contact listing
- Government travel guidelines
- Contact listing for Congressional and Diplomatic offices
- Existing script or call guides as presently used to support current agency programs
- Federal information systems security guidelines
- Screen layout and file structure for data transmitted by agencies
- Access to Government databases where applicable
- Public distribution materials (e.g., publications, applications, forms, brochures) where applicable.
- Initial content for knowledge database
- Conflict of interest guidelines
- Relevant laws, regulations, policies and procedures
- Reference materials
- Database files
- Envelopes and mailing supplies

For any materials to be distributed to the inquiring public, the Contractor shall be responsible for stocking adequate supply and submitting re-supply requests on a timely basis to ensure continuous availability.

C.13 DOCUMENTATION TO BE PROVIDED

The Contractor shall provide the documentation in accordance with the schedule set forth in task orders issued by the Government. Identified below are some of the plans that the contractor is expected to provide as part of the task deliverables. The Contractor shall review all plans on a continual basis throughout the life of the contract in order to maintain their accuracy and appropriateness to the current operating environment. Subsequent to their initial acceptance by the Government, any changes to these plans shall require Government review and approval prior to their implementation. The Government reserves the right to require additional documents to meet specific task requirements.

C.13.1 *Conflict of Interest Compliance Plan* – identifies plans and procedures to identify, evaluate, and mitigate all actual, apparent, and potential conflicts of interest that preclude or would appear to preclude the Contractor from rendering impartial assistance or advice.

C.13.2 *Customer Satisfaction Plan* – identifies plans and procedures to survey customers to determine the degree of customer satisfaction on the services rendered. The plan shall include details on the processes and methodologies that the Contractor will use to identify problems and implement corrective actions.

C.13.3 *Design, Engineering, Implementation and Management Plan* – includes the following:

C.13.3.1 *Site Selection* – identifies processes, methodologies, and criteria used for site selection, including those that affect staffing, foreign language support, and emergency/disaster recovery.

C.13.3.2 *Facilities* – identifies and defines the contact center design, including work and office space and training facilities.

C.13.3.3 *Technology* – identifies and defines the system architecture and configurations for both primary operation and backup systems, including those supporting automated and manual inquiry processing, workforce management systems, knowledge/inquiry tracking databases, quality monitoring and training systems, management reports and other support tools used to support the contact center operations. Defines the use of XML within the system architecture to maximize data sharing with other Government/contractor systems.

C.13.3.4 *Networks* - identifies and defines the telecommunications/Internet services and most cost effective network design for supporting the contact center operations.

C.13.3.5 *Operations* - identifies processes and procedures for managing automated and attended functions, automated voice response script design and maintenance, call routing design and management, workforce scheduling and management, and service delivery strategies.

C.13.3.6 *Disaster Recovery/Contingency Plan* – identifies every risk as well as the steps necessary to prevent it from happening in the first place. The plan shall include an alternate set of steps to minimize the impact should prevention fail. The plan must define backup and restoration processes and the precise steps to take to recover as quickly as possible, including recovery procedures for physical facility, voice, data, and desktop systems and applications, communications networks, electrical service, customer access points, partners and procedures and staff. The Plan shall define the roles and responsibilities of contractor personnel during contingent and disaster events, including plans for training the personnel to prepare them to respond to such events. The plan shall include implementation procedures to test and execute the

plan on a regular basis to ensure preparedness for such events. The plan shall be developed in accordance with applicable agency IT Security Policy and NISI Special Publication 800-34, Contingency Planning Guide for Information Technology Systems.

C.13.3.7 *Human Resources Management Plan* – includes the following:

C.13.3.7.1 *Staffing* – identifies staffing resources for contact center operation and project management. The plan shall include a staffing chart that identifies the allocated resources (expertise and staff hours) needed to perform each of the required functions to support the project. The plan shall include relevant details on recruiting and retaining employees, workforce scheduling and workload management, supervision and quality monitoring practices. The Plan shall also address roles and responsibilities of project and contact center staff by title and define supervisor and Quality Assurance (QA) monitor to IS ratios that will be used in support of the task.

C.13.3.7.2 *Training* – identifies plans, procedures, and methodologies for training contact center employees, including the types and schedule of training to be provided, and criteria for selecting instructors and training evaluation assessment methods.

C.13.3.7.3 *Dismissal Procedures* – identifies procedures that the Contractor shall follow in the event of a Federal Government closure or other emergency affecting the area in which the contact center is located.

C.13.3.8 *Knowledge/Case Management Plan* – identifies methodologies, processes and procedures for effective knowledge management, including those required for developing, operating, and maintaining the required knowledge and case management databases to support the contact center operations. Where appropriate, the plan shall include methodologies and procedures for effective management of distributed knowledge databases and sharing of knowledge/case management data with other Government and/or contractor systems.

C.13.3.9 *Operations Management Plan* – identifies plans and procedures for managing staff, facilities, equipment and processes effectively; includes procedures that the Contractor shall follow in the event of a service outage, an unexpected surge in call volume, a Federal Government closure or other emergency affecting the area in which the contact centers is located.

C.13.3.10 *Performance Management Plan* – identifies plans and procedures to measure any customer service performance standards deemed appropriate.

C.13.3.11 *Phase-In Plan* – identifies plans and approaches for implementing the proposed solution, including required tasks, schedule and milestones, and deliverables. The plan shall include methodologies and procedures for minimizing disruption of service to current customers.

C.13.3.12 *Program Management Plan* – identifies and defines the Contractor's organization, roles and responsibilities, and lines of authority, management procedures/policies/plans, plans and programs for managing team partners and subcontractors, escalation procedures for problem/dispute resolution, and reporting requirements for the tasks and services to be performed under this contract.

C.13.3.13 *Project Plan* – provides a comprehensive plan for implementing the project, which addresses all strategies, objectives, required actions, roles and responsibilities and target dates for implementation of tasks. Identifies critical paths and task dependencies.

C.13.3.7.14 *Quality Assurance/Quality Improvement Program Plan* – identifies plans, methodologies, and procedures for maintaining effective quality assurance and service improvement programs, including monitoring and assessing performance and service activities to ensure quality services are provided to customers. Included in the program shall be a Quality Improvement Plan to identify and document performance assessment and improvement opportunities and procedures for implementing the service improvements. The Plan shall address all areas, including, staffing, training, operations, contract deliverables, performance management, process engineering, service delivery, service improvements, and customer satisfaction.

C.13.3.7.15 *Security Plan* – provides an overview of the security requirements for the information and IT systems and describes the existing or planned controls (management, operational, and technical) for meeting those requirements. The Plan also describes the systems and delineates responsibilities and expected behavior of individuals who access the systems. The plan shall be developed in accordance with applicable agency IT Security Policy and NIST Special Publication 800-18, Guide for Developing Security Plans for Federal Information Technology Systems and other relevant publications.

C.13.3.7.16 *Service Level Management Plan* – identifies processes and methodologies for effective service level management, including workload forecasting, IS scheduling, service recovery (from system failures, disasters, etc.), problem identification and resolution, problem notification, and contingency planning and escalation.

C.13.3.7.17 *Test and Acceptance Plan* – identifies plans and procedures that the contractor shall use to ensure that the full range of services to be provided are successfully tested prior to actual implementation.

C.13.3.7.18 *Value Engineering/Process Improvement Plan* – identifies plans and procedures to evaluate new and emerging technologies and/or reengineering business processes to improve program efficiency and customer service.

Additionally, the Contractor shall obtain and provide all permits, contracts, copyrights, licenses, etc., necessary for its performance of any tasks issued under this contract and shall provide copies of such information to the Government upon request.