

[illegible]

**PART 1 - SUPPLIES OR SERVICES AND PRICES/COSTS****Refer To Attachment 007 - Pricing Schedule**

*Total Base Period:*           \$ \_\_\_\_\_  
*Total Option Period 1:*       \$ \_\_\_\_\_  
*Total Option Period 2:*       \$ \_\_\_\_\_  
*Total Option Period 3:*       \$ \_\_\_\_\_  
*Total Option Period 4:*       \$ \_\_\_\_\_

*TOTAL AMOUNT OF THE TASK ORDER IF THE BASE PERIOD AND ALL OPTIONS ARE EXERCISED:*  
 \$ \_\_\_\_\_.

**NOTE:** This is a performance based task order, and payment will be adjusted in accordance with contract performance requirements provided under section C-7 of the PWS.

**PART 2 – DESCRIPTION/SPECIFICATIONS/STATEMENT OF WORK**

See Part 4; attachment numbers 001, 002, 003 & 004

**PART 3 – CLAUSES**

<u>NUMBER</u>	<u>TITLE / DATE</u>
52.203-11	Certification and Disclosure Regarding Payments To Influence Certain Federal Transactions. (SEP 2007)
52.204-9	Personal Identity Verification of Contractor Personnel. (JAN 2011)
52.209-5	Certification Regarding Responsibility Matters. (APR 2010)

(a)

(1) The Offeror certifies, to the best of its knowledge and belief, that –

(i) The Offeror and/or any of its Principals –

(A) Are ☐ are not ☐ presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;

(B) Have ☐ have not ☐, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) contract or subcontract; violation of Federal or State antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, violating Federal criminal tax laws, or receiving stolen property (if offeror checks "have", the offeror shall also see 52.209-7, if included in this solicitation); and

(C) Are ☐ are not ☐ presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph (a)(1)(i)(B) of this provision; and

(D) Have ☐, have not ☐, within a three-year period preceding this offer, been notified of any delinquent Federal taxes in an amount that exceeds \$3,000 for which the liability remains unsatisfied.

(1) Federal taxes are considered delinquent if both of the following criteria apply:

(i) *The tax liability is finally determined.* The liability is finally determined if it has been assessed. A liability is not finally determined if there is a pending administrative or judicial challenge. In the case of a judicial challenge to the liability, the liability is not finally determined until all judicial appeal rights have been exhausted.

(ii) *The taxpayer is delinquent in making payment.* A taxpayer is delinquent if the taxpayer has failed to pay the tax liability when full payment was due and required. A taxpayer is not delinquent in cases where enforced collection action is precluded.

(2) Examples.

(i) The taxpayer has received a statutory notice of deficiency, under I.R.C. §6212, which entitles the taxpayer to seek Tax Court review of a proposed tax deficiency. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek Tax Court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(ii) The IRS has filed a notice of Federal tax lien with respect to an assessed tax liability, and the taxpayer has been issued a notice under I.R.C. §6320 entitling the taxpayer to request a hearing with the IRS Office of Appeals contesting the lien filing, and to further appeal to the Tax Court if the IRS determines to sustain the lien filing. In the

course of the hearing, the taxpayer is entitled to contest the underlying tax liability because the taxpayer has had no prior opportunity to contest the liability. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek tax court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(iii) The taxpayer has entered into an installment agreement pursuant to I.R.C. §6159. The taxpayer is making timely payments and is in full compliance with the agreement terms. The taxpayer is not delinquent because the taxpayer is not currently required to make full payment.

(iv) The taxpayer has filed for bankruptcy protection. The taxpayer is not delinquent because enforced collection action is stayed under 11 U.S.C. 362 (the Bankruptcy Code).

(ii) The Offeror has ☐ has not ☐, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

(2) "Principal," for the purposes of this certification, means an officer; director; owner; partner; or a person having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a division or business segment; and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

(b) The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

(c) A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

(e) The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the



Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

52.209-7 Information Regarding Responsibility Matters. (JUL 2013)

(a) *Definitions.* As used in this provision—

“Administrative proceeding” means a non-judicial process that is adjudicatory in nature in order to make a determination of fault or liability (*e.g.*, Securities and Exchange Commission Administrative Proceedings, Civilian Board of Contract Appeals Proceedings, and Armed Services Board of Contract Appeals Proceedings). This includes administrative proceeding at the Federal and State level but only in connection with performance of a Federal contract or grant. It does not include agency actions such as contract audits, site visits, corrective plans, or inspection of deliverables.

“Federal contracts and grants with total value greater than \$10,000,000” means—

- (1) The total value of all current, active contracts and grants, including all priced options; and
- (2) The total value of all current, active orders including all priced options under indefinite-delivery, indefinite-quantity, 8(a), or requirements contracts (including task and delivery and multiple-award Schedules).

“Principal” means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (*e.g.*, general manager; plant manager; head of a division or business segment; and similar positions).

(b) The offeror ☐ has ☐ does not have current active Federal contracts and grants with total value greater than \$10,000,000.

(c) If the offeror checked “has” in paragraph (b) of this provision, the offeror represents, by submission of this offer, that the information it has entered in the Federal Awardee Performance and Integrity Information System (FAPIS) is current, accurate, and complete as of the date of submission of this offer with regard to the following information:

- (1) Whether the offeror, and/or any of its principals, has or has not, within the last five years, in connection with the award to or performance by the offeror of a Federal contract or grant, been the subject of a proceeding, at the Federal or State level that resulted in any of the following dispositions:
  - (i) In a criminal proceeding, a conviction.
  - (ii) In a civil proceeding, a finding of fault and liability that results in the payment of a monetary fine, penalty, reimbursement, restitution, or damages of \$5,000 or more.
  - (iii) In an administrative proceeding, a finding of fault and liability that results in—

(A) The payment of a monetary fine or penalty of \$5,000 or more; or

(B) The payment of a reimbursement, restitution, or damages in excess of \$100,000.

(iv) In a criminal, civil, or administrative proceeding, a disposition of the matter by consent or compromise with an acknowledgment of fault by the Contractor if the proceeding could have led to any of the outcomes specified in paragraphs (c)(1)(i), (c)(1)(ii), or (c)(1)(iii) of this provision.

(2) If the offeror has been involved in the last five years in any of the occurrences listed in (c)(1) of this provision, whether the offeror has provided the requested information with regard to each occurrence.

(d) The offeror shall post the information in paragraphs (c)(1)(i) through (c)(1)(iv) of this provision in FAPIIS as required through maintaining an active registration in the System for Award Management database via <https://www.acquisition.gov> (see 52.204-7).

52.211-11 Liquidated Damages -- Supplies, Services, or Research and Development. (SEP 2000) \$30,000.00

52.212-1 Instructions to Offerors -- Commercial Items. (JUL 2013)

ADDENDUM TO FAR 52.212-1, Instructions to Offerors -- Commercial Items. (JUL 2013)

The provision at 52.212-1 is hereby tailored to modify the following elements of the provision:

(f) Late submissions, modifications, revisions, and withdrawals of quotations - **Tailored.**

(l) Vendors are responsible for submitting quotes, and any modifications, revisions, or withdrawals, so as to reach the Government office designated in the solicitation by the time specified in the solicitation. If no time is specified in the solicitation, the time for receipt is 4:30 p.m., local time, for the designated Government office on the date that quotes or revisions are due.

(2) (i) Any quote, modification, revision, or withdrawal of a quote received at the Government office designated in the solicitation after the exact time specified for receipt of quotes is "late" and will not be considered unless:

(A) The Contracting Officer determines that accepting the late quote would not unduly delay the acquisition; and

(B) Other vendors will not be prejudiced; and

(C) The quote is received before the award process has begun.

- (ii) However, a late modification of an otherwise successful quote, that makes its terms more favorable to the Government, will be considered at any time it is received and may be accepted.
- (3) Acceptable evidence to establish the time of receipt at the Government installation includes the time/date stamp of that installation on the quote wrapper, other documentary evidence of receipt maintained by the installation, or oral testimony or statements of Government personnel.
- (4) If an emergency or unanticipated event interrupts normal Government processes so that quotes cannot be received at the Government office designated for receipt of quotes by the exact time specified in the solicitation, and urgent Government requirements preclude amendment of the solicitation or other notice of an extension of the closing date, the time specified for receipt of quotes will be deemed to be extended to the same time of day specified in the solicitation on the first work day on which normal Government processes resume.

52.212-2	Evaluation - Commercial Items. (JAN 1999)
52.212-3	Offeror Representations and Certifications – Commercial Items. (AUG 2013)
52.212-4	Contract Terms and Conditions-Commercial Items. (SEP 2013)
52.212-5	Contract Terms and Conditions Required To Implement Statutes or Executive Orders – Commercial Items. (SEP 2013)

(a) The Contractor shall comply with the following Federal Acquisition Regulation (FAR) clauses, which are incorporated in this contract by reference, to implement provisions of law or Executive orders applicable to acquisitions of commercial items:

(1) 52.222-50, Combating Trafficking in Persons (FEB 2009) (22 U.S.C. 7104(g)).

\_\_\_\_ Alternate I (AUG 2007) of 52.222-50 (22 U.S.C. 7104(g)).

(2) 52.233-3, Protest After Award (AUG 1996) (31 U.S.C. 3553).

(3) 52.233-4, Applicable Law for Breach of Contract Claim (OCT 2004) (Pub. L. 108-77, 108-78).

(b) The Contractor shall comply with the FAR clauses in this paragraph (b) that the contracting officer has indicated as being incorporated in this contract by reference to implement provisions of law or Executive orders applicable to acquisitions of commercial items:

*[Contracting Officer check as appropriate.]*

\_\_\_\_ (1) 52.203-6, Restrictions on Subcontractor Sales to the Government (Sept 2006), with Alternate I (Oct 1995) (41 U.S.C. 253g and 10 U.S.C. 2402).

\_\_\_ (2) 52.203-13, Contractor Code of Business Ethics and Conduct (Apr 2010) (Pub. L. 110-252, Title VI, Chapter 1 (41 U.S.C. 251 note)).

\_\_\_ (3) 52.203-15, Whistleblower Protections under the American Recovery and Reinvestment Act of 2009 (Jun 2010) (Section 1553 of Pub L. 111-5) (Applies to contracts funded by the American Recovery and Reinvestment Act of 2009).

X (4) 52.204-10, Reporting Executive compensation and First-Tier Subcontract Awards (Jul 2013) (Pub. L. 109-282) (31 U.S.C. 6101 note).

X (5) 52.204-11, American Recovery and Reinvestment Act—Reporting Requirements (Jul 2010) (Pub. L. 111-5).

X (6) 52.209-6, Protecting the Government's Interest When Subcontracting with Contractors Debarred, Suspended, or Proposed for Debarment (Aug 2013) (31 U.S.C. 6101 note).

X (7) 52.209-9, Updates of Publicly Available Information Regarding Responsibility Matters (Jul 2013) (41 U.S.C. 2313).

X (8) 52.209-10, Prohibition on Contracting with Inverted Domestic Corporations (May 2012) (section 738 of Division C of Public Law 112-74, section 740 of Division C of Pub. L. 111-117, section 743 of Division D of Pub. L. 111-8, and section 745 of Division D of Pub. L. 110-161).

\_\_\_ (9) 52.219-3, Notice of HUBZone Set-Aside or Sole-Source Award (Nov 2011) (15 U.S.C. 657a).

\_\_\_ (10) 52.219-4, Notice of Price Evaluation Preference for HUBZone Small Business Concerns (Jan 2011) (if the offeror elects to waive the preference, it shall so indicate in its offer)(15 U.S.C. 657a).

\_\_\_ (11) [Reserved]

\_\_\_ (12) (i) 52.219-6, Notice of Total Small Business Aside (Nov 2011) (15 U.S.C. 644).

\_\_\_ (ii) Alternate I (Nov 2011).

\_\_\_ (iii) Alternate II (Nov 2011).

\_\_\_ (13) (i) 52.219-7, Notice of Partial Small Business Set-Aside (June 2003) (15 U.S.C. 644).

\_\_\_ (ii) Alternate I (Oct 1995) of 52.219-7.

\_\_\_ (iii) Alternate II (Mar 2004) of 52.219-7.

X (14) 52.219-8, Utilization of Small Business Concerns (Jul 2013) (15 U.S.C. 637(d)(2) and (3)).

X (15) (i) 52.219-9, Small Business Subcontracting Plan (Jul 2013) (15 U.S.C. 637 (d)(4)).

\_\_\_ (ii) Alternate I (Oct 2001) of 52.219-9.

\_\_\_ (iii) Alternate II (Oct 2001) of 52.219-9.

\_\_\_ (iv) Alternate III (July 2010) of 52.219-9.

\_\_\_ (16) 52.219-13, Notice of Set-Aside of Orders (Nov 2011) (15 U.S.C. 644(r)).

\_\_\_ (17) 52.219-14, Limitations on Subcontracting (Nov 2011) (15 U.S.C. 637(a)(14)).

X (18) 52.219-16, Liquidated Damages—Subcontracting Plan (Jan 1999) (15 U.S.C. 637(d)(4)(F)(i)).

X (19) (i) 52.219-23, Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns (Oct 2008) (10 U.S.C. 2323) (if the offeror elects to waive the adjustment, it shall so indicate in its offer).

\_\_\_ (ii) Alternate I (June 2003) of 52.219-23.

\_\_\_ (20) 52.219-25, Small Disadvantaged Business Participation Program—Disadvantaged Status and Reporting (Jul 2013) (Pub. L. 103-355, section 7102, and 10 U.S.C. 2323).

\_\_\_ (21) 52.219-26, Small Disadvantaged Business Participation Program—Incentive Subcontracting (Oct 2000) (Pub. L. 103-355, section 7102, and 10 U.S.C. 2323).

\_\_\_ (22) 52.219-27, Notice of Service-Disabled Veteran-Owned Small Business Set-Aside (Nov 2011) (15 U.S.C. 657f).

\_\_\_ (23) 52.219-28, Post Award Small Business Program Rerepresentation (Jul 2013) (15 U.S.C. 632(a)(2)).

\_\_\_ (24) 52.219-29, Notice of Set-Aside for Economically Disadvantaged Women-Owned Small Business (EDWOSB) Concerns (Jul 2013) (15 U.S.C. 637(m)).

\_\_\_ (25) 52.219-30, Notice of Set-Aside for Women-Owned Small Business (WOSB) Concerns Eligible Under the WOSB Program (Jul 2013) (15 U.S.C. 637(m)).

X (26) 52.222-3, Convict Labor (June 2003) (E.O. 11755).

X (27) 52.222-19, Child Labor—Cooperation with Authorities and Remedies (Mar 2012) (E.O. 13126).

X (28) 52.222-21, Prohibition of Segregated Facilities (Feb 1999).

X (29) 52.222-26, Equal Opportunity (Mar 2007) (E.O. 11246).

X (30) 52.222-35, Equal Opportunity for Veterans (Sep 2010) (38 U.S.C. 4212).

X (31) 52.222-36, Affirmative Action for Workers with Disabilities (Oct 2010) (29 U.S.C. 793).

X (32) 52.222-37, Employment Reports on Veterans (Sep 2010) (38 U.S.C. 4212).

X (33) 52.222-40, Notification of Employee Rights Under the National Labor Relations Act (Dec 2010) (E.O. 13496).

X (34) 52.222-54, Employment Eligibility Verification (Jul 2012). (Executive Order 12989). (Not applicable to the acquisition of commercially available off-the-shelf items or certain other types of commercial items as prescribed in 22.1803.)

\_\_\_ (35) (i) 52.223-9, Estimate of Percentage of Recovered Material Content for EPA-Designated Items (May 2008) (42 U.S.C. 6962(c)(3)(A)(ii)). (Not applicable to the acquisition of commercially available off-the-shelf items.)

\_\_\_ (ii) Alternate I (May 2008) of 52.223-9 (42 U.S.C. 6962(i)(2)(C)). (Not applicable to the acquisition of commercially available off-the-shelf items.)

X (36) 52.223-15, Energy Efficiency in Energy-Consuming Products (Dec 2007) (42 U.S.C. 8259b).

\_\_\_ (37) (i) 52.223-16, IEEE 1680 Standard for the Environmental Assessment of Personal Computer Products (Dec 2007) (E.O. 13423).

\_\_\_ (ii) Alternate I (Dec 2007) of 52.223-16.

X (38) 52.223-18, Encouraging Contractor Policies to Ban Text Messaging while Driving (Aug 2011).

\_\_\_ (39) 52.225-1, Buy American Act--Supplies (Feb 2009) (41 U.S.C. 10a-10d).

\_\_\_ (40) (i) 52.225-3, Buy American Act--Free Trade Agreements--Israeli Trade Act (Nov 2012) (41 U.S.C. chapter 83, 19 U.S.C. 3301 note, 19 U.S.C. 2112 note, 19 U.S.C. 3805 note, 19 U.S.C. 4001 note, Pub. L. 103-182, Pub. L. 108-77, 108-78, 108-286, 108-302, 109-53, 109-169, 109-283, 110-138, 112-41, 112-42, and 112-43).

\_\_\_ (ii) Alternate I (Mar 2012) of 52.225-3.

\_\_\_ (iii) Alternate II (Mar 2012) of 52.225-3.

\_\_\_ (iv) Alternate III (Nov 2012) of 52.225-3.

\_\_\_ (41) 52.225-5, Trade Agreements (Sep 2013) (19 U.S.C. 2501, *et seq.*, 19 U.S.C. 3301 note).

\_\_\_ (42) 52.225-13, Restrictions on Certain Foreign Purchases (Jun 2008) (E.O.'s, proclamations, and statutes administered by the Office of Foreign Assets Control of the Department of the Treasury).

\_\_\_ (43) 52.225-26, Contractors Performing Private Security Functions Outside the United States (Jul 2013) (Section 862, as amended, of the National Defense Authorization Act for Fiscal Year 2008; 10 U.S.C. 2303 Note).

\_\_\_ (44) 52.226-4, Notice of Disaster or Emergency Area Set-Aside (Nov 2007) (42 U.S.C. 5150).

\_\_\_ (45) 52.226-5, Restrictions on Subcontracting Outside Disaster or Emergency Area (Nov 2007) (42 U.S.C. 5150).

\_\_\_ (46) 52.232-29, Terms for Financing of Purchases of Commercial Items (Feb 2002) (41 U.S.C. 255(f), 10 U.S.C. 2307(f)).

\_\_\_ (47) 52.232-30, Installment Payments for Commercial Items (Oct 1995) (41 U.S.C. 255(f), 10 U.S.C. 2307(f)).

\_\_\_ (48) 52.232-33, Payment by Electronic Funds Transfer— System for Award Management (Jul 2013) (31 U.S.C. 3332).

\_\_\_ (49) 52.232-34, Payment by Electronic Funds Transfer—Other Than System for Award Management (Jul 2013) (31 U.S.C. 3332).

\_\_\_ (50) 52.232-36, Payment by Third Party (Jul 2013) (31 U.S.C. 3332).

X (51) 52.239-1, Privacy or Security Safeguards (Aug 1996) (5 U.S.C. 552a).

\_\_\_ (52) (i) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (Feb 2006) (46 U.S.C. Appx 1241(b) and 10 U.S.C. 2631).

\_\_\_ (ii) Alternate I (Apr 2003) of 52.247-64.

(c) The Contractor shall comply with the FAR clauses in this paragraph (c), applicable to commercial services, that the Contracting Officer has indicated as being incorporated in this contract by reference to implement provisions of law or executive orders applicable to acquisitions of commercial items:

[Contracting Officer check as appropriate.]

\_\_\_ (1) 52.222-41, Service Contract Act of 1965 (Nov 2007) (41 U.S.C. 351, *et seq.*).

\_\_\_ (2) 52.222-42, Statement of Equivalent Rates for Federal Hires (May 1989) (29 U.S.C. 206 and 41 U.S.C. 351, *et seq.*).

\_\_\_ (3) 52.222-43, Fair Labor Standards Act and Service Contract Act -- Price Adjustment (Multiple Year and Option Contracts) (Sep 2009) (29 U.S.C.206 and 41 U.S.C. 351, *et seq.*).

\_\_\_ (4) 52.222-44, Fair Labor Standards Act and Service Contract Act -- Price Adjustment (Sep 2009) (29 U.S.C. 206 and 41 U.S.C. 351, *et seq.*).

\_\_\_ (5) 52.222-51, Exemption from Application of the Service Contract Act to Contracts for Maintenance, Calibration, or Repair of Certain Equipment--Requirements (Nov 2007) (41 U.S.C. 351, *et seq.*).

\_\_\_ (6) 52.222-53, Exemption from Application of the Service Contract Act to Contracts for Certain Services--Requirements (Feb 2009) (41 U.S.C. 351, *et seq.*).

\_\_\_ (7) 52.222-17, Nondisplacement of Qualified Workers (Jan 2013) (E.O. 13495).

\_\_\_ (8) 52.226-6, Promoting Excess Food Donation to Nonprofit Organizations. (Mar 2009) (Pub. L. 110-247).

\_\_\_ (9) 52.237-11, Accepting and Dispensing of \$1 Coin (Sep 2008) (31 U.S.C. 5112(p)(1)).

(d) *Comptroller General Examination of Record* The Contractor shall comply with the provisions of this paragraph (d) if this contract was awarded using other than sealed bid, is in excess of the simplified acquisition threshold, and does not contain the clause at 52.215-2, Audit and Records -- Negotiation.

(1) The Comptroller General of the United States, or an authorized representative of the Comptroller General, shall have access to and right to examine any of the Contractor's directly pertinent records involving transactions related to this contract.

(2) The Contractor shall make available at its offices at all reasonable times the records, materials, and other evidence for examination, audit, or reproduction, until 3 years after final payment under this contract or for any shorter period specified in FAR Subpart 4.7, Contractor Records Retention, of the other clauses of this contract. If this contract is completely or partially terminated, the records relating to the work terminated shall be made available for 3 years after any resulting final termination settlement. Records relating to appeals under the disputes clause or to litigation or the settlement of claims arising under or relating to this contract shall be made available until such appeals, litigation, or claims are finally resolved.

(3) As used in this clause, records include books, documents, accounting procedures and practices, and other data, regardless of type and regardless of form. This does not require the Contractor to create or maintain any record that the Contractor does not maintain in the ordinary course of business or pursuant to a provision of law.

(e)



(1) Notwithstanding the requirements of the clauses in paragraphs (a), (b), (c) and (d) of this clause, the Contractor is not required to flow down any FAR clause, other than those in this paragraph (e)(1) in a subcontract for commercial items. Unless otherwise indicated below, the extent of the flow down shall be as required by the clause—

(i) 52.203-13, Contractor Code of Business Ethics and Conduct (Apr 2010) (Pub. L. 110-252, Title VI, Chapter 1 (41 U.S.C. 251 note)).

(ii) 52.219-8, Utilization of Small Business Concerns (Jul 2013) (15 U.S.C. 637(d)(2) and (3)), in all subcontracts that offer further subcontracting opportunities. If the subcontract (except subcontracts to small business concerns) exceeds \$650,000 (\$1.5 million for construction of any public facility), the subcontractor must include 52.219-8 in lower tier subcontracts that offer subcontracting opportunities.

(iii) 52.222-17, Nondisplacement of Qualified Workers (Jan 2013) (E.O. 13495). Flow down required in accordance with paragraph (1) of FAR clause 52.222-17.

(iv) 52.222-26, Equal Opportunity (Mar 2007) (E.O. 11246).

(v) 52.222-35, Equal Opportunity for Veterans (Sep 2010) (38 U.S.C. 4212).

(vi) 52.222-36, Affirmative Action for Workers with Disabilities (Oct 2010) (29 U.S.C. 793).

(vii) 52.222-40, Notification of Employee Rights Under the National Labor Relations Act (Dec 2010) (E.O. 13496). Flow down required in accordance with paragraph (f) of FAR clause 52.222-40.

(viii) 52.222-41, Service Contract Act of 1965, (Nov 2007), (41 U.S.C. 351, *et seq.*)

(ix) 52.222-50, Combating Trafficking in Persons (Feb 2009) (22 U.S.C. 7104(g)).

\_\_\_\_ Alternate I (Aug 2007) of 52.222-50 (22 U.S.C. 7104(g)).

(x) 52.222-51, Exemption from Application of the Service Contract Act to Contracts for Maintenance, Calibration, or Repair of Certain Equipment--Requirements (Nov 2007) (41 U.S.C. 351, *et seq.*)

(xi) 52.222-53, Exemption from Application of the Service Contract Act to Contracts for Certain Services--Requirements (Feb 2009) (41 U.S.C. 351, *et seq.*)

(xii) 52.222-54, Employment Eligibility Verification (Jul 2012).

(xiii) 52.225-26, Contractors Performing Private Security Functions Outside the United States (Jul 2013) (Section 862, as amended, of the National Defense Authorization Act for Fiscal Year 2008; 10 U.S.C. 2302 Note).

(xiv) 52.226-6, Promoting Excess Food Donation to Nonprofit Organizations. (Mar 2009) (Pub. L. 110-247). Flow down required in accordance with paragraph (e) of FAR clause 52.226-6.

(xv) 52.247-64, Preference for Privately-Owned U.S. Flag Commercial Vessels (Feb 2006) (46 U.S.C. Appx 1241(b) and 10 U.S.C. 2631). Flow down required in accordance with paragraph (d) of FAR clause 52.247-64.

(2) While not required, the contractor may include in its subcontracts for commercial items a minimal number of additional clauses necessary to satisfy its contractual obligations.

52.216-1 Type of Contract. (APR 1984) - Firm Fixed Price

52.217-5 Evaluation of Options. (JUL 1990)

52.217-8 Option to Extend Services. (NOV 1999)

The Government may require continued performance of any services within the limits and at the rates specified in the contract. These rates may be adjusted only as a result of revisions to prevailing labor rates provided by the Secretary of Labor. The option provision may be exercised more than once, but the total extension of performance hereunder shall not exceed 6 months. The Contracting Officer may exercise the option by written notice to the Contractor no later than 10 days prior to the expiration of the contract.

52.217-9 Option to Extend the Term of the Contract. (MAR 2000)

(a) The Government may extend the term of this contract by written notice to the Contractor no later than 30 days prior to the expiration of the contract; provided that the Government gives the Contractor a preliminary written notice of its intent to extend at least 60 days before the contract expires. The preliminary notice does not commit the Government to an extension.

(b) If the Government exercises this option, the extended contract shall be considered to include this option clause.

(c) The total duration of this contract, including the exercise of any options under this clause, shall not exceed the period of time set in the Schedule except that extensions pursuant to FAR 52.217-8 permit the duration to extend up to 6 months beyond the stated limit.

52.227-14 Rights in Data – General. (DEC 2007)

52.232-18 Availability of Funds. (APR 1984)

52.232-25 Prompt Payment. (JUL 2013)

52.242-15 Stop-Work Order. (AUG 1989)

52.242-17 Government Delay of Work. (APR 1984)

52.245-1 Government Property. (APR 2012)

52.252-2 Clauses Incorporated By Reference. (FEB 1998)

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



(c) Delivery dates for specific services and deliverables shall be as set forth in the Schedule.

2452.211-70 Effective Date and Contract Period Alternate 1. (FEB 2006)

(d) In accordance with the clause at 52.217-9, "Option to Extend the Term of the Contract," the contract may be extended for the following periods:

<b><u>Option Number</u></b>	<b><u>Period (Dates) (estimated)</u></b>
Option Period 1	<u>January 21, 2015 to January 20, 2016</u>
Option Period 2	<u>January 21, 2016 to January 20, 2017</u>
Option Period 3	<u>January 21, 2017 to January 20, 2018</u>
Option Period 4	<u>January 21, 2018 to January 20, 2019</u>

2452.215-72 Evaluation of Small Business Participation. (DEC 2012)

2452.219-70 Small Business Subcontracting Plan Compliance. (FEB 2006)

2452.219-73 Incorporation of Subcontracting Plan. (DEC 2012)

2452.219-74 Small Business Subcontracting Goals. (DEC 2012).

(a) This provision does not apply to offerors that are small businesses.

(b) The offeror's attention is directed to the FAR clause at 52.219-9, "Small Business Subcontracting Plan," herein. HUD will evaluate proposed subcontracting plans using the Departmental small business subcontracting goals set forth in paragraph (c) of this clause. Offerors that are unable to propose subcontracting that meets HUD's established goals must provide the rationale for their proposed level of subcontracting.

(c) HUD's subcontracting goals are as follows:

(i) Small Business—55%

(ii) The total Small Business goal shown in paragraph (c)(i) of this clause contains the following subordinate goals:

(A) Small Disadvantaged Business—5%

(B) Women-Owned Small Business—5%

(C) Service-Disabled Veteran-Owned Small Business—3%

(D) HUBZone Small Business—3%

2452.222-70 Accessibility of Meetings, Conferences, and Seminars To Persons With Disabilities. (FEB 2006)

2452.227-70 Government Information. (DEC 2012)

(a) Definitions. As used in this clause, "Government information" includes—

Contractor-acquired information, which means information acquired or otherwise collected by the Contractor on behalf of the Government in the context of the Contractor's duties under the contract.

Government-furnished information (GFI), which means information in the possession of, or directly acquired by, the Government and subsequently furnished to the Contractor for performance of a contract. GFI also includes contractor-acquired information if the contractor-acquired information is a deliverable under the contract and is for continued use under the

contract. Otherwise, GFI does not include information that is created by the Contractor and delivered to the Government in accordance with the requirements of the work statement or specifications of the contract. The type, quantity, quality, and delivery requirements of such deliverable information are set forth elsewhere in the contract schedule.

(b) Information Management and Information Security.

(1) The Contractor shall manage, account for, and secure all Government information provided or acquired by the contractor. The Contractor shall be responsible for all Government information provided to its subcontractors. The Contractor agrees to include a requirement in each subcontract under this contract that flows down the protection from disclosure requirements.

(2) The Contractor's responsibility for Government information extends from the initial provision or acquisition and receipt of information, through stewardship, custody, and use until returned to, or otherwise disposed of, as directed by the Contracting Officer. This requirement applies to all Government information under the Contractor's accountability, stewardship, possession or control, including its subcontractors.

(c) Use of Government information. (1) The Contractor shall not use any information provided or acquired under this contract for any purpose other than in the performance of this contract.

(2) The Contractor shall not modify or alter the Government information, unless authorized in writing, in advance, by the Contracting Officer.

(d) Government-furnished information. (1) The Government shall deliver to the Contractor the information described below—

Description	Date to be Provided
Existing knowledge base content.	Within 15 days of task order award
Toll-free telephone numbers for use by the Contractor. These numbers will be transferred to the contractor's telecommunications provider for their use during the term of the contract.	Will transition on day of call center go-live
Current ListServ participant address data	Within 15 days of task order award

(2) The delivery and/or performance dates specified in this contract are based upon the expectation that the Government-furnished information will be suitable for contract performance and will be delivered to the Contractor by the dates stated in paragraph (d)(1) of this clause.

(i) The Government does not warrant the validity or accuracy of the Government-furnished information unless otherwise noted.

(ii) In the event that information received by the Contractor is not in a condition suitable for its intended use, the Contractor shall immediately notify the Contracting Officer in writing. Upon receipt of the Contractor's notification, the Contracting Officer shall advise the Contractor on a course of action to remedy the problem.

(iii) If either the failure of the Government to provide information to the Contractor by the dates shown in this clause or the remedial action taken under this clause to correct defective information causes an increase or decrease in the Contractor's cost of, or the time required for, the performance of any part of the work under this contract, the Contracting Officer shall consider an equitable adjustment to the contract. The Contractor shall provide to the Contracting Officer its written statement describing the general nature and amount of the equitable adjustment proposal within 30 days after the remedial action described in paragraph (ii) herein is completed, or within 30 days after the date upon which the Government failed to provide information, unless the Contracting Officer extends this period.

(3)(i) The Contracting Officer may, by written notice, at any time—

(A) Increase or decrease the amount of Government-furnished information under this contract;

(B) Substitute other Government-furnished information for the information previously furnished, to be furnished, or to be acquired by the Contractor for the Government under this contract; or

(C) Withdraw authority to use the information.

(ii) Upon completion of any action(s) under paragraph (d)(3)(i) of this clause, and the Contractor's timely written request, the Contracting Officer shall consider an equitable adjustment to the contract.

(e) Rights in information. Government information is the property of the U.S. Government unless otherwise specifically identified. The specific rights in any other information acquired or created by the Contractor under this contract shall be as expressed in the "Rights in Data" clause contained in this contract.

(f) Government access to information. The Government shall have the right to access any Government information maintained by the contractor and any subcontractors. The Contractor shall provide the Contracting Officer, and other duly authorized Government representatives, with access to all Government information, including access to the Contractor's facilities, as necessary, promptly upon written notification by the Contracting Officer. Such notification may be by electronic mail.

(g) Contractor liability for Government information. (1) Unless otherwise provided for in the contract, the Contractor shall not be liable for loss, theft, damage, or destruction to the Government information furnished or acquired under this contract, except when the loss, theft, damage, or destruction is the result of the Contractor's failure to properly manage, account for, and safeguard the information in accordance with this clause.

(2) In the event of any loss, theft, damage, or destruction of Government information, the Contractor shall immediately take all reasonable actions necessary to protect the Government information from further loss, theft, damage, or destruction.

(3) The Contractor shall do nothing to prejudice the Government's rights to recover against third parties for any loss, theft, damage, or destruction of Government information.

(h) Information alteration and disposal. Except as otherwise provided for in this contract, the Contractor shall not alter, destroy, or otherwise dispose of any Government information unless expressly directed by the Contracting Officer to do so.

(i) Return of Government information to the Government. (1) The Government may require the Contractor to return Government Information to the Government at any time. Upon demand by the Contracting Officer or his/her representative, the Contractor shall return all Government information to the Government as directed by the Contracting Officer or other individual designated by the Contracting Officer.

(2) The Contractor's failure to return all information as directed, including directions regarding the time frames for delivery back to the Government and directions prescribing the form in which the data must be returned, shall be considered a breach of contract, and the Government shall have the right to physically remove the Government information from the Contractor, including removal of such information from the Contractor's physical premises and from any electronic media (e.g., Contractor's computer systems).

(3) When required to return Government information to the Government, the Contractor shall do so at no cost to the Government. The Government shall not be responsible for the cost of data format conversion and the cost of delivery, if any.

(4) The Contractor shall ensure that all Government information provided to subcontractors is returned to the Government.

(j) Equitable adjustment. Equitable adjustments under this clause shall be made in accordance with the procedures of the Changes clause. However, the Government shall not be liable for breach of contract for the following:

(1) Any delay in delivery of Government-furnished information.

(2) Delivery of Government-furnished information in a condition not suitable for its intended use.

(3) An increase, decrease, or substitution of Government-furnished information.

(4) Failure to correct or replace Government information for which the Government is responsible.

(k) Subcontracts. The Contractor shall ensure that all subcontracts under which Government information is provided to a subcontractor include the basic terms and conditions set forth in paragraphs (a), (b), (c), (f), and (h) of this clause in each subcontract. Subcontracts shall clearly describe the Government information provided to the subcontractor. The Contractor shall be responsible for all Government information provided to subcontractors.

Alternate I. When the contracting officer determines that the failure to return Government information as provided for in paragraph (i) of this clause shall result in a monetary damage to the Government, the contracting officer shall include the following additional paragraph (i)(5) of this clause. The contracting officer shall consult the requiring activity to determine an amount or percentage that accurately reflects the damages to the Government.

(5) In the event of Contractor delay in returning the Government Information to the Government, for each calendar day late, the Contracting Officer has the discretion to deduct .005% from the total value of the contract, and/or withhold payment from the Contractor.

2452.232-70 Payment Schedule and Invoice Submission (Fixed-Price) ALT I. (APR 2013)

The contractor shall submit invoices electronically via email to the email addresses shown on the contract award document (e.g., block 12 of the Standard Form (SF) 26, block 25 of the SF-33, or block 18a of the SF-1449) and carbon copy the Contracting Officer and the Government Technical Representative (GTR). To constitute a proper invoice, the invoice must include all items required by the FAR clause at 52.232-25, "Prompt Payment." The contractor shall clearly include in the Subject line of the email: INVOICE INCLUDED; CONTRACT/ORDER #:

\_\_\_\_\_, INVOICE NUMBER \_\_\_\_\_ and Contract Line Item Number(s) \_\_\_\_\_.

2452.233-70 Review of Contracting Officer Protest Decisions. (FEB 2006)

2452.237-70 Key Personnel. (FEB 2006)

(a) Definition. "Personnel" means employees of the contractor, or any subcontractor(s), affiliates, joint venture partners, or team members, and consultants engaged by any of those entities.

(b) The personnel specified below are considered to be essential to the work being performed under this contract. Prior to diverting any of the specified individuals to other projects, the contractor shall notify the Contracting Officer reasonably in advance and shall submit justification (including proposed substitutions) in sufficient detail to permit evaluation of the impact on the program. No diversion shall be made by the contractor without the written consent of the Contracting Officer. Key personnel shall perform as follows:

<b><u>POSITION</u></b>	<b><u>NAME</u></b>
Project Manager	_____
Site Manager	_____
Knowledge Base Content Manager	_____
Technology Manager	_____

2452.239-70 Access to HUD Systems. (DEC 2012)

2452.239-71 Information Technology Virus Security. (FEB 2006)

2452.246-70 Inspection and Acceptance ALT 1. (FEB 2006)

Inspection and acceptance of all work required under this contract shall be performed by the Government Technical Representative (GTR) or other individual as designated by the Contracting Officer or the GTR.

## **PART 4 – LIST OF ATTACHMENTS**

<b><u>ATTACHMENT NUMBER</u></b>	<b><u>DESCRIPTION</u></b>
001	Performance Work Statement (PWS)
002	Overview / Historical Data
003	Customer Satisfaction Survey Instruments



004	Quality Assurance Surveillance Plan (QASP)
005	Instructions and Award Criteria
006	Past Performance Information Chart
007	Pricing Schedule
008	Sample Price Breakdown Worksheet

<b>AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT</b>		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. 000005		3. EFFECTIVE DATE 12/30/2013		4. REQUISITION/PURCHASE REQ. NO.	
5. PROJECT NO. (If applicable)		6. ISSUED BY CODE NPH		7. ADMINISTERED BY (If other than Item 6) CODE NPH	
US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000		US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		(x) 9A. AMENDMENT OF SOLICITATION NO. DU100H-14-R-0001			
		x 9B. DATED (SEE ITEM 11) 11/14/2013			
		10A. MODIFICATION OF CONTRACT/ORDER NO.			
		10B. DATED (SEE ITEM 13)			
CODE		FACILITY CODE			

**11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS**

- ☒ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☐ is extended. ☒ is not extended.  
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning 1 copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

**13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.**

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)

**E. IMPORTANT:** Contractor ☐ is not, ☐ is required to sign this document and return \_\_\_\_\_ copies to the issuing office.

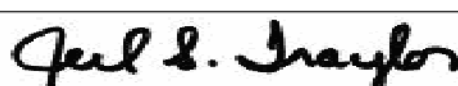
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

THE PURPOSE OF THIS AMENDMENT IS AS FOLLOWS:

- To amend the response to vendor questions by adding questions and answers numbers 84-87.
- The date and time for receipt of quotes remain unchanged at December 31, 2013 at 12:00 p.m. EST.

Period of Performance: 02/21/2014 to 02/20/2019

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) JERL S. TRAYLOR	
15B. CONTRACTOR/OFFEROR  (Signature of person authorized to sign)	15C. DATE SIGNED	16C. DATE SIGNED 12/30/2013	16B. SIGNATURE OF CONTRACTING OFFICER 

**QUESTIONS & ANSWERS  
DU100H-14-R-0001**

**QUESTION 84:** Is the current due date, December 31<sup>st</sup> @12pm ET, still applicable or will the due date be revised? If the due date will be revised, has a revised due date been determined or has any considerations been made of a tentative due date?

**ANSWER 84:** The due date is as documented on amendments 000004 and 000005.

**QUESTION 85:** Should offerors still assume a Period of Performance commencement date of January 21, 2014? If not, has a revised commencement date been determined or has any considerations been made of a tentative commencement date?

**ANSWER 85:** The period of performance contained in the solicitation is an estimated period and will be established upon actual award of the task order.

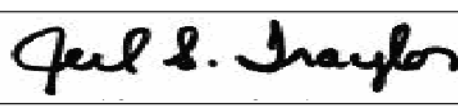
**QUESTION 86:** In light of the current extension, can we get formal clarification that the Quantity of Issue for CLINs 7a and 7b (585,000 & 113,750) in each pricing table are in error, as they represents only one (1) month estimated units in tables where 9 month and 12 month Total Prices are required.

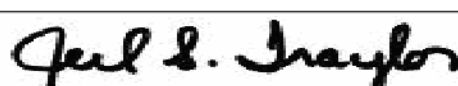
While the error appears Patent, in that it would not support a total price roll-up, my Pricing folks have an aversion to changing those type of entries without specific guidance from the Government

**ANSWER 86:** The totals are correct. The quantity of issue gives the vendor the estimated number of minutes per month usage for per unit pricing purposes. The Total Estimated Price column would be the total amount of the CLIN for the period or contract year; in this case either for the entire 9 or 12 month period.

**QUESTION 87:** Given that the government has determined that SCA wage does apply, which positions are subjected to the SCA – and what occupation code titles would apply to these SCA positions?

**ANSWER 87:** The answer to your question would presume that HUD knew the individual bid strategy of each offeror. The SCA is a part of the master contract and is applicable via flow-down to the task order to be awarded. The same labor categories to which SCA was applicable in the master contract are the ones that would apply in the task order. In accordance with the applicable clause; FAR 52.222-49, and as part of the resultant award, the specific categories and locations for the wage determinations will be finalized as this cannot be done until HUD receives the bid categories and call center location(s) as part of the proposals.

<b>AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT</b>				1. CONTRACT ID CODE		PAGE OF PAGES 1 1	
2. AMENDMENT/MODIFICATION NO. 000004		3. EFFECTIVE DATE 12/20/2013		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)	
6. ISSUED BY US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000		CODE NPH		7. ADMINISTERED BY (If other than Item 6) US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000		CODE NPH	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO. DU100H-14-R-0001			
				x 9B. DATED (SEE ITEM 11) 11/14/2013			
				10A. MODIFICATION OF CONTRACT/ORDER NO.			
				10B. DATED (SEE ITEM 13)			
CODE		FACILITY CODE					
<b>11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS</b>							
<input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input checked="" type="checkbox"/> is extended. <input type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning <u>1</u> copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.							
12. ACCOUNTING AND APPROPRIATION DATA (If required)							
<b>13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.</b>							
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.						
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).						
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:						
	D. OTHER (Specify type of modification and authority)						
<b>E. IMPORTANT:</b> Contractor <input type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)							
THE PURPOSE OF THIS AMENDMENT IS AS FOLLOWS:							
1. To amend the solicitation to add FAR clause 52.222-41, Service Contract Act of 1965.							
2. To extend the date and time of quote submission to December 31, 2013 at 12:00 p.m. EST.							
Period of Performance: 01/21/2014 to 01/20/2019							
Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.							
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
				JERL S. TRAYLOR			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		11		16C. DATE SIGNED	
(Signature of person authorized to sign)						12/20/2013	
NSN 7540-01-152-8070 Previous edition unusable				STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243			

<b>AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT</b>		1. CONTRACT ID CODE		PAGE OF PAGES 1 4	
2. AMENDMENT/MODIFICATION NO. 000003		3. EFFECTIVE DATE 12/17/2013		4. REQUISITION/PURCHASE REQ. NO.	
6. ISSUED BY US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000		CODE NPH		5. PROJECT NO. (If applicable)	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		(x)		7. ADMINISTERED BY (If other than Item 6) CODE NPH US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000	
		x		9A. AMENDMENT OF SOLICITATION NO. DU100H-14-R-0001	
				9B. DATED (SEE ITEM 11) 11/14/2013	
				10A. MODIFICATION OF CONTRACT/ORDER NO.	
				10B. DATED (SEE ITEM 13)	
CODE		FACILITY CODE			
<b>11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS</b>					
<input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input checked="" type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning <u>1</u> copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.					
12. ACCOUNTING AND APPROPRIATION DATA (If required)					
<b>13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.</b>					
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.				
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).				
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:				
	D. OTHER (Specify type of modification and authority)				
<b>E. IMPORTANT:</b> Contractor <input type="checkbox"/> is not, <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)					
THE PURPOSE OF THIS AMENDMENT IS AS FOLLOWS:					
1. To amend the response to vendor questions by adding questions and answers numbers 78-83.					
2. To revise the place for submission of quotes. Responses shall be submitted electronically by email to Kimberly.M.Campbell@hud.gov with a carbon copy to JerL.S.Traylor@hud.gov. There is a 5mbs limitation per email message					
3. To make Pen and Ink revisions to Attachment 005 - Instructions and Award Criteria to make additional clarifications and revisions to the response page counts as follows:					
Continued ...					
Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.					
15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)			
		JERL S. TRAYLOR			
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		16C. DATE SIGNED	
(Signature of person authorized to sign)		11 		12/17/2013	

## CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED  
DU100H-14-R-0001/000003PAGE OF  
2 4

NAME OF OFFEROR OR CONTRACTOR

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<ul style="list-style-type: none"><li>- Transmittal Letter - 1 page</li><li>- Title Page - Is included in the page count for its respective submission.</li><li>- Table of Contents - Is included in the page count for its respective submission.</li><li>- Acronyms/Abbreviations - Is included in the page count for its respective submission.</li><li>- Including Letters of Commitment - Unlimited</li></ul> <p>4. The date and time for receipt of quotes remain unchanged at December 20, 2013 at 4:00 p.m. EST.</p> <p>Period of Performance: 01/21/2014 to 01/20/2019</p>				

**QUESTIONS & ANSWERS, Continued**  
**DU100H-14-R-0001**

**QUESTION 78:** Should pricing for the base year CLINs 0002, 0003, and 0004 be for 9 months or 12 months?

**ANSWER 78:** Pricing should be as indicated In the Pricing Schedule. The subCLIN(s) that use a 9 month quantity of issue should be used for all other subCLINs under the same Parent CLIN, and the same for the CLINs utilizing a 12 month quantity of issue.

**QUESTION 79:** The Instructions to Offerors sections states that quotes to be submitted via FedConnect. Can the website and/or URL address please be provided? Does the site have any file size limitations for submission?

**ANSWER 79:** Due to technical issues, responses must be submitted electronically by email to [Kimberly.M.Campbell@hud.gov](mailto:Kimberly.M.Campbell@hud.gov) with a carbon copy to [JerL.S.Traylor@hud.gov](mailto:JerL.S.Traylor@hud.gov). There is a 5mbs limitation per email message.

**QUESTION 80:** At this time, we are unable to locate the opportunity in FedConnect. Can you please provide the following information as it was entered into FedConnect:

- Title
- Agency
- Issuing Office
- Reference Number

We would also like to respectfully request that offerors be permitted to submit their proposal via email in addition to submitting via FedConnect and that receipt of the proposal via either method will be deemed acceptable by HUD.

**ANSWER 80:** Due to technical issues, responses must be submitted electronically by email to [Kimberly.M.Campbell@hud.gov](mailto:Kimberly.M.Campbell@hud.gov) with a carbon copy to [JerL.S.Traylor@hud.gov](mailto:JerL.S.Traylor@hud.gov). There is a 5mbs limitation per email message.

**QUESTION 81:** Attachment 7; Question 26 and 28 state that Attachment 7 has been revised. Can HUD provide the revised pricing sheet?

**ANSWER 81:** In amendment 000002, Block 14, Item number 5, states that the revisions to the Pricing Schedule, Attachment 007 will be made by Pen & Ink.

**QUESTION 82:** Socio-Economic Participation Plan; Answer to Question 60 states that dollar and percentage goals should be included as part of the Socio-Economic Participation Plan. Since this section will now include pricing data, would the government prefer that this plan be provided as a separate document or attached to the Pricing/Cost narrative, rather part of the Technical proposal?

**ANSWER 82:** The Socio-Economic Participation Plan shall be submitted as a standalone document within the Technical Quotation section.

**QUESTION 83:** Att. 5, Instructions to Offerors, p. 1; The following question was inadvertently not answered in our original question submittal on November 19, 2013.

Please confirm the following proposal sections are also not restricted in Page Count:

Transmittal Letter – Unlimited

Title Page – Unlimited

Table of Contents – Unlimited

Acronyms/Abbreviations – Unlimited

Including Letters of Commitment – Unlimited

**ANSWER 83:**

Transmittal Letter – 1 page

Title Page – Is included in the page count for its respective submission.

Table of Contents – Is included in the page count for its respective submission.

Acronyms/Abbreviations – Is included in the page count for its respective submission.

Including Letters of Commitment – Unlimited



<b>AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT</b>				1. CONTRACT ID CODE		PAGE OF PAGES 1 50									
2. AMENDMENT/MODIFICATION NO. 000002		3. EFFECTIVE DATE 12/10/2013		4. REQUISITION/PURCHASE REQ. NO.		5. PROJECT NO. (If applicable)									
6. ISSUED BY US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000		CODE NPH		7. ADMINISTERED BY (If other than Item 6) US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000		CODE NPH									
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)				(x) 9A. AMENDMENT OF SOLICITATION NO. DU100H-14-R-0001											
				x 9B. DATED (SEE ITEM 11) 11/14/2013											
				10A. MODIFICATION OF CONTRACT/ORDER NO.											
				10B. DATED (SEE ITEM 13)											
CODE		FACILITY CODE													
<b>11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS</b>															
<input checked="" type="checkbox"/> The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers <input type="checkbox"/> is extended. <input checked="" type="checkbox"/> is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning <u>1</u> copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.															
12. ACCOUNTING AND APPROPRIATION DATA (If required)															
<b>13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.</b>															
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;">CHECK ONE</td> <td>A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.</td> </tr> <tr> <td></td> <td>B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).</td> </tr> <tr> <td></td> <td>C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:</td> </tr> <tr> <td></td> <td>D. OTHER (Specify type of modification and authority)</td> </tr> </table>								CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.		B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).		C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:		D. OTHER (Specify type of modification and authority)
CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.														
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).														
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:														
	D. OTHER (Specify type of modification and authority)														
<b>E. IMPORTANT:</b> Contractor <input type="checkbox"/> is not. <input type="checkbox"/> is required to sign this document and return _____ copies to the issuing office.															
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)															
THE PURPOSE OF THIS AMENDMENT IS AS FOLLOWS:															
1. To respond to vendor questions by incorporating questions and answers to the solicitation.															
2. To make a Pen and Ink revision to Part 3 - Clauses, of the solicitation to delete FAR clause 52.211-11, Liquidated Damages.															
3. To revise Attachment 001, Performance Work Statement as follows:															
a. Revise Section 1.6.4, Hours of Operation.															
b. Revise Section 1.6.5, Post Award Conference/Status Meetings.															
Continued ...															
Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.															
15A. NAME AND TITLE OF SIGNER (Type or print)				16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)											
				JERL S. TRAYLOR											
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		11 		16C. DATE SIGNED									
(Signature of person authorized to sign)						12/10/2013									

## CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED  
DU100H-14-R-0001/000002PAGE OF  
2 50

NAME OF OFFEROR OR CONTRACTOR

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>c. Revise Section 5.1.6, Inquiry Types.</p> <p>d. Revise the Contract Performance Incentive Structure.</p> <p>4. To make Pen and Ink revisions to Attachment 005 - Instructions and Award Criteria to clarify and revise response page counts as follows:</p> <ul style="list-style-type: none"><li>• Quotation Matrix - Unlimited</li><li>• Executive Summary - 1 page</li><li>• Socio-Economic Participation - Unlimited</li><li>• Draft Quality Control Plan - Is included in the page count for the Management Plan. The page count has been increased from 15 to 20 pages for the Management Plan.</li><li>• Price/Cost Additional Narrative Information - Unlimited</li></ul> <p>5. To make a Pen and Ink revision to Attachment 007 - Pricing Schedule. The quantity under CLIN 0006d has been deleted and the quantity for CLIN 0006a has been changed from 0 to 9.</p> <p>6. The date and time for receipt of quotes remain unchanged at December 20, 2013 at 4:00 p.m. EST.</p> <p>Period of Performance: 01/21/2014 to 01/20/2019</p>				

**QUESTIONS & ANSWERS**  
**DU100H-14-R-0001**

QUESTION 1: Attachment 1, PWS 1.6.4 **Hours of Operation;** Please confirm that the call center is not required to be open during government holidays, weekends, during inclement weather and after duty hours. Is a government closure required in order for the call center to be closed due to inclement weather?

ANSWER 1: The PWS has been revised to clarify the hours of operation.

QUESTION 2: Attachment 1, PWS 1.7 **Transition and Startup;** Transition Period: Please confirm that the transition-in plan is required within 5 business days and not 5 calendar days.

ANSWER 2: The transition-in plan is required within 5 calendar days.

QUESTION 3: Attachment 1, PWS C-3 **Government Furnished Property and Services;** Security Process: What prior government clearance is required for new hires?

ANSWER 3: The Contractor shall perform appropriate personnel screening in accordance with their administrative hiring policies. 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
- Delinquent Federal debt
- Employment verification
- Drug screening

QUESTION 4: Attachment 1, PWS C-3 **Government Furnished Property and Services;** Telephone Numbers: Is the contractor required to set up a virtual fax folder?

ANSWER 4: No.

QUESTION 5: Attachment 1, PWS C-4 **Contractor Furnished Items and Services;** 4.1, Facilities to be provided: Is there a distance requirement for the contractor facility from the HUD headquarters? Is there a distance requirement for the contractor primary and secondary sites from each other?

ANSWER 5: HUD requirements for the facility/facilities are in accordance with the GSA USA Contact Contract. Refer to Section C.5.3 - Site Selection and Facility Design requirements of the USA Contact Contract.

QUESTION 6: Attachment 1, PWS C-4 **Contractor Furnished Items and Services; 4.2.1, Power Supply:** Are both contractors provided facilities (primary and secondary) required to have a generator?

ANSWER 6: Both Contractor facilities must meet the requirements of Section 4.2.1 Power Supply - on page 12 of the Performance Work Statement (Attachment 1).

QUESTION 7: Attachment 1, PWS C-5 **Specific Tasks and Deliverables; 5.1.10: Language Support:** Please confirm that the contractor is required to provide "other" language support beyond English and Spanish". If this is to be contractor provided, please provide historical data around number of calls and languages required.

ANSWER 7: Yes, the Contractor is required to provide other language support. Please refer to C.2.1.5, Language Support in the USA Contact Contract. We do not have historical data for languages other than English and Spanish.

QUESTION 8: Attachment 1, PWS C-7 **Performance Requirements Summary;** Is the number of daily/weekly/monthly contacts measured by the ACD or by the CRM system? Specifically, what system determines the number of calls for the performance measurements?

ANSWER 8: The ACD and CRM are used to determine the number of calls for the performance measurements.

QUESTION 9: Attachment 1, PWS C-7 **Performance Requirements Summary;** Disincentive/Speed of ANSWER and Customer Survey: Will the contractor be given waivers on this measurement in the event of special circumstances, such as natural disaster or government shut down?

ANSWER 9: Refer to Section C-7 - Performance Requirements Summary, paragraph 4, second sentence on Page 28 of the Performance Work Statement.

QUESTION 10: Since only simple calls documented in the knowledgebase are handled by these agents, would FHA consider allowing candidates with 1 year customer service to be considered?

ANSWER 10: Successful Resource Center call agents typically have a minimum of 3-5 years of real estate or mortgage finance experience as well as 2-4 years of college.

QUESTION 11: Is real estate or mortgage finance experience preferred or required?

ANSWER 11: Successful Resource Center call agents typically have a minimum of 3-5 years of real estate or mortgage finance experience as well as 2-4 years of college. See 4.5 - Contract of Personnel for specific experience requirements for key personnel.

QUESTION 12: Will FHA consider supplier's Quality Assurance experience in similar programs to set the number of monitored calls per month?

ANSWER 12: No, HUD will not consider supplier's Quality Assurance experience. As stated in Section C-7 in the Performance Requirements chart on page 29 in the Performance Work Statement the per agent call monitoring rate is at least 20 contacts per agent per month.

QUESTION 13: Will agents need to segregate by contact channel (chat only agents, voice only agents, etc.) or can agents handle inquiries across multiple channels?

ANSWER 13: This is a management decision based on the requirements of the USA Contact Contract. Please refer to Section C.4.3.3 Skills Categories and C.2.1.4 Work Types.

QUESTION 14: Can Government provide SCA occupation code - title for the agents performing this service?

ANSWER 14: The staff necessary to meet the requirements of the PWS is professional and technical in nature and the SCA does not apply.

QUESTION 15: Requests a 2-week quote extension due date of December 18, 2013.

ANSWER 15: The solicitation will be extended by 10 days from the issuance (effective date) or amendment 2.

QUESTION 16: PWS, p. 3 - 1.6.4 **Hours of Operation** (Responding to Telephone Inquiries); Can the Government confirm the Resource Center will be open Monday through Friday from 8 a.m. to 8 p.m., excluding Federal Holidays?

ANSWER 16: The PWS has been revised to clarify the hours of operation.

QUESTION 17: PWS, p. 10, - C-3 **Government Furnished Property and Services**; In Section 3.1 the requirement states, "The Contractor shall utilize the Government-furnished Siebel CRM for capturing, tracking, assigning and managing all inquiries from initial contact through resolution, regardless of the access channel." However, Item Number 2 in Section C-3, Page 10, the item list states the Government will provide support on CRM integration. Please clarify what type of integration will be supported?

ANSWER 17: HUD shall provide CRM support integration into HUD systems via site to site VPN.

QUESTION 18: PWS, p. 11, - 3.1 **Contact Management Application**; Given the CRM will be provided via separate contract for Contractor use, can the Government confirm the Contractor will be able to make modifications to CRM screen layout, work flow, and business rules to implement process improvements/achieve efficiencies?

ANSWER 18: The CRM is maintained under a separate contract. The contractor shall be able to make modifications of existing fields, list of values and field location as well as addition or deletion of existing fields, user types, positions, etc.

QUESTION 19: PWS, p. 14, - 4.5.1 **Security Requirements**; This section states the average turnaround time, as of July 2013, from submission of all required paperwork until employee is granted access to required HUD systems is 10–15 days. Is the 10–15 day time period valid throughout the year?

ANSWER 19: Yes, this is an average turnaround time.

QUESTION 20: PWS, p. 14, 4.5.1 **Security Requirements**; This section states the average turnaround time, as of July 2013, from submission of all required paperwork until employee is granted access to required HUD systems is 10–15 days. Can the Government confirm if these are calendar or business days?

ANSWER 20: This is represented in calendar days.

QUESTION 21: PWS, p. 17 5.1.1 **Training Development**; This section states FHA will provide standard operating procedures that have been utilized by prior contractors. How many standard operating procedures will be provided?

ANSWER 21: There are presently approximately 30 +/- Standard Operating Procedures utilized by the FHA Resource Center. These various SOP's are used to handle various inquiry types for phone calls, emails and work production related service requests.

QUESTION 22: PWS, p. 22, - 5.1.6 **Inquiry Types**; Can the Government elaborate on how Electronic Mailing Lists/Outbound Email will be supported by a HUD-maintained interface with the CRM?

ANSWER 22: The present subscriber email volume as of 11/21/13 is 159,842. This volume is subject to request of the public and the demand can change.

QUESTION 23: PWS, p. 23, 5.1.9 **Electronic Mailing List**; This section states the Contractor's solution must have the capacity to manage and send outbound email to a large volume of recipients. Can the Government quantify the maximum number of recipients for any given distribution?

ANSWER 23: The present subscriber email volume as of 11/21/13 is 159,842. This volume is subject to request of the public and the demand can change.

QUESTION 24: PWS, p. 24, 5.1.13 **Customer Survey Automation**; Survey content in Attachment 003 appears to be for web surveys. Can the Government confirm there is no requirement for IVR surveys?

ANSWER 24: Currently the only approved surveys are web surveys.

QUESTION 25: PWS, p. 30, C.7 **Performance Requirements Summary**; The incentive structure will be effective on the first day of the month that begins 60 days after contract award. However, PWS 1.7.1, p. 5, states the Transition-In period is 90 days. For consistency, should C.7 be modified to show the incentive structure begins 90 days after contract award?

ANSWER 25: The PWS has been changed to correct when the incentive structure begins.

QUESTION 26: Att. 2, **Overview and Historical Data**; p.19 of 25 and Att. 7, Pricing Schedule, p. 1 - 10 CLIN Structure - The evaluated price for written correspondence (CLIN 0006d, 1,501 to 2,500) is significantly greater than the historical monthly data. Att. 1, PWS Rev. 1, Section 5.1.4.3, Work Volume Impact, does not include rationale for anticipating large monthly increases in volume. To avoid the risk of receiving unbalanced or unrealistic pricing, can the Government clarify why the evaluated CLIN volume for written correspondence is so high?

ANSWER 26: The price schedule has been modified to reflect a change to CLINS 0006d and 0006a.

QUESTION 27: PWS 5.1.10 **Language Support**; page23, Would the Government please provide (1) an average number of contacts per month received in languages other than Spanish and English and (2) what languages other than Spanish are needed?

ANSWER 27: We do not have historical data for languages other than English and Spanish. Please refer to C.2.1.5, Language Support in the USA Contact Contract for the list of required languages.

QUESTION 28: Attach 007 **Pricing Schedule**; Base Year, Attachment 007, Page 1, CLIN 0003g, telephone inquiries, and Page 2, CLIN 0004h, email correspondence, request 12 months of pricing. However, Page 2, CLIN 0005d, mail fulfillment, and CLIN 0006d, written correspondence, request 9 months of pricing. Should the contractor pricing include 9 months or 12 months across all channels? Or is the intent to execute CLINS 0002, 0003, and 0004 during the project start-up timeframe during the initial 90 days post-contract award?

ANSWER 28: Attachment 0007, Pricing Schedule has been revised. CLIN 0006d is now zero and CLIN 0006a is now 9. The Quantity of Issue for CLINS 0005d, 0006a, and 0007c are correct at 9 for the base year.

QUESTION 29: PWS 5.1.6, **Inquiry Types**; page 22; Would the Government please provide more information around the requirements for Written Correspondence and Fax?

ANSWER 29: HUD shall provide electronic form letters for the vendor's use. The vendor shall provide materials, office supplies, equipment, and postage necessary to fulfill requirements for written correspondences and faxes.

QUESTION 30: PWS 1.6.4 **Hours of Operation**; page 3, Can the contractor assume that the hours of operation are only in effect Monday through Friday?

ANSWER 30: The PWS has been revised to clarify the hours of operation.

QUESTION 31: PWS 5.1.6 **Inquiry Types**, page 22; What is the volume of Fax communications, and where are they counted within the banded volumes?

ANSWER 31: The volume of Fax Communications and banded volumes have not been reported on historically due to the minimum volume. The fax communications are a very limited amount of the FHA Resource Center's production. The majority of this minimum volume would be sending out documents via fax to clients who may not have an email address. The banded volumes would be included in the overall telecom services; however, they are not separated out for reporting purposes due to the limited volume.

QUESTION 32: PWS 4.3, **Material to Be Provided**; page 13, Section 4.3 of the PWS states, "The Contractor shall provide materials and office supplies necessary to fulfill requirements for



written correspondence and fulfillment requirements of the contract." Will the documents required for fulfillment be print on demand, or will document storage be required? What are the security requirements concerning the documents?

ANSWER 32: The documents required for vendor fulfillment may be printed on demand and document storage is not required. The vendor shall follow HUD's IT security requirements regarding data transmission.

QUESTION 33: PWS 4.3 **Material to Be Provided**; page 13 Section 4.3 of the PWS states, "The Contractor shall provide materials and office supplies necessary to fulfill requirements for written correspondence and fulfillment requirements of the contract." Would the Government please provide a list of the packages, sizes, and weights? Should postage be included in the contractor's pricing or be treated as an ODC? If included, how are packages to be shipped (e.g., USPS, UPS)?

ANSWER 33: Typically information that is necessary for the written correspondence and fulfillment requirement is sent in envelopes not packages. There is no way to determine the envelope weight or postage costs because it is based on the per item request. HUD requires all mail to be sent via 1st class postage.. Postage should be included in the Contractor's pricing, not treated as an ODC.

QUESTION 34: Attachment 001, page 24, 5.1.13 Customer Survey Automation; The Contractor shall provide the capability to survey callers in an automated fashion for purposes of customer satisfaction assessment. The application shall provide the means to capture and transcribe the comments for analyses. The application shall be capable of capturing, storing, aggregating, and reporting survey results. All surveys shall be conducted in accordance with rules prescribed by the Government, which is provided as Government Furnished Information. Survey content of the three current HUD approved survey instruments are provided in Attachment 003.

Page 29 - Standard - CSR Closed Service Requests,

Objective/Calculation - Number of clients responded favorably to survey / Total number of clients surveyed = 80% or better

Page 30 - Customer Survey – CSR Closed Service Requests,

Number of clients responded with 9 or 10 favorable rating on survey (with 1-10 scale) for overall satisfaction / Total number of clients surveys received > 90% add .5%

(a) Are CSR Closed Service Requests requirement and incentive meant to measure the same thing?

ANSWER 34(a). The incentives are based upon the closed services requests at the FHA Resource Center as it relates to Quality Assurance Standards.

(b) How exactly does one get “9 or 10 favorable rating on survey (with 1-10 scale)” when the provided approved instrument has 6 QUESTIONS with 6 choices for each?

ANSWER 34(b). The PWS, page 30, has been revised to correct this discrepancy.

QUESTION 35: Attachment 001, page 2, 1.5 **Description of Services**; The contractor shall provide a turnkey multi-channel contact solution to support the FHA Single Family program, including...web-based media. What is currently offered (or desired) as “Web-Based Media”, and what is the volume for each of those channels?

ANSWER 35: It is preferred that the Offeror proposes their methodology to meet the requirement of the performance work statement.

QUESTION 36: Attachment 001, page 3, 1.6.4 **Hours of Operation**; The hours of operation for the telephone inquiry activities currently supported by the Resource Center are 8:00 AM to 8:00 PM Eastern. What days of the week is the Resource Center open? If 7 days a week are volumes on the weekends consisted with weekday volumes?

ANSWER 36: The PWS has been revised to clarify the hours of operation.

QUESTION 37: Attachment 001, page 3, 1.6.4 **Hours of Operation**; Government agencies will not be available during scheduled holidays, inclement weather, weekends, after duty hours...The contractor must at all times maintain an adequate workforces for the uninterrupted performance of all tasks defined within the Contract when the Government facility is not closed for the above reasons. Does this imply that the Contractors facility will be closed when the government is closed for reasons including scheduled holidays, inclement weather, and weekends?

ANSWER 37: The PWS has been revised to clarify the hours of operation.

QUESTION 38: Attachment 001, page 4, 1.7.2 **Transition Out**; The Government may furnish its own Internet domain(s) for use by the Contractor. Please describe the need for the Contractor to have a Government furnished Internet domain.

ANSWER 38: The need to have a government furnished Internet domain is unknown at this time.

QUESTION 39: Attachment 001, page 11, 3.2.1 **Data/Material Usage**; During the course of this Contract, the Contractor will create and maintain databases that are used in support of processing inquiries and contain information such as scripted responses, topical information entries, business rules, preformatted responses, personal information, transaction histories, and

agency contacts. The Contractor may also capture and store certain inquiry data in Contractor-provided and/or Government-provided databases. It was our assumption that this material would all be stored in the HUD hosted Knowledge Base. If data is to be entered and maintained outside of the CRM/Knowledge Base please provide the acceptable platforms, processes and anticipated timelines for receiving a HUD ATO for these databases? Is the contractor expected to host the knowledge base and/or the hud.gov/ANSWERS webpage?

ANSWER 39: No, the Contractor is required to maintain their own technical solution components and interface to HUD systems.

QUESTION 40: Attachment 001, page 15, 4.6 **Identification of Contractor Employees;** When on Government premises and in person for meetings. For travel and pricing purposes, how many Government site meetings are anticipated, which Contractor personnel should attend, and what Government sites will host the meetings?

ANSWER 40: All meetings, including the post award conference, shall be held via teleconference at no additional cost to the government.

QUESTION 41: Attachment 001, page 18, 5.1.2 **Work Flow;** The automated service provides a menu of services that access ANSWERS to frequently asked QUESTIONS and automated facsimile services. Will the CRM/Knowledge Base integration package with the contractor owned IVR or equivalent be provided by the Government, or should the contractor price that integration package into their overall solution?

ANSWER 41: Only access to the CRM and HUD site to site VPM are provided.

QUESTION 42: Attachment 001, page 21, 5.1.5.1, **Management Reports;** The Contractor shall provide for the automatic generation of comprehensive, accurate, easy to understand, and timely reports. The Contractor shall provide management reports via a secure web site for remote access and download via the Internet. What data does the Government seek?

ANSWER 42: Refer to Section 5.1.5, Documents To Be Provided, on page 21 of the Performance Work Statement. The information is listed in Sections 5.1.5.1 Management Reports, 5.1.5.2 Monthly Status Reports and 5.1.5.3 Ad Hoc Reports.

QUESTION 43: Attachment 001, page 23, 5.1.10 **Language Support;** The Contractor can utilize off-site translation services for other language support services. Other than English and Spanish how many other languages is the contractor expected to support?

ANSWER 43: Please refer to C.2.1.5, Language Support in the USA Contact Contract for the list of required languages.

QUESTION 44: Attachment 001, page 28, **Performance Requirements Blockage**; HUD owns the 800 numbers that will be used, and only the line owners can request busy out reports. Will HUD provide the Total number of calls offered by the network on a monthly and ad hoc basis upon the contractor's request?

ANSWER 44: No.

QUESTION 45: Attachment 001, page 15, 4.7 **Quality Control**; The solution shall meet the following minimum requirements: Recordation of both the voice and data (screen manipulation) portions of each call transaction. Archived files must still be maintained in such a way that the Government can recall archived files where necessary. (a) All call recordings must be encrypted at rest. "Each", implying 100% of calls would be recorded? (b) "Encrypted at rest" meaning after 30 days? Or encrypted after how long? (c) How long are archives maintained, indefinitely?

ANSWER 45(a). Yes, 100 percent of the calls require recording.

ANSWER 45(b). Encryption at rest: "No. Data at rest includes all periods of storage, including but not limited to archived data in accordance with HUD's Information Security requirements outlined in 5.1.16". How long are archives maintained, indefinitely? "No. Archived data shall be maintained by the contractor for the duration of the contract subject to Section 1.7.2."

ANSWER 45(c). The calls are required to be archived for the term of the contract.

QUESTION 46: Attachment 001, page 25, **HUD's IT Security Policy Handbook**; HUD's IT Security Procedures Handbook - The links to the Policy Handbook and Procedures Handbook are not accessible.

Would HUD please provide a pdf of these documents?

If these documents cannot be provided, please advise if standard PCI compliance-related design elements should be incorporated into the solution for this opportunity, including:

- Network segregation via firewalls.
- Physical site segregation to separate this program from other programs housed in the same contact center facility.
- Security technology elements, such as electronic badging, CCTV monitoring, etc.

ANSWER 46: The documents can be accessed at the following links:

1. Information Technology Security Policy (2400.25) Link:  
[http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/administration/hudclips/handbooks/cio/2400.25](http://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/hudclips/handbooks/cio/2400.25)  
Dated: August 2013
2. HUD System Development Methodology (SDM) Link :  
[http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/cio/sdm](http://portal.hud.gov/hudportal/HUD?src=/program_offices/cio/sdm)

QUESTION 47: Attachment 001, page 13, The Contractor shall provide materials and office supplies necessary to fulfill requirements for written correspondence and fulfillment requirements of the contract. The contractor will be required to print, package and post a variety of printed material. 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. Could HUD provide a breakdown of how much printing is color vs. B&W?

ANSWER 47: Currently 100% of the printing is done in black and white.

QUESTION 48: Attachment 001, page 23, 5.1.7 **Fulfillment Services**; The contractor shall be required to print, package and post a variety of printed material. 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. Current fulfillment services are concentrated on the printing and mailing of materials to clients who do not have access to the Internet or an electronic mail provider. Only provided brochures are eligible for fulfillment, all other brochure requests shall be routed through the HUD Distribution Center. Printing may be done in black and white. Any requested knowledge base article shall be printed from the CRM. Printing may be done in black and white. What is the average number of pages that are contained in each “mailing” to clients?

Historically, how much has been allocated for postage? Is all mail required to be sent as USPS first class mail? How is the contractor expected to handle undeliverable mail? Could HUD provide samples of “written correspondence”?

ANSWER 48: We don't have any data on the average number of pages sent for each mailing but the average fulfillment for the past three years is 849 per month. HUD does not have any historic data on how much vendors have allocated for postage. HUD requires all mail to be sent via 1st class postage. Form letter(s) will be provided at time of contract award.

QUESTION 49: Attachment 001, 4.1 **Facilities to be provided**; Solicitation states the Government ‘requires that successful vendors present a proposal that includes a primary and secondary facility’ – are there any special build out requirements for Resource Center agents within a vendor facility? Does the FHA Resource Center call center function need to be physically separated from other governmental and commercial clients within a location?

ANSWER 49: The GSA USA Contract Contract states the requirements for facilities. Please refer to Section C.5.3 Site Selection and Facility Design requirements.

QUESTION 50: Attachment 001, 4.5 **Contractor personnel**; Solicitation states that Resource Center agents typically have 3-5 years of real estate and mortgage finance experience, as well as 2-4 years of college – Are these Resource Center agents subject to the Services Contract Act? And if so, what occupation title will HUD require for conformance?

ANSWER 50: The staff necessary to meet the requirements of the PWS is professional and technical in nature and the SCA does not apply.

QUESTION 51: Attachment 001, 5.11 **Training Development**; For clarification purposes, it is stated that there is 1-2 days of ‘systems training’ for the Consumer CSRs and Industry CSRs – Is this systems training on the CRM and Knowledgebase applications that are provided by HUD? If not, can you please provide the average training time for new hires for the CRM application and the Knowledgebase application?

ANSWER 51: Systems training would include the CRM/knowledge base and HUD's secure systems. FHA will only be providing previously used training materials. It is the vendor's decision if they use these materials or develop their own. Please refer to section 5.1.1 Training Development on page 17.

QUESTION 52: Attachment 001, 5.1.4.1 **Contact Categories**; Contact Categories – Average Handle time for telephone inquiry is described as being seven (7) minutes in duration, including 30 seconds for after call work. Can HUD please provide the historical average handle times for email contacts, the mail fulfillment, and the written correspondence functions?

ANSWER 52: HUD does not have historical counts of reports available on these items.

QUESTION 53: Attachment 001, 5.1.4.2 **Current Contract Volumes**; Attachment 2 – HUD has provided the estimated monthly volumes that will be utilized for evaluation purposes and has provided a three year historical view into contact volume in Attachment 002 – can HUD provide a ½ hour distribution report for the telephone inquiry's?

ANSWER 53: HUD does not have ½ hour reports available on these items.

QUESTION 54: Attachment 001, 5.1.4.3 **Work Volume Impact**; Given the variability of monthly telephone inquiry volume – and given the dis-incentives listed in Section C.7 – will HUD provide a ‘rolling’ forecast of expected telephone inquiry volume based upon historical analysis? If in a period of rapid increments to the telephone inquiries – Has HUD developed or

has considered developing a mechanism to temporarily suspend the dis-incentives for more than a nominal and minimal increase in telephone volume?

ANSWER 54: No.

QUESTION 55: Attachment 001, 5.1.10 **Language Support**; Language Support – Can HUD provide the monthly % of telephone inquiries for ALL languages that have requested support within the last 3 years?

ANSWER 55: Refer to Section C.2.1.5 Language Support requirements of USA Contact Contract for other language requirements other than Spanish. The government does not report or maintain historical statistics or information other language volume other than Spanish.

QUESTION 56: Attachment 005, **Instructions to offers**; We request a two week extension of the proposal submission date in order for the contractors to present the best possible response.

ANSWER 56: The solicitation will be extended by 10 days from the issuance (effective date) of amendment 2.

QUESTION 57: Fax handling requirements are generally defined, but not listed under "inquiry types", please confirm the fax servicing requirement.

ANSWER 57: The PWS has been revised to clarify fax servicing requirement. See PWS Section 5.1.6 Inquiry Types.

QUESTION 58: Attachment 002 /3.1 Contact mgmt. app; We are seeking specifications around call processing and CRM integration. Please define the CTI requirements required for this effort. It is indicated that warm xfers are required for escalations, but it is not specified if this includes just voice calls or Siebel screen xfers, as well.

ANSWER 58: There is a simultaneous escalation for the warm transfer of the telephone calls at the same time the service request is transferred in the CRM.

QUESTION 59: FHA Call Center RFQ: DU100H-14-R-0001 Contracting QUESTIONS  
1.Solicitation/Task Order, Part 3, Clauses 11, The following FAR clause is not checked to indicate inclusion in this task order: 52.222-41, Service Contract Act of 1965 (Nov 2007) (41 U.S.C. 351, et seq.). Would the Government please provide the justification for exclusion of this clause?

ANSWER 59: This task order will not be subject to the Service Contract Act. Services have been determined to be professional and technical in nature.

QUESTION 60: Solicitation/Task Order Part 3 HUDAR Clauses 16, "2452.219-74 Small Business Subcontracting Goals. (DEC 2012): The government has provide the agency small business goals as indicated below. Would the Government elaborate as to how a small, disadvantaged, women owned, HUBZone business is considered in relation to the total small business goal of 55%? For example, if a such a firm represented 10% of the contractor's total cost, how much and what credit would be applied against these goals?

(i) Small Business—55%

(ii) The total Small Business goal shown in paragraph (c)(i) of this clause contains the following subordinate goals:

(A) Small Disadvantaged Business—5%

(B) Women-Owned Small Business—5%

(C) Service-Disabled Veteran-Owned Small Business—3%

(D) HUBZone Small Business—3%"

ANSWER 60: The subcontracting plan should contain both dollar and percentage goals and must be expressed as percentages of Total Subcontracting Dollars (FAR 52.219-9). The values expressed in subcontracting dollars would be attributed to each category that the respective small business concerns are certified. Once all of your subcontracting dollars were tabulated the overall percentages in each category can be calculated. If the Total Contract Value was \$1,000,000, of which 20% was going to be subcontracted, the Total Subcontracting Dollars would be \$200,000.

Planned Subcontracting to:	Dollars	Percentage
Total Planned Subcontracting	\$200,000	100%
Large Business Concerns	\$50,000	25%
Small Business Concerns	\$150,000	75%
Small Disadvantaged Business Concerns	\$100,000	50%
Women-Owned Small Business Concerns	\$20,000	10%
Veteran Owned Small Business Concerns	\$25,000	12.5%
Service-Disabled Veteran-Owned Small Business Concerns	\$25,000	12.5%
HUBZone Small Business Concerns	\$20,000	10%

There can be multiple subcontractors. If one was a certified as a small, small disadvantaged, women-owned small business and a HUBZone small business, and you were subcontracting 20,000 to that business you would count the projected subcontracting dollars (\$20,000) in each of those four categories.



QUESTION 61: Is there an incumbent contractor currently providing this service? If so, who?

ANSWER 61: Lockheed Martin

QUESTION 62: If there is an incumbent contractor, please provide Contract #, Dollar Value, and Period of Performance for the existing contract?

ANSWER 62: You may obtain the requested information at [https://www.fpds.gov/fpdsng\\_cms/index.php/en/](https://www.fpds.gov/fpdsng_cms/index.php/en/). The contract number is GS00V08PDD0065, HUDCOPC23389OPCT0001.

QUESTION 63: Will supplier have an opportunity to ask additional clarifying QUESTIONS up to the submission deadline?

ANSWER 63: Questions were to be submitted by November 19, 2013.

QUESTION 64: Do SCA wage rates apply to the performance of these tasks?

ANSWER 64: SCA wage rates do not apply.

QUESTION 65: Can Government provide SCA occupation code - title for the agents performing this service?

ANSWER 65: This task order will not be subject to the Service Contract Act. Services have been determined to be professional and more technical in nature.

QUESTION 66: Request a 2-week quote extension due date of December 18, 2013.

ANSWER 66: The solicitation response date has been extended to December 20, 2013.

QUESTION 67: Att. 5, Instructions to Offerors, p. 1-3 Technical Quotation; Will the Government confirm the following required Technical Quotation Proposal sections are not restricted in Page Count:

- Quotation Matrix – Unlimited
- Executive Summary – Unlimited
- Socio-Economic Participation – Unlimited
- Draft Quality Control Plan – Unlimited
- Price/Cost Additional Narrative Information – Unlimited

ANSWER 67:

- Quotation Matrix – Unlimited
- Executive Summary – 1 page
- Socio-Economic Participation – Unlimited
- Draft Quality Control Plan – Is included in the page count for the Management Plan. The page count has been increased to 20 pages.
- Price/Cost Additional Narrative Information – Unlimited

QUESTION 68: Att. 5, Instructions to Offerors, p. 3C. Past Performance; This section states that past performance “narratives shall not exceed 5 pages.” Please clarify whether each past performance reference is limited to 5 pages or whether the aggregated past performance references are limited to 5 pages.

ANSWER 68: The submission was initially limited to 5 pages in aggregate. The past performance narrative submission has been increased to a total of 10 pages in aggregate.

QUESTION 69: Att. 8, Sample Price Breakdown Worksheet, p. 1, For Other Direct Costs; should the “Volume” column be interpreted as “Quantity”?

ANSWER 69: The document provided is a sample. If you decide to use the sample provided, revise it as applicable to your price quote.

QUESTION 70: Solicitation - Task Order, p.6      Liquidated Damages –  
FAR 52.211-11 The Solicitation includes FAR clause 52.211-11, Liquidated Damages – Supplies, Services or Research and Development (SEP 2000), and identifies an amount of \$30,000 per calendar day of delay. This clause was removed from RFP R-OPC-23349 dated August 25, 2008, and is not incorporated in the resulting Contract Number C-OPC-23389. Given that liquidated damages must be compensatory in nature, not punitive; this clause may not be applicable to the Task Order since the amount of liquidated damages per calendar day does not appear reasonable in light of the expected financial loss HUD would incur in the event of delay. Further, the conditions under which liquidated damages would apply and when liquidated damages would commence is not clearly defined in the RFP. Offeror suggests that the GSA USA Contract Contract and the Task Order provide HUD available remedies in the event of a breach including but not limited to the right to terminate the Task Order for default. Based on the foregoing, Offeror respectfully requests that HUD consider removing this optional FAR clause from the Solicitation.

ANSWER 70: The clause has been deleted.

QUESTION 71: PWS, 1.7.1 Transition In, p.40, The PWS states that “ the contractor shall have sufficient personnel on board, at no additional cost to the government during the 90-day Transition period.” However, the Government has requested pricing to cover transition costs in CLIN 0001. Please clarify what is meant by “no additional cost.”

ANSWER 71: CLIN 0001 is entitled, “Project Startup”. Transition-In is addressed on page 4 of the PWS. Transitioning in involves the winning contractor becoming familiar with the requirements of the task order leading to full performance of required services.

QUESTION 72: Task Order, p. 11, “\_\_\_ (1) 52.222-41, Service Contract Act of 1965 (Nov 2007) (41 U.S.C. 351, et seq.)” is not selected. Is this contract subject to Service Contract Act (SCA) rates? If yes, what positions are subject to the SCA rates?

ANSWER 72: This task order will not be subject to the Service Contract Act.

QUESTION 73: Attachment 005, Past Performance, p. 3, The instructions state, “Narratives shall not exceed 5 pages.” Please clarify whether the page limit is 5 pages of narrative for each past performance reference, or whether it is 5 pages for the combined narrative for all of the references included in the attached chart.

ANSWER 73: The submission was limited to 5 pages in aggregate. The past performance narrative submission has been increased to a total of 10 pages in aggregate. Thus, 10 pages for the combined narratives for all of the references included in the chart.

QUESTION 74: Attachment 005, Technical Approach, pgs. 2&6, The Technical Factors and Evaluation Criteria indicate that the technical approach should demonstrate methods for “meeting the performance objectives outlined in the solicitation.” Please clarify whether this refers to the objectives in PWS section 1.3, the performance requirements in PWS section C-7, or a different set of objectives.

ANSWER 74: It refers to the entire technical requirements of the solicitation.

QUESTION 75: Attachment 005, D Socioeconomic Participation, Please clarify the Small Business Participation Goals. The total of 55% does not seem realistic and is in conflict with the 50% limitation on the sub-contracting of labor cost.

ANSWER 75: The Limitation on Subcontracting (FAR 52.219-14) applies to a total small business set-aside or the portion that has been set-aside for small business concerns under a partial small business set-aside. It is not applicable to an unrestricted or the unrestricted portion

of a partial small business set-aside. The subcontracting goal is based on Total Dollars Subcontracted not Total Contract Value. The Small Business Subcontracting Plan requirement (FAR 52.219-9(a)) applies to large business/other than small business prime concerns. Small Business primes are not required to submit subcontracting plans.

HUD's Small Business Subcontracting Goals are based on Total Subcontracted Dollars not Total Contract Value.

(i) Small Business—55%

(ii) The total Small Business goal shown in paragraph (c)(i) of this clause contains the following subordinate goals:

(A) Small Disadvantaged Business—5%

(B) Women-Owned Small Business—5%

(C) Service-Disabled Veteran-Owned Small Business—3%

(D) HUBZone Small Business—3%"

QUESTION 76: Attachment 005, P. 8, Note 2, Please clarify the maximum allowable percentage of subcontractor participation (regardless of size) in a vendor response.

ANSWER 76: Small Business Participation Plan is required by all offers regardless of size. The Small Business Participation Plan is based on the Total Contract Value. Small Business should include their performance in the SB Participation Plan as well as the participation of any other small businesses concerns. The Subcontracting Plan is only required by Large/Other than Small Business Concerns. The HUD's Small Business Subcontracting Goals are based on the Total Planned Subcontracting Dollars not the Total Contract Value. As stated, a quotation will receive an unacceptable/very high risk rating, if the offeror proposes to subcontract more than 50% of the cost of labor to perform the contract.

QUESTION 77: Attachment 005 page 3, Section C. Past Performance, states in pertinent part, "If the offeror is proposing to subcontract ... more than 20% of the contract value, the offeror shall submit a separate chart and narrative described in the top two bullets within the instructions for past performed above, for the proposed subcontractor(s)." In reading together with page 7, Section C. Past Performance, which states "However, if significant subcontracting ... is anticipated, the past performance history of the proposed subcontracts ... must also be evaluated...", is it proper to assume that only a subcontractor performing more than 20% of the contract value is required to provide information in Attachment 006 along with the requisite narrative?

ANSWER77: Correct.



## Performance Work Statement (PWS)

IN SUPPORT OF:

**U.S. Department of Housing and Urban Development (HUD)  
Office of Single Family Housing**

Project Title: FHA Resource Center

December 10, 2013

## **C-1 GENERAL INFORMATION**

### **1.1 GENERAL**

The Federal Housing Administrations' (FHA) Office of Single Family Housing (Single Family), a part of the Department of Housing and Urban Development (HUD), provides guidance and assistance to the public and industry groups in all aspects of the FHA mortgage insurance process. FHA utilizes a contracted multi-channel contact center to provide information to industry and consumer clients. All contacts, regardless of client type (housing industry or consumer) or communication channel (telephone, email, fax); will be directed to the FHA Resource Center (RC) via a single toll-free number, a single email address, and a single fax number.

### **1.2 BACKGROUND**

When the FHA Resource Center was implemented in 2007 it was designed to be the primary point of contact for all public inquiries related to FHA-insured financing. Over time it has become a critical piece of the Single Family client management infrastructure and has significantly improved the quality and consistency of information delivered to FHA clients. The Resource Center has not only played an important role in assisting the American Public in understanding FHA's role in the housing market, but has enabled business partners better understand and implement FHA insurance programs.

### **1.3 OBJECTIVES**

Through the Resource Center task, Single Family expects to achieve the following objectives:

1. Provide the American public and the FHA lending industry with easily accessible, consistent, timely, and professional responses to their inquiries via their preferred method of communication.
2. Provide a fully managed multi-channel contact center solution using best in class technology.
3. Sustain access to state-of-the-art technology that is scalable to meet current and future requirements.
4. Maintain a comprehensive knowledge base that will contain the breadth of Single Family policies and procedures that is made available on-line to Single Family clients.
5. Establish and maintain training and monitoring structures that provide for exceptional customer service and ensure accurate and consistent responses to the wide variety of potential questions from industry clients and the general public.
6. Assist in the promotion of new or revised programs and services to HUD's clients.
7. Utilize feedback obtained from clients, HUD staff, and internal Contract staff to identify methods to improve the customer experience.

### **1.4 CONSTRAINTS**

The work identified in this contract will adhere to the rules, regulations, laws, standards and conventions identified by HUD as well as within the federal Government. Constraints may include but are not limited to:

- All contact centers and agents must be located within the continental United States.

The content of the knowledge base must be maintained to the highest standards in order to ensure the level of accuracy necessary in this Contract. The performance of the Contractor in this area is a key factor of success.

### **1.5 DESCRIPTION OF SERVICES**

The contractor shall provide a turnkey multi-channel contact solution to support the FHA Single Family program, including the required facility, staff, equipment and services needed to respond to inquiries from the public and housing industries via telephone, fax, email, and web-based media.

## **1.6 GENERAL INFORMATION**

### **1.6.1 NON PERSONAL SERVICES**

The Government will neither supervise Contractor employees nor control the method by which the Contractor performs the required tasks. Under no circumstances shall the Government assign tasks to, or prepare work schedules for, individual Contractor employees. It shall be the responsibility of the Contractor to manage its employees and to guard against any actions that are of the nature of personal services, or give the perception of personal services. If the Contractor feels any action constitutes, or are perceived to constitute personal services, it shall be the Contractor's responsibility to notify the Contracting Officer immediately. These services shall not be used to perform work of a policy, decision making or management nature, i.e. inherently Government functions. All decisions relative to programs supported by the Contractor shall be the sole responsibility of the Government.

### **1.6.2 PERIOD OF PERFORMANCE**

The period of performance is a 12 month base period (includes 90 day implementation) followed by four twelve month option periods.

### **1.6.3 PLACE OF PERFORMANCE**

The services to be performed under this contract shall be performed in Contractor facilities.

### **1.6.4 HOURS OF OPERATION (RESPONDING TO TELEPHONE INQUIRIES)**

The FHA Resource Center hours of operation are 8:00 a.m. to 8:00 p.m. EST Monday through Friday on all non-Federal holidays. The Contractor may perform work that does not require real-time response during non-business hours (e.g., responding to email inquiries, transcribing voice mail messages), provided that such arrangement does not adversely affect performance objectives and the Government's ability to communicate its needs with the Contractor. The Contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within the Contract. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce is essential.

The Department of Housing and Urban Development observes the following days as Federal holidays—

- New Year's Day
- Martin Luther King's Birthday
- Washington's Birthday
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Veterans Day
- Thanksgiving Day
- Christmas Day
- Any other day designated by Federal law, Executive Order or Presidential Proclamation.

A FHA Resource Center closure is required to be consistent with the Disaster Recovery Plan.

#### **1.6.5 POST AWARD CONFERENCE/STATUS MEETINGS**

The Contractor shall attend any post award conference convened by the contracting activity or contract administration office in accordance with FAR 42.5. The Contracting Officer, Government Technical Representative (GTR) and other Government personnel, as appropriate may meet periodically with the Contractor to also review Contractor performance, requirement status, etc. At these meetings, the Contracting Officer will apprise the Contractor of how the Government views the Contractor's performance or progress of the requirement. The Contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the Government.

**1.6.5 Post Award/Kickoff Conference.** The Contractor shall attend any post award conference convened by the contracting activity or contract administration office in accordance with FAR Subpart 42.5. The Government intends to convene a Post Award Conference with the Contractor within five (5) business days after Task Order award. The Government Technical Representative will notify the Contractor of the specific date, location and agenda within three (3) days after Task Order award.

**1.6.5.1 Status Meetings.** The Contracting Officer, Government Technical Representative (GTR) and other Government personnel, as appropriate may meet periodically with the Contractor to also review Contractor performance, requirement status, etc. At these meetings, the Contracting Officer will apprise the Contractor of how the Government views the Contractor's performance or progress of the requirement. The Contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the Government.

#### **1.7 TRANSITION AND START-UP**

**1.7 Transition Period.** The Contractor recognizes that the services under this PWS are vital to the Government and must be continued without interruption and that upon contract expiration, a successor; either the Government or another Contractor may continue them. In order to ensure a smooth transition of services at the beginning and end of contract performance, the Contractor shall provide a Transition-In and a Transition-Out Plan. The final Transition-In Plan shall be provided within five (5) days after contract award. The Transition-Out Plan shall be provided 90 days after contract award.

The Contractor shall, upon the CO's written notice, furnish Transition-In and/or Transition-Out services as required. The Contractor shall provide sufficient experienced personnel during the Transition period to ensure that the services called for by this PWS are maintained at the required level of proficiency. The Contractor shall participate in transition meetings with the Government as required.

**1.7.1 Transition-In.** The Contractor shall, upon the CO's written notice, furnish Transition-In services as required. As a successor, the Contractor shall have sufficient personnel on board, at no additional cost to the Government, during the 90-day Transition-In period to ensure a smooth transition with the incumbent Contractor. The Contractor shall provide an orderly transition of work acceptance and accomplishment such that any impact to a program is minimized. During the Transition-In period, the Contractor shall become familiar with the requirements in order to commence full performance of services by the end of the contract Transition-In period. Transition-In is not required if the successor Contractor is the incumbent Contractor.

**1.7.2 Transition-Out.** To minimize any decrease in productivity and to prevent possible negative impacts on additional services, the Contractor shall have sufficient personnel on board, at no additional cost to the Government, during the 90-day Transition-Out period.



The Contractor shall provide a transition-out plan which ensures a smooth transition, either to a new Contractor or back to HUD, when the Contract ends or is terminated. This will include meeting with the GTR and other stakeholders to develop and implement a transition timeline, transferring project data and documentation, as well as transferring HUD-owned telephone lines and other Government-owned property. This plan shall be provided for approval to the GTR within 90 calendar days of the Contract award. The plan would also need to be reviewed and updated 90 calendar days prior to the Contract's expiration.

The incumbent Contractor shall aid the successor in the development of plans, procedures and methods for the assumption of all on going work. The Contractor shall provide an orderly transition of work acceptance and accomplishment, such that full control by the successor contractor is achieved by the end of the new contract Transition-In period.

The Government will furnish its own toll-free telephone number(s) for use by the Contractor. 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 or when requested by the Government. The Government may furnish its own Internet domain(s) for use by the Contractor. 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-2 DEFINITIONS, ACRONYMS, APPLICABLE DOCUMENTS/PUBLICATIONS

### 2.1 DEFINITIONS

**Business Hours** The business hours for the Resource Center are 8:00 AM to 8:00 PM Eastern. The business hours for HUD staff and work groups are 8:00 AM to 4:30 PM local time.

**Contractor** A supplier or vendor awarded a contract to provide specific supplies or service to the Government. The term used in this contract refers to the prime.

**Contracting Officer (CO)** A person with authority to enter into, administer, and/or terminate contracts and make related determinations and findings on behalf of the Government. Note: the only individual who can legally bind the Government.

**Defective Service** A service output that does not meet the standard of performance associated with the Performance Work Statement.

**Deliverable** Anything that can be physically delivered, but may include non-manufactured things such as meeting minutes or reports

**Go-Live Date** Date when Contractor begins taking live customer contacts on behalf of the agency.

**Government Furnished Property (GFP)** Government-furnished property" means property in the possession of, or directly acquired by, the Government and subsequently furnished to the Contractor for performance of a contract. Government-furnished property includes, but is not limited to, spares and property furnished for repair, maintenance, overhaul, or modification. Government-furnished property also includes contractor-acquired property if the contractor-acquired property is a deliverable under a cost contract when accepted by the Government for continued use under the contract.

**Government Technical Representative (GTR)** An employee of the U.S. Government appointed by the Contracting Officer to perform contract administration activities in regard to technical issues. This individual has authority to provide technical direction to the Contractor as long as direction is within the scope of the contract, does not constitute a change and has no funding implications. This individual does NOT have authority to change the terms and conditions of the contract.

**Inherently Governmental Functions** Activities that require either the exercise of discretion in applying Government authority, or the making of value judgments in making decisions for the Government.

**Key Personnel** See HUDAR clause 2452.237-70.

**Performance Standard** The Contractor's performance level required by the Government. This is also known as the acceptable quality level (AQL).

**Performance Work Statement (PWS)** A statement of work for performance-based acquisitions that describe the required results in clear, specific and objective terms with measurable outcomes.

**Physical Security** - Actions that prevent the loss or damage of Government property.

**Quality Assurance (QA)** - Policies and procedures adopted by the Government to ensure that supplies and services acquired under Government contracts conform to the contract's quality requirements.

**Quality Assurance Surveillance Plan (QASP)** - A plan describing how the agency will survey, observe, test, sample, evaluate and document the contractor's performance in meeting critical performance standards identified in the contract.

**Quality Control (QC)** - All necessary measures taken by the Contractor to assure that the quality of an end product of service shall meet contract requirements.

**Service contract** A contract that directly engages the time and effort of a Contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply.

**Subcontractor** - Any person, other than the prime Contractor, who offers to furnish or furnishes any supplies, material, equipment, or services of any kind under a prime contract or a subcontract entered into in connection with such prime contract, and any person who offers to furnish or furnishes general supplies to the prime contractor or a higher tier subcontractor. The Government does not have privity of contract with a subcontractor.

**Work Week** - Monday through Friday, unless specified otherwise.

## 2.2 ACRONYMS

ACRONYM	DEFINITION
AQL	Acceptable Quality Level
ARAMS	Automated Renewal and Amendment System
BAA	Business Area Analysis Study
C&A	Certification and Accreditation
CBT	Computer-Based Training
CCB	Change Control Board
CCMB	Configuration Change Management Board
CFR	Code of Federal Regulations
CIO or OCIO	Office of the Chief Information Officer of HUD
CO	Contracting Officer
COB	Close of Business
CPO	Office of the Chief Procurement Officer of HUD
CR	Change Request
CRM	Client Relationship Management System
CSR	Customer Service Representative
DACA	Days After Contract Award
EST	Eastern Standard Time (U.S.)
FHA	Federal Housing Administration
GTM	Government Technical Monitor
GTR	Government Technical Representative
HTC	HUD Test Center

<b>ACRONYM</b>	<b>DEFINITION</b>
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HUDAR</b>	HUD Acquisition Regulation
<b>HUD/ISG</b>	Internet Services Group within the Telecom Processing Division
<b>IS</b>	Information Specialist
<b>ISP</b>	Information Strategy Plan
<b>IT</b>	Information Technology
<b>IV&amp;V</b>	Independent Validation and Verification
<b>IVR</b>	Interactive Voice Response
<b>LAN</b>	Local Area Network
<b>NLT</b>	Not Later Than, or No Later Than
<b>OCPO</b>	Office of the Chief Procurement Officer
<b>OIG</b>	Office of Inspector General
<b>OMB</b>	Office of Management and Budget
<b>PCAS</b>	Project Cost Accounting System
<b>PIV</b>	Personal Identity Verification
<b>PL</b>	Public Law
<b>PM</b>	Project Manager
<b>PPM</b>	Project Planning and Management
<b>POC</b>	Point of Contact
<b>POP</b>	Period of Performance
<b>PPM</b>	Project Planning and Management
<b>PR</b>	Problem Report(s)
<b>QA</b>	Quality Assurance
<b>QASP</b>	Quality Assurance Surveillance Plan
<b>QCP</b>	Quality Control Plan
<b>RC</b>	Resource Center
<b>TBD</b>	To be determined
<b>UPS</b>	Uninterrupted Power Source
<b>U.S.C.</b>	United States Code
<b>WSR</b>	Weekly Status Report

### 2.3 APPLICABLE REGULATIONS/MANUALS/DOCUMENTS/PUBLICATIONS

The Contractor shall abide by all applicable regulations, publications, manuals, and policies and procedures in the performance of this contract.

The Contractor shall comply with all HUD and Federal information systems security requirements, including:

- HUD's System Development Methodology <http://www.hud.gov/offices/cio/sdm/index.cfm>
- HUD's IT Security Policy Handbook  
<http://www.hud.gov/offices/adm/hudclips/handbooks/admh/2400.25/index.cfm>
- HUD's IT Security Procedures Handbook <http://hudatwork.hud.gov/po/i/it/security/documents/procedures.doc>

## C-3 GOVERNMENT FURNISHED PROPERTY AND SERVICES

The Government will furnish pertinent services and information to the Contractor for use in the performance of the RC task. Services and information to be provided include the following:

Items 1-21 delivered within 15 days of contract award

1. Access to the CRM/Knowledge Base solution that support the capabilities necessary to meet the requirements of the contract (see CRM details provided in Attachment 002).
2. Support on CRM integration and initial CRM training (agent, administrator, etc.).
3. Business rules, response formats, guidelines, and preformatted responses
4. Toll-Free numbers will be provided to the Contractor to use in directly escalated contacts to Single Family Staff ACD groups.
5. An electronic copy of FHA specific training information and subject matter experts available to explain FHA programs and services.
6. Assistance regarding the submission and approval of security documents and the process for obtaining access to appropriate departmental systems.
7. Overview of security clearance process, list of required documents, and document preparation requirements for submission of security documents
8. Assistance with development of Standard Operating Procedures and guidelines.
9. Query access to required HUD systems (FHA Connection and the Single Family Insurance System).
10. Overview of existing HUD telecom infrastructure
11. Access to the Siebel CRM and HUD Web-based applications via a site-to-site Virtual Private Network (VPN).
12. Privacy Act Guidelines
13. Copies of government approved survey instruments
14. Escalation procedures and guidelines
15. Business rules and/or response formats and guidelines
16. HUD escalation grids for escalated service requests
17. Access to Government databases where applicable
18. Public distribution materials (e.g., publications, applications, forms, brochures) where applicable.
19. Conflict of interest guidelines
20. Relevant laws, regulations, policies and procedures
21. Current ListServ participant address data

Item 22 delivered at transfer of services from incumbent

22. Toll-free telephone numbers for use by the Contractor. These numbers will be transferred to the contractor's telecommunications provider for their use during the term of the contract.

Toll-free Number	Purpose	Status
800-225-5342 (CALL FHA)	Voice	Primary number that is published and marketed exclusively
877-329-2342 (FAX 2 FHA)	Fax	Available for use in facsimile transmissions. Currently unpublished.
800-483-7342 (HUDS FHA)	Voice	Older numbers no longer published but still in use. These numbers have been re-routed to point to the primary IVR greeting to pick up any callers still utilizing them.
877-234-2717		
800-440-8647		
888-696-4687		
800-543-9378		
888-827-5605		

Items 23 delivered as appropriate:

23. Draft or proposed policy information for use in knowledge base maintenance prior to publication (where at all possible).

### **3.1 CONTACT MANAGEMENT APPLICATION**

The Client Relationship Management system will be provided via a separate contract. The CRM utilized for this contract will be the Oracle/Siebel CRM On Premise that has been modified specifically for FHA's use. The Contractor shall utilize the Government furnished Siebel CRM for capturing, tracking, assigning and managing all inquiries from initial contact through resolution, regardless of the access channel. The application will be available to all CSRs for inquiry and real-time update as appropriate. CRM screen shots and additional detail on CRM functionality is provided in Attachment 002.

This application is accessible to Contractor CSRs via a site-to-site Virtual Private Network (VPN) between the Contractor facility and the Government data center. Access to the inquiry tracking and management system is limited based on the individual agency program support needs and level of authority, and shall be restricted to authorized personnel. HUD shall provide CRM support and training during the start-up and ongoing portions of the contract. This support will include training materials for CSR's daily use, as well as administrative and reports training.

The Contractor shall assume several administrative functions to support the use of the CRM by the Resource Center as well as HUD users. The functions include, but are not limited to the following:

- User Access Support: new user setup and update to existing user access rights for all users (Contract and Government)
- Report Design: creation or modification of CRM reports used to analyze contractor performance, contact volumes, HUD response times, etc.
- Minor Design/Field Management Support: modification of existing fields, list of values and field location as well as addition or deletion of existing fields, user types, positions, etc.

Administrative and reporting access will be limited to a small number of Contract users who have demonstrated knowledge of database and report maintenance of the Oracle CRM On Premise product.

### **3.2 OWNERSHIP OF DATA/MATERIALS**

#### **3.2.1 Data/Material Usage**

During the course of this Contract, the Contractor will create and maintain databases that are used in support of processing inquiries and contain information such as scripted responses, topical information entries, business rules, preformatted responses, personal information, transaction histories, and agency contacts. The Contractor may also capture and store certain inquiry data in Contractor-provided and/or Government-provided databases.

#### **3.2.2 Return of Data/Materials**

See HUDAR clause 2452.227-70, Government Information.

## C-4 CONTRACTOR FURNISHED ITEMS AND SERVICES

### 4.1 FACILITIES TO BE PROVIDED

See Section C.5 (*Facilities to be provided*) of the USA Contact statement of work for facility requirements.

For this Contract, the Government requires that successful vendors present a proposal that includes a primary and secondary facility. The facilities must meet the following minimum parameters:

- Telecommunication and system access that allows the seamless routing of incoming client contacts between agents of both locations.
- Staffing level in the secondary facility that is maintained at 20% of the total Contract staffing level.
- Build-out and staffing of both facilities at Contract required levels within the Contract implementation period.

#### 4.1.1 TECHNOLOGY INFRASTRUCTURE TO BE PROVIDED

See Section C.6 (*Technology Infrastructure to be provided*) of the USA Contact statement of work for technology infrastructure requirements.

### 4.2 EQUIPMENT TO BE PROVIDED

#### 4.2.1 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.

#### 4.2.2 Telecommunication Services to be Provided

**Local Telecommunications Services and Internet Access:** The Contractor shall provide the required local exchange carrier (LEC) and Internet access services to meet statement of work requirements.

**Intercity Telecommunications Services:** The Contractor shall provide its own intercity telecommunications services as part of the overall solution. Intercity telecommunications services provided by the Contractor should include the following features:

1. 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,
2. Percent allocation routing, area code routing, allocation routing, alternative routing)
3. Call termination features (e.g. network call transfer, dialed number identification service (DNIS)
4. Automatic number identification (ANI)
5. Automated voice response service (e.g. IVR, voice recognition)
6. Outbound long distance service
7. Management reports



**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 application.

#### 4.3 MATERIAL TO BE PROVIDED

The Contractor shall provide materials and office supplies necessary to fulfill requirements for written correspondence and fulfillment requirements of the contract. The contractor will be required to print, package and post a variety of printed material. 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.

#### 4.4 CONTRACTOR RESPONSIBILITIES

The Contractor shall only conduct business with designated Government personnel listed as points of contact (POCs). Names of authorized personnel shall be provided to the Contractor by the Government, in writing and updated as necessary throughout the contract period.

U.S. Government records, copies of original results and reports, verified original data, corrected data and corrected supporting final reports which are maintained by the Contractor remain the property of the U.S. Government. These files/results must be surrendered to the GTR.

#### 4.5 CONTRACTOR PERSONNEL

The Contractor shall provide qualified personnel in sufficient quantities to perform the RC task, including CSRs, project management and support staff (in accordance with the USA Contact statement of work Section C.4.2, *Support Staff*). The Contractor shall provide qualified personnel in sufficient quantities to perform the functions identified in this task order.

Successful Resource Center call agents typically have a minimum of 3-5 years of real estate or mortgage finance experience as well as 2-4 years of college. This experience as well training on FHA systems and privacy guidelines, provided by the contractor to their staff, is typically sufficient to allow CSRs to handle contacts routed to the Resource Center.

The Project Manager, Site Manager, Knowledge Base Manager, and Technology Manager positions are. are considered Key Personnel by the Government and shall be listed as such in accordance with HUDAR 2452.237-70, "Key Personnel". All proposed substitutes must meet or exceed the qualifications of the person to be replaced. The Government shall be notified in writing of any proposed substitution at least thirty days in advance of the proposed substitution. The Contractor shall include a copy of the resume for the replacement with the notification.

**Project Manager** -. The Contractor shall provide a Project Manager who shall be responsible for the performance of work. The Project Manager shall have full authority to act on all contract matters relating to daily operations of this contract. Accordingly, at a minimum, the project manager shall have the technical knowledge of the requirement and be in the position to actually receive assignment, guidance and direction from the GTR, GTM and CO per HUDAR 2452.237-73, Conduct of Work and Technical Guidance and shall be allocated enough hours to the requirement to ensure successful performance. The Project Manager shall be an employee of the Contractor. An employee of a subcontractor is not acceptable for this position. The Project Manager shall be available between the hours of 8:00am to 4:30pm, Monday through Friday EST, except Federal Holidays or when the Government facility is closed for administrative reasons.

**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. Site manager must have 5-8 years experience in managing equivalently sized contact centers.

**Knowledge Base Content Manager** - Knowledge Base Content Manager and any associated staff are required to maintain the content of the full Single Family knowledge base. Tasks include the addition, revision, or deletion of knowledge base content to reflect changes in FHA policy; ensuring the accuracy and clarity of knowledge base content; the purge of outdated records from the system in accordance with guidelines provided by the agency; and adherence to the knowledge base standards outlined in Section C-7. The Knowledge Base Content Manager experience requirements include five years of direct experience with Single Family FHA origination policies and procedures.

**Technology Manager** –manage the oversight, maintenance and security of all data and technology utilized within the Resource Center. The Technology Manager position requires experience with the implementation and maintenance of the contact center technology components proposed by the Contractor. Relevant knowledge and experience would include, but is not limited to:

- Telecommunications
- Information System Security
- Oracle CRM Administration (functions outlined in Section C.3.1 Contact Management Application)
- Workforce Management

#### 4.5.1 Security Requirements

During the course of performing the RC task, Contractor staff may handle sensitive personal and financial information. As such, a background investigation is required for this Contract for all Contractor personnel.

All Contractor personnel shall be required to complete the following: Standard Form 85, "Questionnaire for Non-Sensitive Position," Standard Form OF306, "Declaration of Federal Employment," Standard Form 87, "Finger Print Card," HUD PIV, "Personal Identity Verification and Pre-Security Form", "Fair Credit Reporting Act of 1970 as Amended Authorization", and "U.S. Department of Housing and Urban Development Rules of Behavior" and the applicable forms shall be forwarded to the GTR within five business days of hire. All Contractor personnel will be required to present two accepted forms of government issued identification and make an on-site visit to a jurisdictional General Services Administration Processing Center for security processing, and complete all requested system based forms noted above and respond to related follow-up information requests within 5 business days of the requested action. The termination of personnel shall be reported to the GTR within one business day of the termination. As of July 2013, the average turnaround time from submission of all required paperwork until employee is granted access to required HUD systems is 10-15 days.

In addition, the Contractor shall perform appropriate personnel screening in accordance with their administrative hiring policies. 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:

1. Credit and/or criminal history inquiry
2. Delinquent Federal debt
3. Employment verification
4. Drug screening

#### 4.6 IDENTIFICATION OF CONTRACTOR EMPLOYEES

When on Government premises and in person at for meetings, all Contractor/subcontractor personnel shall wear company picture identification badges as to distinguish themselves from Government employees. When conversing with Government personnel during business meeting, over the telephone or via electronic mail, Contractor/subcontractor personnel shall identify themselves as such to avoid situations arising where sensitive topics might be better discussed solely between Government employees. Contractors/subcontractors shall identify themselves on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation. Where practicable, Contractor/subcontractors occupying collocated space with their Government program customer shall identify their work space area with their name and company affiliation, or as a minimum, "Contractor" after name.

#### 4.7 QUALITY CONTROL

The Contractor shall establish and maintain a complete Quality Control Program that shall ensure services are performed in accordance with this contract. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-reoccurrence of defective services. The Contractor's quality control program is the means by which he assures himself that his work complies with the requirements of the contract. The Contractor shall provide the associated Quality Control Plan to the government as directed.

See Section C.9 (*Quality Assurance/Quality Improvement*) of the USA Contact statement of work for quality assurance/improvement requirements.

All information collected and actions taken shall be done in accordance with applicable Federal, state and local laws and statutes. A key component of the Contractor's quality control plan must ensure that agents meet all necessary legal requirements for the dissemination of data and information.

The Contractor shall provide a telecom monitoring solution that allows for the recordation of all incoming and outgoing telephone contacts. The solution shall meet the following minimum requirements:

- Include automated notification to callers that calls are recorded for quality control purposes.
- Remote access to live and recorded calls for review by contract and Government monitors.
- Allow for silent monitoring both with and without tone indication to the CSR during monitoring.
- Recordation of both the voice and data (screen manipulation) portions of each call transaction.
- Archiving can take place within 30 days of original call date. Archived files must still be maintained in such a way that the Government can recall archived files where necessary.
- All call recordings must be encrypted at rest.

Contractor must include in their proposal a discussion of quality control monitoring efforts they will undertake to ensure the proper delivery of information to clients. This discussion should include specific actions or standard operating procedures that meet or exceed industry standards.

##### 4.7.1 Quality Control Plan

The Contractor shall develop, maintain, enforce and document a Quality Control Plan (QCP). The QCP shall ensure the Government receives the level of quality that is consistent with the requirements specified in this contract. The QCP shall be sufficiently detailed to provide the Contractor's methodology for identifying and recruiting qualified personnel. The QCP shall also provide the Contractor's methodology for resolving problems identified by the Government during reviews conducted in accordance with its Quality Assurance Surveillance Plan (QASP). The QCP shall also provide the Contractor's methodology for establishing an internal feedback system for support personnel, and for resolving problems identified by that feedback system. The QCP shall demonstrate and validate that the services or deliverables to be provided under the contract are completed with a level of quality that meets the minimum performance threshold

established in the Government's QASP. The QCP shall address Quality Management Approach, Quality Assurance, Quality Control and Quality Standards.  
The contractor shall provide documentation of quality control inspections performed within three (3) business days of request by the Contracting Officer.

## C-5 SPECIFIC TASKS AND DELIVERABLES

### SCOPE OF WORK

The contractor shall provide a turnkey multi-channel contact solution to support the FHA Single Family program, including the required facility, staff, equipment and services needed to respond to inquiries from the public and housing industries via telephone, fax, email, and web-based media.

The Contractor shall process each request utilizing the following procedures:

- Each client request will be reviewed by Resource Center Customer Service Agents (agents) to determine if the answer to the client's question is contained in the Single Family policy database – known as the knowledge base. If the client's answer is contained in the knowledge base, or within appropriate FHA systems, the Resource Center agent will provide that answer and document the client's contact information, narrative of question and response within the Client Relationship Management (CRM) system.
- If the client's question is not contained in the knowledge base or other approved resources, the CSR will document the request for service within the CRM and escalate that contact into the appropriate HUD Office for response. If the contact is via telephone this escalation will take place in the form of a warm transfer into the appropriate HUD call group. If the contact is via electronic mail the CSR will document the contact within the CRM system and place the service request within the appropriate HUD CRM queue/group.

### 5.1. Detailed Task Description

#### 5.1.1 Training Development

The initial and ongoing training of customer service representatives is a key factor in the success of this task order. The Contractor shall provide a methodology for identifying and communicating the most appropriate and useful answers to Single Family clients. FHA will provide training material utilized by prior contractors on this requirement. This training material is not required to be used by the new contractor and will likely require updates to reflect changes to FHA programs. The contractor shall be responsible for the design and delivery of initial and ongoing training programs.

FHA will also provide standard operating procedures that have been utilized by prior contractors. Again, the contractor is free to utilize these standard operating procedures in whole or in part based upon their own unique solution. HUD staff will provide support on training development and Standard Operating Procedures (SOP) development. The contractor's designated Knowledge Base Content Manager and training manager shall take a lead role in the FHA program portion of the training and SOP development.

Based on prior contract implementations, training for consumer CSRs is typically 3-5 days of program training and 1-2 days of system training. Industry CSRs typically go through 7-10 days of program training and 1-2 days of system training. This information is provided as a guide and again the contractor may propose different time frames based on their own unique solution.

The Contractor shall submit a finalized plan to the GTR for approval 15 calendar days after award of the Contract. The Training Plan will detail how the Contractor will implement the training to ensure that all assigned personnel have the required customer service skills and body of project-specific knowledge needed to efficiently and effectively process all types of RC contacts. The training shall be conducted prior to the CSR's taking phone calls. The Training Plan shall include (at a minimum):

- Overview of the mission, structure, and policies of HUD and Single Family.

- Details of relevant Single Family programs, policies, procedures and regulations.
- Security procedures for handling information that falls under the Privacy Act.
- Performance standards as they relate to the specific trainee.
- Technical instruction in the use of the Client Relationship Management (CRM) application, knowledge base and other HUD computer systems used to record and answer inquiries.
- Technical support and instruction in the use of the CRM application, reporting and administrative functions, and knowledge base maintenance.
- Process-related instruction on how to identify inquiry types and uses, available resources and knowledge to resolve inquiries.
- Prompts and processes that control inquiry escalations.
- Comprehensive and professional communication and customer service skills in a contact center environment.
- Disaster recovery and other emergency/contingency procedures.
- RC agents testing and certification as a requirement of employment to include general knowledge and customer service skills, knowledge base content and standard operating procedures.
- Ongoing training for existing CSRs in order to maintain knowledge of existing programs as well as keeping up to date on new programs and services as they are identified.
- Knowledge base review plan to ensure ongoing review of all Knowledge base articles on a quarterly basis and a full review and certification of Knowledge base content prior to full implementation.
- Use of scripting for efficient, consistent and accurate information delivery in accordance with existing protocols.

### 5.1.2 Work Flow

All incoming contacts (telephone, electronic mail, fax, written correspondence) are routed through the RC. Telephone calls are delivered to an automated service (e.g., IVR or equivalent) furnished by the Contractor. 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.

Each contact not handled through self serve options will be reviewed by RC staff. The CSR shall retrieve the existing contact record for the client from the Client Relationship Management (CRM) system, or create a new contact record if one does not already exist; making sure that the appropriate CRM fields are updated and completed. A new service request will be created for each contact to the RC and associated to the client's contact record. The CSR will determine if the answer to the client's question is contained in the Single Family knowledge base by conducting a search. If the answer is contained within the knowledge base, appropriate FHA systems, or other HUD approved sources the CSR will provide that answer and document the client's service request with required data fields, a synopsis of the client's request and the CSR's response in the CRM following outlined applicable standard operating procedures (SOPs). For telephone calls an offer will be made to send out the information reviewed with the client via email or postal mail when applicable. Response to inbound client emails will be populated using various preformatted email standard text along with knowledge base articles. The CSR will also customize the email before sending the response per (SOP) which includes recapping the client's original request.

If the client's question is not contained in the knowledge base or other approved resources, the CSR will document the contact within the CRM and will determine the appropriate referral location or internal HUD escalation for response following standard operating procedures (SOPs) or escalation grids. If the client requires a HUD escalation, the transfer of the service request may take place either via a warm transfer into the appropriate HUD call group or via a system-only escalation via the CRM. If the contact is via electronic mail, the CSR will document the contact within the CRM system and place the service request within the appropriate HUD CRM queue/group.

If during the call or in the content of an email or written correspondence, the client provides feedback (positive or negative) on any policy, program or service provided by HUD or HUD business partners, the CSR will capture the feedback in specific fields within the CRM.

The Contractor is expected to manage the workflow processes/standard operating procedures and regularly review and make adjustments as needed to improve existing processes and ensure performance objectives are met. The Contractor shall obtain approval from the Government prior to implementing any changes on the workflow processes/standard operating procedures. The Government reserves the right to change the workflow requirements at any time after Contract issuance to accommodate changes in program requirements on an as-needed basis.

In responding to an inquiry, the Contractor shall analyze the inquiry, ask clarifying questions, search and retrieve available information from all pertinent sources, and provide assistance in a courteous and responsive manner that satisfies the inquirer's needs.

Additional details on workflow and screen level views within the existing CRM are provided in Attachment 002.

### **5.1.3 Response Protocols**

See Section C.2.3 (*Response Protocols*) of the USA Contact statement of work for response protocol requirements.

### **5.1.4 Work Volume Estimates**

#### **5.1.4.1 Contact Categories**

The Department has categorized its contacts into the following types. This categorization is provided to assist in identifying contact flows.

##### **General**

- **Consumer:** the bulk of consumer calls fall into a general category and are specific to general home buying questions. The primary questions asked in this category are "How does FHA help me purchase a home" or "What are the qualifications for using FHA financing". These types of questions are answered with specific articles from the knowledge base and require little prior experience with real estate, mortgage finance or FHA. Real estate and mortgage finance training provided by the contractor to their staff should be sufficient to allow CSRs to handle this type of contact

##### **Technical**

- **Consumer:** there is nothing to prevent consumers from contacting the contact center with highly technical questions about appraisal, underwriting, servicing or closing questions. Typically these clients are referred back to their lenders to work out any issues at that level. However, there are times where these type of contacts must be handled within the contact center. Typically the client would be referred to a higher level CSR or supervisor within the organization. An understanding of internal standard operating procedures and real estate and mortgage finance training provided by the contractor to their staff should be sufficient to allow CSRs to handle this type of contact. The higher level CSR or supervisor would then follow normal call flow processes by checking the knowledge base for an answer or escalating to the appropriate HUD group.

Consumers do not always know the right question to ask. In order to handle more complex consumer questions, the CSR should have a working knowledge or understanding of residential finance. This knowledge could come either through training or experience, but is necessary to understand the consumer's request, and to provide an accurate and complete response from the knowledge base.

**Industry:** a small portion of industry contacts will fall into the general category. Contacts are typically straightforward question like "Where do I find the application to become a HUD-approved lender" or "Where

can I find the link to FHA Mortgage Limits in my county". It is rare however that these questions are posed without additional questions that fall into the other Industry categories described above.

- **Industry:** the bulk of industry contacts fall into the technical category and are usually case specific policy questions. In most cases, there is existing policy to answer the question and the answer can be found in the knowledge base. The difficulty in responding to the questions comes in understanding the exact question as it is posed and identifying the correct knowledge base article to respond to the question. This requires a significant amount of background in real estate and/or mortgage finance so that the industry standard terminology is understood so that CSRs can quickly identify the underlying question and appropriate answer. Successful CSRs typically have a minimum of 3-5 years of mortgage finance experience as well as 2-4 years of college.

A portion of industry contacts will include the intake and initial review of change requests, applications, or other process related requests. These types of requests will typically be submitted via email and will require CSRs to review the request and attached documentation to ensure that they meet HUD-established requirements. CSRs will notify clients if requests do not meet requirements and will appropriately escalate satisfactory requests to HUD workgroups for additional processing.

**Industry/System:** CSRs will also handle a number of calls requiring them to troubleshoot issues or provide information from several FHA on-line systems, including FHA Connection, Single Family Insurance System (SFIS), and the Single Family Acquired Asset Management System (SAMS). This requires use of the FHA Connection help guide, understanding of each system, and the knowledge base. This is an off-shoot of the Industry call type identified above as CSRs must be able to understand mortgage finance terminology to adequately identify the problem.

Client Type	Estimated Percentage of All Contacts	Average Handle Time (MM:SS)*
General	25%	7:00
Technical	75%	

\*Average handle time includes talk time and an average after-call work time of 30 seconds.

#### 5.1.4.2 Current Contact Volumes

Single Family's work is linked to the residential mortgage industry thus its contact volume does have some relation to the fluctuations in that market. FHA Mortgage applications and endorsements have peaked in recent years, with FHA insurance volume reaching all time highs in 2009 and 2010. FHA insurance volume has decreased somewhat since 2010 and that has been reflected somewhat in the declining volume of contacts to the FHA Resource Center. Three years of data on FHA Mortgage applications and endorsements is provided in Attachment 002.

#### 5.1.4.3 Work Volume Impact

Future RC work volumes may differ than those volumes incurred to date. The Government will notify the Contractor of any known, or anticipated, impact to work volumes. The Government anticipates that the following events may have an impact on work volumes:

1. Publication of significant FHA policy documents or the introduction of new programs, or significant changes to existing programs may cause a surge in client contacts. A complex policy or process change of this kind could result in a daily surge of 300-500 contacts that could be maintained for several days.



2. External factors such as a drop in interest rates or Congressional action that modifies FHA programs may also cause call contact volume to increase. The impact of these external factors is difficult to predict and the resultant increase in call volumes is unknown at this time. FHA will work with the Contractor to estimate the impact of such external factors as they are identified.
3. The Government continues to improve the functionality and promote the use the on-line version of the knowledge base as a method to research FHA policies and procedures. The extent to which FHA clients utilize the external knowledge base may impact RC work volumes. The extent of the impact on the RC work volumes, however, is unknown.

#### **5.1.5 Documentation to be Provided**

##### **5.1.5.1 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 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. The preferred delivery method will be through the use of XML.

##### **5.1.5.2 Monthly Status Reports**

The Contractor shall provide a 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.
- **Monthly Service Level and Volume Data** – shall provide information achievement against all contract service levels, data on volume levels, training and hiring overview, etc.
- **Supplemental Information** - 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.

##### **5.1.5.3 Ad Hoc Reports**

The Contractor shall create and/or modify ad hoc reports at no additional cost to the Government. Such requests will be initiated and approved by the GTR/GTM 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 subside or Contractor performance levels have stabilized and are in full compliance of Contract requirements.

Reports shall be provided on a weekly basis with daily and monthly summaries, as applicable for the reported activities. Separate reports shall be provided for the overall project and for each of the supported activities.

Specific report formats, data elements, content, and frequency of reports shall be coordinated with and approved by the Government prior to the delivery of the reports. Daily reports, when requested, are due the following business day. Weekly reports are due within two (2) business days after the conclusion of each week. Monthly reports are due within five (5) business days after the conclusion of each month. Access to the overall and activities-based reports shall be controlled via User Identification Code and Unique Password. The Government will determine which individual(s) will have access to some or all of these reports.

#### 5.1.5.4 Technical and Management Services

The Contractor shall develop the required plans, procedures, methodologies, and tools, and perform the planning, oversight, and management functions to ensure services are delivered in accordance with the performance standards specific in this task order's PWS. The Contractor shall provide core project management support, and if necessary, incremental project management support to perform all technical and management functions required to meet the RC task requirements, including (but not limited to):

- program management,
- technology management,
- information and relationship management,
- human resources management,
- performance management,
- quality assurance/quality improvement,
- management reporting
- security
- contingency/disaster recovery
- value engineering

This support includes the development and maintenance of all relevant plans that are required to ensure compliance with RC task requirements.

#### 5.1.6 Inquiry Types

The Contractor shall provide following automated, attended and support services, as identified in Table 2 below, to support the RC operation:

Table 2 - Inquiry Types

Contact Type	Description
Telephone/Fax	Routed from HUD-owned telephone numbers that will be provided for Contractor use.
Voice Mail	Utilized at client option during peak periods and as after hours option.
Interactive Voice Response	Contractor maintained IVR routing to internal and external numbers (includes FAQ options)
Email	Routed from HUD email addresses via HUD maintained interface with CRM
Web Mail	Routed from HUD web sites via HUD maintained interface with CRM
Electronic Mailing Lists and/or Outbound Email	Routed from contractor maintained software or HUD maintained interface with CRM
Written Correspondence	Utilizing HUD provided form letters, letterhead, and envelopes - routed from Contractor location using Contractor postage
Fulfillment Services	Routed from Contractor location and Contractor postage

### **5.1.7 Fulfillment Services**

The contractor shall be required to print, package and post a variety of printed material. 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. Current fulfillment services are concentrated on the printing and mailing of materials to clients who do not have access to the Internet or an electronic mail provider.

- Only provided brochures are eligible for fulfillment, all other brochure requests shall be routed through the HUD Distribution Center. Printing may be done in black and white.
- Any requested knowledge base article shall be printed from the CRM. Printing may be done in black and white.

### **5.1.8 Knowledge Base Content Maintenance**

The knowledge base is repository of information utilized by the Resource Center to respond to inquiries received via all communications channels. The Contractor is responsible for identifying necessary changes to existing content or creation of new content based upon the publication of new FHA policy/processes.

The Contractor is responsible for certifying the accuracy, functionality and presentation of the entire knowledge database prior to contract go-live date as well as each quarter thereafter. The Knowledge Base Content Manager and contract knowledge base support staff shall have the primary responsibility for the update, maintenance and accuracy of the knowledge base.

The Contractor shall provide a Knowledge Management Plan within 45 days of task order award that outlines the process they will utilize to manage the integration of new policy, the maintenance of existing content, and increase the usability of the knowledge base. The Contractor shall establish and maintain a library of standard operating procedures used in contact response and distribution. The Contractor shall continuously monitor the effectiveness of these procedures, making recommendations for additions, deletions, or modifications to the knowledge base that will achieve process improvement.

There are three primary workload indicators, described with average monthly volumes in the chart provided here.

- Quarterly Review – contract requires review and assurance of accuracy for every active knowledge base article each quarter. Monthly volume is roughly one third of active articles.
- Routine – update of minor items such as web links, dates, or standard operating procedures.
- Formal – implementation of new policy on existing or creation of new articles that requires formal review and approval by HUD program areas.

HUD provides volume information on the key workload contributors to the knowledge base maintenance effort within Attachment 002.

### **5.1.9 Electronic Mailing List**

The Contractor shall provide an application capable of collecting, maintaining and segmenting data for an electronic mailing list or "listserv". This mailing list will be utilized by the Department to notify subscribers of new policy, training opportunities, process changes, etc. The application must have the capacity to manage and send outbound email to a large volume of recipients and have the ability to segment outbound email by client type as well as subscriber selected criteria (geographic location, program type, etc.).

### **5.1.10 Language Support**

Language support is required for all contact types. While Spanish language support is a small percentage of all contacts (less than one percent), the Contractor must maintain on-site Spanish speaking agents. The Contractor can utilize off-site translation services for other language support services.

#### **5.1.11 Contingency/Disaster 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. For outages that are not caused by a major disaster (e.g., system failure, network outage) the plans and procedures shall ensure that all attended and unattended services are transferred to the back-up facility or restored to pre-outage performance levels by the Contractor within four (4) hours after report or discovery of the outage. For outages that are caused by a major disaster (e.g., tornado, hurricane, flooding), the plans and procedures shall ensure that all automated services (e.g., IVR, Email Routing) be transferred to the back-up facility or restored by the Contractor to pre-outage performance levels within 2 hours after report or discovery of outage, and all attended services (e.g., inquiry response support, transcription, fulfillment) be restored by the Contractor to pre-outage performance levels within 72 hours after report or discovery of outage. The Contractor is responsible for restoring the services to their primary service location(s) upon correction of the outage problem. The Contractor is responsible for notifying the Government as soon as possible regarding any anticipated, scheduled, or actual outage occurrence.

At-home agents will be allowed under this task only as part of a disaster recovery plan. All contact centers and agents must be located within the continental United States.

See Section C.3.5.5.4 (*Contingency/Disaster Recovery*) of the USA Contact statement of work for additional contingency/disaster recovery requirements.

#### **5.1.12 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.

#### **5.1.13 Customer Survey Automation**

The Contractor shall provide the capability to survey callers in an automated fashion for purposes of customer satisfaction assessment. The application shall provide the means to capture and transcribe the comments for analyses. The application shall be capable of capturing, storing, aggregating, and reporting survey results. All surveys shall be conducted in accordance with rules prescribed by the Government, which is provided as Government Furnished Information. Survey content of the three current HUD approved survey instruments are provided in Attachment 003.

#### **5.1.14 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.

#### **5.1.15 Service Coordination**

The Contractor shall be responsible for coordinating with the FTS 2001 Contractor and/or other telecommunications service provider(s) for service provisioning, trouble resolution, and service restoration.

#### **5.1.16 Information Systems Security Requirements for Front End Applications**

If Contractor proposes the use of a front end application for use with the CRM or knowledge base, they shall prepare all certification and accreditation documentation including the system security plan, risk assessment, contingency plan, security test and evaluation (ST&E) report, plan of action and milestones (POA&M), and C&A statements. The Contractor shall then coordinate the submission of such documents with the Government's Authorizing Official (AO) (TBD), and correcting any deficiencies identified in the C&A process until full accreditation from the AO is obtained.

The Contractor shall comply with all HUD and Federal information systems security requirements, including:

- HUD's System Development Methodology <http://www.hud.gov/offices/cio/sdm/index.cfm>
- HUD's IT Security Policy Handbook  
<http://www.hud.gov/offices/adm/hudclips/handbooks/admh/2400.25/index.cfm>
- HUD's IT Security Procedures Handbook <http://hudatwork.hud.gov/po/i/it/security/documents/procedures.doc>

## C-6 DELIVERABLES AND MILESTONES

The Contractor shall provide the following deliverables in accordance with the schedule set forth in the table below. The deliverables shall be provided in MS Word, PowerPoint, Excel, or MS Project format, as appropriate. 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.

All documents and reports delivered under this Contract shall contain complete and accurate information, be timely, and provided in the specified format. All deliverables under this Contract will be reviewed by the Government for completeness and accuracy. The Government will accept or reject the deliverables in writing within 10 working days from date of receipt.

Required deliverables not identified in other areas of the performance work statements are outlined below:

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

Design, Engineering, Implementation and Management Plan – includes the following:

- Site Selection – identifies processes, methodologies, and criteria used for site selection, including those that affect staffing, foreign language support, and emergency/disaster recovery.
- Facilities – identifies and defines the contact center design, including work and office space and training facilities.
- 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.
- Networks - identifies and defines the telecommunications/Internet services and most cost effective network design for supporting the contact center operations.
- 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.

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.

<b>Deliverable</b>	<b>Update Frequency*</b>  (annual due dates based on anniversary of task order award)	<b>Due Dates</b>  (calendar days from task order award)	<b>Submit To</b>	<b>Format</b>
Transition-In Plan	As needed	5 days	GTR/GTM	MS Word Document
Project Plan	As needed	5 days	GTR/GTM	MS Word Document
Access to Contractor web-sharing site	N/A	15 days	GTR/GTM	Secure Site
Design Engineering, Implementation and Management Plan	Annual	15 days	GTR/GTM	MS Word Document
Customer Satisfaction Plan	Annual	15 days	GTR/GTM	MS Word Document
Disaster Recovery/Contingency Plan	Annual	15 days	GTR/GTM	MS Word Document
Human Resources Management Plan	As needed	15 days	GTR/GTM	MS Word Document
Operations Management Plan	Annual	15 days	GTR/GTM	MS Word Document
Performance/Service Level Management Plan	Annual	15 days	GTR/GTM	MS Word Document
Test and Acceptance Plan	Annual	15 days	GTR/GTM	MS Word Document
Training Plan	Annual	15 days	GTR/GTM	MS Word Document
Security Plan	Annual	30 days	GTR/GTM	MS Word Document
Value Engineering/Process Improvement Plan	Annual	30 days	GTR/GTM	MS Word Document
Monthly Status Report	Monthly	30 days	GTR/GTM	MS Word Document
Certification of Knowledge Base Content Accuracy	Quarterly	45 days	GTR/GTM	MS Word Document
Knowledge Management Plan	Annual	45 days	GTR/GTM	MS Word Document
Quality Control/Quality Improvement Program Plan	Annual	45 days	GTR/GTM	MS Word Document
Conflict of Interest Compliance Plan	As needed	60 days	GTR/GTM	MS Word Document
Ad Hoc Reports	As needed	As Needed	GTR/GTM	PDF or MS Excel
Transition Out Plan	As needed	90 days	GTR/GTM	MS Word Document
*Plans shall require more frequent updates if there are fundamental changes since the last update (e.g., a new site location, new software, a change in key personnel, etc.).				

## 6.1 Acceptance Criteria

All deliverables shall be submitted in a draft format agreed upon by the Contractor and the Government. Acceptance of all deliverables shall be in writing by the Government Technical Representative (GTR). All status, operational and management reports provided by the Contractor shall not contain any restrictive markings prohibiting the Government from releasing the information in whole or in part.

## C-7 PERFORMANCE REQUIREMENTS SUMMARY

The summary chart below lists the contract's primary requirements, the associated performance standards, the expected target performance and the methods of surveillance. While several contract requirements are not listed in the chart below, requirements not appearing on the PRS chart do not negate the Contractor's obligation to perform all requirements as specified in the contract. Additionally, HUD reserves all rights and remedies under the provisions and clauses of the contract when performance of any contract requirement, whether or not listed below, is unacceptable.

HUD will develop a Quality Assurance Surveillance Plan to be used to provide contract oversight. In conjunction with the Contractor's Quality Control Plan and various other methods of assessing performance, the GTR and GTM will perform on-site reviews and/or other types of verification to determine that the specified target performance requirements have been met.

Regular review of Contractor performance is critical to the overall success of the contract. On a monthly basis, the GTR will evaluate the quality of the product or services. These performance standards will be fully enforceable starting 90 days from date of contract award.

The Government reserves the right to adjust or suspend the performance standards individually or in their entirety. Any adjustment, suspension, and/or addition shall be in collaboration with the Contractor and with ample notice for change management. The following are examples of criteria that may indicate the need for an adjustment or suspension of performance standards:

- Initial contract start-up period
- A significant change of events in the Government environment
- Inability for government provided systems to generate necessary reporting data
- A need for the Government to cap staffing levels for budgetary purposes

Performance Requirements			
Performance Measure	Performance Objective/Calculation	Acceptable Quality Level (based on a monthly average)	Surveillance Method/Period
Live Telephone Standards			
Percent of Calls Answered within 20 Seconds	Calls answered within 20 seconds + Calls abandoned within 20 seconds/Total calls answered + Total calls abandoned	82.5% within 20 seconds	Telephone Reports/Monthly
Average Speed of Answer (Average)	Speed of answering as an average of all phone contacts answered measured in seconds	15 seconds or less	Telephone Reports/Monthly
Abandonment Rate	Number of abandoned calls after IVR selection/ Total number of calls offered	2% or lower	Telephone Reports/Monthly
Blockage	Total number of calls offered by the network - Total number of calls processed by switch / Total number of calls offered by network	1% or less	Telephone Reports/Monthly
Service Request Resolution Standards			
Service Request Escalation	Average duration from service request	Monthly average	CRM



Performance Requirements			
Performance Measure	Performance Objective/Calculation	Acceptable Quality Level (based on a monthly average)	Surveillance Method/Period
	opened date/time and escalated date/time	duration less than one business day	Reports/Monthly
<b>Routine Technical Support and System Reports</b>	Resolution and/or delivery of all HUD-generated service requests for technical support (password reset, profile changes, minor report modification/scheduling) within one business day	100% within one business day	CRM Reports/Monthly
Knowledge Base Standards			
<b>Accuracy and Completeness of Knowledge Base</b>	Contractor must audit for accuracy, functionality (links etc.) and overall presentation (form/format) 100% of the articles on a Quarterly basis.	100%	CRM Reports/Monthly
<b>Knowledge Base Updates</b>	New knowledge base change/addition completed from time of change request.	Emergency – within one business day of GTM notification. Routine - Within three business days of GTM notification	CRM Reports/Monthly
Quality Assurance Standards			
<b>Escalation Error Rate</b>	Number of service requests escalated in error / Total number of service requests escalated	3% or less	CRM Reports/Monthly
<b>Customer Survey – CSR Closed Service Requests</b>	Number of clients responded favorably to survey / Total number of clients surveyed	80% or better	Survey Results/Monthly
<b>Quality of Service Delivery</b>	Total number of points achieved (based on a mutually agreed on standard) / Total number of points available for quality of service scores	94% or better	Quality Monitoring Results/Monthly
<b>Per-agent call monitoring rate</b>	Total number of monitoring sessions for each customer service representative	At least 20 contacts per agent per month	Quality Monitoring Results/Monthly

## CONTRACT PERFORMANCE INCENTIVE STRUCTURE

The Contractor shall meet all of the performance requirements detailed in section C-7 Performance Requirements Summary. However, there are special requirements for which the Government has determined performance standards that will be used to incentivize the contractor to achieve higher levels of performance.

The following incentive structure will be effective on the first day of the month that begins 90 days after contract award. The Contractor shall track the adherence to these standards on a monthly basis and report the performance against the standards to the Government for concurrence and approval. Based on approved levels of performance, the contractor will invoice quarterly for payments under the incentives. The performance standards to be measured are stated below:

Standard/Calculation	Incentive	Disincentive
<b>Speed of Answer (within 20 seconds)</b> Calls answered within 20 seconds + Calls abandoned within 20 seconds / Total calls answered + Total calls abandoned that month	If average is greater than eighty-seven point five percent (87.5%), and the speed of answer standard is met, the Contractor's monthly contact payment will be increased by one percent (1%) of the total payment for call volume CLIN.	If average is less than seventy-seven point five percent (77.5%) the contractor's call volume CLIN will be reduced by two percent (2%).  If average is less than seventy percent (70%) the Contractor's call volume CLIN will be reduced by three percent (3%).
<b>First Contact Resolution</b> Number of service requests resolved by contract personnel without further escalation to HUD staff / Total number of service requests created that month.	If contractor resolution percentage is above eighty five percent (85%) and escalation error standard is met, the Contractor shall receive an incentive payment of one half a percent (.5%) of the call volume CLIN.	N/A
<b>Customer Survey – CSR Closed Service Requests</b> Number of clients responded with 1 or 2 favorable rating on survey (with 1-6 scale) for overall satisfaction / Total number of clients surveys received	If contractor receives a ninety percent 90% or greater highly favorable rating for customer satisfaction. Contractor shall receive an incentive payment of one half a percent (.5%) of the call volume CLIN.	If average is less than seventy percent (70%) the Contractor's call volume CLIN will be reduced by one percent (1%).

<b>AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT</b>		1. CONTRACT ID CODE		PAGE OF PAGES 1 1	
2. AMENDMENT/MODIFICATION NO. 000001		3. EFFECTIVE DATE 12/05/2013		4. REQUISITION/PURCHASE REQ. NO.	
5. PROJECT NO. (If applicable)		6. ISSUED BY CODE NPH		7. ADMINISTERED BY (If other than Item 6) CODE NPH	
US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000		US DEPARTMENT OF HUD OFFICE OF THE CHIEF PROCUREMENT OFFICER 451 SEVENTH STREET SW ROOM 5256 WASHINGTON DC 20410-1000			
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		(x) 9A. AMENDMENT OF SOLICITATION NO. DU100H-14-R-0001			
		x 9B. DATED (SEE ITEM 11) 11/14/2013			
		10A. MODIFICATION OF CONTRACT/ORDER NO.			
		10B. DATED (SEE ITEM 13)			
CODE		FACILITY CODE			

**11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS**

☒ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☒ is extended. ☐ is not extended.  
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning 1 copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required)

**13. THIS ITEM ONLY APPLIES TO MODIFICATION OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.**

CHECK ONE	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14, PURSUANT TO THE AUTHORITY OF FAR 43.103(b).
	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO AUTHORITY OF:
	D. OTHER (Specify type of modification and authority)

**E. IMPORTANT:** Contractor ☐ is not. ☐ is required to sign this document and return \_\_\_\_\_ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

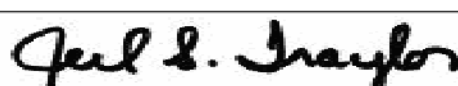
The purpose of this amendment is as follows:

1. To extend the solicitation response date from December 5, 2013 to December 20, 2013.

2. The time for receipt of quotes remains unchanged at 4:00 p.m. EST.

Period of Performance: 01/21/2014 to 01/20/2019

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) JERL S. TRAYLOR	
15B. CONTRACTOR/OFFEROR  (Signature of person authorized to sign)	15C. DATE SIGNED	16C. DATE SIGNED 12/05/2013	16B. SIGNATURE OF CONTRACTING OFFICER 

CLIN # &amp; DESCRIPTION: 0003 - Monthly Telephone Inquiries 50,001-65,000

Prime Contractor Direct Labor Costs					
Labor category:	Contract Rate	Proposed rate	Volume	Total Cost	% Discount
Example - Contact Specialist	\$ 19.00	\$ 17.00	1500	\$ 25,500.00	10.5%
Total Direct Labor					

Subcontract Labor Costs					
Labor category:	Contract Rate	Proposed rate	Volume	Total Cost	% Discount
Total Subcontract Labor					

Other Direct Costs					
	Contract Rate	Proposed rate	Volume	Total Cost	% Discount
Total Other Direct Costs					

Total Price					
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**PRICING SCHEDULE:** The contractor will be paid for services performed in accordance with the schedule below. For CLINs where tiered pricing applies, the prices in each tier level are all inclusive; that is, the price at higher level tiers are inclusive of all services for lower level tiers and only the price at the highest tier achieved will be applicable, except where the highest tier has been achieved and the price increases in established increments.

**BASE PERIOD PRICING:**

Contract Line Item Number (CLIN)	Task	Unit of Issue (UI)	Quantity of Issue	Fixed Price Per Unit of Issue	Total Estimated Price (Quantity x Unit Price)
CLIN 0001	Project Startup				
CLIN 0001a	Equipment and Facility	Job	1	\$	\$
CLIN 0001b	Training	Job	1	\$	\$
CLIN 0001c	Knowledge and Content Development	Job	1	\$	\$
CLIN 0001d	Project Implementation Support	Job	1	\$	\$
CLIN 0001e	Telecommunications and Quality Monitoring Solution Service Initiation Charges	Job	1	\$	\$
CLIN 0002	Monthly Project Management	Job	12	\$	\$
CLIN 0003	Estimated Monthly Volume of Telephone Inquiries				
CLIN 0003a	1-10,000	Job		\$	N/A
CLIN 0003b	10,001-15,000	Job		\$	N/A
CLIN 0003c	15,001-20,000	Job		\$	N/A
CLIN 0003d	20,001-30,000	Job		\$	N/A
CLIN 0003e	30,001-40,000	Job		\$	N/A
CLIN 0003f	40,001-50,000	Job		\$	N/A
CLIN 0003g	50,001-65,000	Job	12	\$	\$
CLIN 0003h	65,001-80,000	Job		\$	N/A
CLIN 0003i	More than 80,000 (price per 10,000 increment increase)	Job		\$	N/A
CLIN 0004	Estimated Monthly Volume of Electronic Mail				
CLIN 0004a	0-2,000	Job		\$	N/A
CLIN 0004b	2,001-4,000	Job		\$	N/A
CLIN 0004c	4,001-6,000	Job		\$	N/A
CLIN 0004d	6,001-8,000	Job		\$	N/A

CLIN 0004e	8,001-10,000	Job		\$	N/A
CLIN 0004f	10,001-12,500	Job		\$	N/A
CLIN 0004g	12,501-15,000	Job		\$	N/A
CLIN 0004h	15,001-20,000	Job	12	\$	\$
CLIN 0004i	More than 20,000 (price per 2000 increment increase)	Job		\$	N/A
CLIN 0005	Estimated Monthly Volume of Mail Fulfillment				
CLIN 0005a	1-500	Job		\$	N/A
CLIN 0005b	501-1,000	Job		\$	N/A
CLIN 0005c	1,001-1,500	Job		\$	N/A
CLIN 0005d	1,501-2,500	Job	9	\$	\$
CLIN 0005e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 0006	Estimated Monthly Volume of Written Correspondence				
CLIN 0006a	1-500	Job		\$	N/A
CLIN 0006b	501-1,000	Job		\$	N/A
CLIN 0006c	1,001-1,500	Job		\$	N/A
CLIN 0006d	1,501-2,500	Job	9	\$	\$
CLIN 0006e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 0007	Telecommunications and Automated Services				
CLIN 0007a	Telecommunications Services	Minute	Est. 585,000	\$	\$
CLIN 0007b	IVR Services	Minute	Est. 113,750	\$	\$
CLIN 0007c	Monthly Quality Monitoring Solution	Job	9	\$	\$
ESTIMATED TOTAL PRICE FOR BASE PERIOD (Sum of CLINS 0001a-e, 0002, 0003g, 0004h, 0005d, 0006d, and 0007a-c)					\$

For purposes of evaluation of pricing of base and all option periods, HUD will assume volume of 65,000 telephone inquiries, 18,000 emails, 2,000 mail fulfillment requirements, 2,000 written correspondence requirements, 585,000 telecommunication minutes, and 113,750 IVR minutes, per month. Fixed unit prices to be paid will be determined based upon actual volume each month.

**OPTION PERIOD 1 PRICING:**

<b>Contract Line Item Number (CLIN)</b>	<b>Task</b>	<b>Unit of Issue (UI)</b>	<b>Quantity of Issue</b>	<b>Fixed Price Per Unit of Issue</b>	<b>Total Estimated Price (Quantity x Unit Price)</b>
CLIN 1002	Monthly Project Management	Job	12	\$	\$
CLIN 1003	Estimated Monthly Volume of Telephone Inquiries				
CLIN 1003a	1-10,000	Job		\$	N/A
CLIN 1003b	10,001-15,000	Job		\$	N/A
CLIN 1003c	15,001-20,000	Job		\$	N/A
CLIN 1003d	20,001-30,000	Job		\$	N/A
CLIN 1003e	30,001-40,000	Job		\$	N/A
CLIN 1003f	40,001-50,000	Job		\$	N/A
CLIN 1003g	50,001-65,000	Job	12	\$	\$
CLIN 1003h	65,001-80,000	Job		\$	N/A
CLIN 1003i	More than 80,000 (price per 10,000 increment increase)	Job		\$	N/A
CLIN 1004	Estimated Monthly Volume of Electronic Mail				
CLIN 1004a	0-2,000	Job		\$	N/A
CLIN 1004b	2,001-4,000	Job		\$	N/A
CLIN 1004c	4,001-6,000	Job		\$	N/A
CLIN 1004d	6,001-8,000	Job		\$	N/A
CLIN 1004e	8,001-10,000	Job		\$	N/A
CLIN 1004f	10,001-12,500	Job		\$	N/A
CLIN 1004g	12,501-15,000	Job		\$	N/A
CLIN 1004h	15,001-20,000	Job	12	\$	\$
CLIN 1004i	More than 20,000 (price per 2000 increment increase)	Job		\$	N/A
CLIN 1005	Estimated Monthly Volume of Mail Fulfillment				
CLIN 1005a	1-500	Job		\$	N/A
CLIN 1005b	501-1,000	Job		\$	N/A
CLIN 1005c	1,001-1,500	Job		\$	N/A

CLIN 1005d	1,501-2,500	Job	12	\$	\$
CLIN 1005e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 1006	Estimated Monthly Volume of Written Correspondence				
CLIN 1006a	1-500	Job		\$	N/A
CLIN 1006b	501-1,000	Job		\$	N/A
CLIN 1006c	1,001-1,500	Job		\$	N/A
CLIN 1006d	1,501-2,500	Job	12	\$	\$
CLIN 1006e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 1007	Telecommunications and Automated Services				
CLIN 1007a	Telecommunications Services	Minute	Est. 585,000	\$	\$
CLIN 1007b	IVR Services	Minute	Est. 113,750	\$	\$
CLIN 1007c	Monthly Quality Monitoring Solution	Job	12	\$	\$
ESTIMATED TOTAL PRICE FOR OPTION PERIOD 1 (Sum of CLINS 1002, 1003g, 1004h, 1005d, 1006d, and 1007a-c)					\$



**OPTION PERIOD 2 PRICING:**

<b>Contract Line Item Number (CLIN)</b>	<b>Task</b>	<b>Unit of Issue (UI)</b>	<b>Quantity of Issue</b>	<b>Fixed Price Per Unit of Issue</b>	<b>Total Estimated Price (Quantity x Unit Price)</b>
CLIN 2002	Monthly Project Management	Job	12	\$	\$
CLIN 2003	Estimated Monthly Volume of Telephone Inquiries				
CLIN 2003a	1-10,000	Job		\$	N/A
CLIN 2003b	10,001-15,000	Job		\$	N/A
CLIN 2003c	15,001-20,000	Job		\$	N/A
CLIN 2003d	20,001-30,000	Job		\$	N/A
CLIN 2003e	30,001-40,000	Job		\$	N/A
CLIN 2003f	40,001-50,000	Job		\$	N/A
CLIN 2003g	50,001-65,000	Job	12	\$	\$
CLIN 2003h	65,001-80,000	Job		\$	N/A
CLIN 2003i	More than 80,000 (price per 10,000 increment increase)	Job		\$	N/A
CLIN 2004	Estimated Monthly Volume of Electronic Mail				
CLIN 2004a	0-2,000	Job		\$	N/A
CLIN 2004b	2,001-4,000	Job		\$	N/A
CLIN 2004c	4,001-6,000	Job		\$	N/A
CLIN 2004d	6,001-8,000	Job		\$	N/A
CLIN 2004e	8,001-10,000	Job		\$	N/A
CLIN 2004f	10,001-12,500	Job		\$	N/A
CLIN 2004g	12,501-15,000	Job		\$	N/A
CLIN 2004h	15,001-20,000	Job	12	\$	\$
CLIN 2004i	More than 20,000 (price per 2000 increment increase)	Job		\$	N/A
CLIN 2005	Estimated Monthly Volume of Mail Fulfillment				
CLIN 2005a	1-500	Job		\$	N/A
CLIN 2005b	501-1,000	Job		\$	N/A
CLIN 2005c	1,001-1,500	Job		\$	N/A

CLIN 2005d	1,501-2,500	Job	12	\$	\$
CLIN 2005e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 2006	Estimated Monthly Volume of Written Correspondence				
CLIN 2006a	1-500	Job		\$	N/A
CLIN 2006b	501-1,000	Job		\$	N/A
CLIN 2006c	1,001-1,500	Job		\$	N/A
CLIN 2006d	1,501-2,500	Job	12	\$	\$
CLIN 2006e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 2007	Telecommunications and Automated Services				
CLIN 2007a	Telecommunications Services	Minute	Est. 585,000	\$	\$
CLIN 2007b	IVR Services	Minute	Est. 113,750	\$	\$
CLIN 2007c	Monthly Quality Monitoring Solution	Job	12	\$	\$
ESTIMATED TOTAL PRICE FOR OPTION PERIOD 2 (Sum of CLINS 2002, 2003g, 2004h, 2005d, 2006d, and 2007a-c)					\$

**OPTION PERIOD 3 PRICING:**

<b>Contract Line Item Number (CLIN)</b>	<b>Task</b>	<b>Unit of Issue (UI)</b>	<b>Quantity of Issue</b>	<b>Fixed Price Per Unit of Issue</b>	<b>Total Estimated Price (Quantity x Unit Price)</b>
CLIN 3002	Monthly Project Management	Job	12	\$	\$
CLIN 3003	Estimated Monthly Volume of Telephone Inquiries				
CLIN 3003a	1-10,000	Job		\$	N/A
CLIN 3003b	10,001-15,000	Job		\$	N/A
CLIN 3003c	15,001-20,000	Job		\$	N/A
CLIN 3003d	20,001-30,000	Job		\$	N/A
CLIN 3003e	30,001-40,000	Job		\$	N/A
CLIN 3003f	40,001-50,000	Job		\$	N/A
CLIN 3003g	50,001-65,000	Job	12	\$	\$
CLIN 3003h	65,001-80,000	Job		\$	N/A
CLIN 3003i	More than 80,000 (price per 10,000 increment increase)	Job		\$	N/A
CLIN 3004	Estimated Monthly Volume of Electronic Mail				
CLIN 3004a	0-2,000	Job		\$	N/A
CLIN 3004b	2,001-4,000	Job		\$	N/A
CLIN 3004c	4,001-6,000	Job		\$	N/A
CLIN 3004d	6,001-8,000	Job		\$	N/A
CLIN 3004e	8,001-10,000	Job		\$	N/A
CLIN 3004f	10,001-12,500	Job		\$	N/A
CLIN 3004g	12,501-15,000	Job		\$	N/A
CLIN 3004h	15,001-20,000	Job	12	\$	\$
CLIN 3004i	More than 20,000 (price per 2000 increment increase)	Job		\$	N/A
CLIN 3005	Estimated Monthly Volume of Mail Fulfillment				
CLIN 3005a	1-500	Job		\$	N/A
CLIN 3005b	501-1,000	Job		\$	N/A
CLIN 3005c	1,001-1,500	Job		\$	N/A

CLIN 3005d	1,501-2,500	Job	12	\$	\$
CLIN 3005e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 3006	Estimated Monthly Volume of Written Correspondence				
CLIN 3006a	1-500	Job		\$	N/A
CLIN 3006b	501-1,000	Job		\$	N/A
CLIN 3006c	1,001-1,500	Job		\$	N/A
CLIN 3006d	1,501-2,500	Job	12	\$	\$
CLIN 3006e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 3007	Telecommunications and Automated Services				
CLIN 3007a	Telecommunications Services	Minute	Est. 585,000	\$	\$
CLIN 3007b	IVR Services	Minute	Est. 113,750	\$	\$
CLIN 3007c	Monthly Quality Monitoring Solution	Job	12	\$	\$
ESTIMATED TOTAL PRICE FOR OPTION PERIOD 3 (Sum of CLINS 3002, 3003g, 3004h, 3005d, 3006d, and 3007a-c)					\$

**OPTION PERIOD 4 PRICING:**

<b>Contract Line Item Number (CLIN)</b>	<b>Task</b>	<b>Unit of Issue (UI)</b>	<b>Quantity of Issue</b>	<b>Fixed Price Per Unit of Issue</b>	<b>Total Estimated Price (Quantity x Unit Price)</b>
CLIN 4002	Monthly Project Management	Job	12	\$	\$
CLIN 4003	Estimated Monthly Volume of Telephone Inquiries				
CLIN 4003a	1-10,000	Job		\$	N/A
CLIN 4003b	10,001-15,000	Job		\$	N/A
CLIN 4003c	15,001-20,000	Job		\$	N/A
CLIN 4003d	20,001-30,000	Job		\$	N/A
CLIN 4003e	30,001-40,000	Job		\$	N/A
CLIN 4003f	40,001-50,000	Job		\$	N/A
CLIN 4003g	50,001-65,000	Job	12	\$	\$
CLIN 4003h	65,001-80,000	Job		\$	N/A
CLIN 4003i	More than 80,000 (price per 10,000 increment increase)	Job		\$	N/A
CLIN 4004	Estimated Monthly Volume of Electronic Mail				
CLIN 4004a	0-2,000	Job		\$	N/A
CLIN 4004b	2,001-4,000	Job		\$	N/A
CLIN 4004c	4,001-6,000	Job		\$	N/A
CLIN 4004d	6,001-8,000	Job		\$	N/A
CLIN 4004e	8,001-10,000	Job		\$	N/A
CLIN 4004f	10,001-12,500	Job		\$	N/A
CLIN 4004g	12,501-15,000	Job		\$	N/A
CLIN 4004h	15,001-20,000	Job	12	\$	\$
CLIN 4004i	More than 20,000 (price per 2000 increment increase)	Job		\$	N/A
CLIN 4005	Estimated Monthly Volume of Mail Fulfillment				
CLIN 4005a	1-500	Job		\$	N/A
CLIN 4005b	501-1,000	Job		\$	N/A
CLIN 4005c	1,001-1,500	Job		\$	N/A

CLIN 4005d	1,501-2,500	Job	12	\$	\$
CLIN 4005e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 4006	Estimated Monthly Volume of Written Correspondence				
CLIN 4006a	1-500	Job		\$	N/A
CLIN 4006b	501-1,000	Job		\$	N/A
CLIN 4006c	1,001-1,500	Job		\$	N/A
CLIN 4006d	1,501-2,500	Job	12	\$	\$
CLIN 4006e	More than 2,500 (price per 500 increment increase)	Job		\$	N/A
CLIN 4007	Telecommunications and Automated Services				
CLIN 4007a	Telecommunications Services	Minute	Est. 585,000	\$	\$
CLIN 4007b	IVR Services	Minute	Est. 113,750	\$	\$
CLIN 4007c	Monthly Quality Monitoring Solution	Job	12	\$	\$
ESTIMATED TOTAL PRICE FOR OPTION PERIOD 4 (Sum of CLINS 4002, 4003g, 4004h, 4005d, 4006d, and 4007a-c)					\$

ESTIMATED TOTAL PRICE FOR BASE AND ALL OPTION PERIODS	\$
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**PAST PERFORMANCE INFORMATION (5 most recent and relevant services performed in the 5 years prior to submission of proposal)**

**PRIME CONTRACTOR OR PARTNER/SUBCONTRACTOR NAME** \_\_\_\_\_

CLIENT NAME *	POINT OF CONTACT NAME, ADDRESS, TELEPHONE	TYPE OF SERVICES PROVIDED	CONTRACT NUMBER AND VALUE OF CONTRACT	DATE SERVICES PROVIDED	PRINCIPAL PARTNERS/KEY PERSONNEL
HUD Office of Public and Indian Housing	John Doe, PIH Office of Technical Assistance, 1234 7th St, Washington, DC 78945 202- 555-1234	Technical Assistance to public housing agencies	C-DEN-12345 \$1,000,000	1/07 - 1/09	John Smith, Project Manager; Jane Doe, TA Specialist; John Smith Jr, Accounting Specialist

\* If performance was as a subcontractor, this will be the name of the prime contractor.

## **INSTRUCTIONS TO OFFERORS**

### **Submission of Quotations**

Each quotation submitted in response to this request for quotation shall consist of two separate volumes, identified and appropriately marked as “Technical Quotation” and “Price Quotation”. The quotations shall be accompanied by a transmittal letter, signed by an individual who is authorized to bind the company on contractual issues. The letter shall reference the Request for Quotation and identify the documents being submitted. It shall also acknowledge agreement to a 90 day bid acceptance period.

Offerors shall submit quotes through FedConnect. Quotes must be received by 4:00 p.m., EST on December 5, 2013. All questions concerning this request for quotation shall be received by 12:00 p.m. EST on November 19, 2013 by email to Kimberly.M.Campbell@hud.gov with a carbon copy to JerL.S.Traylor@hud.gov. The email message shall be entitled, “**QUESTIONS: Solicitation DU100H-14-R-0001**”. Please ensure that question(s) were not asked and answered during the award solicitation phase of the basic indefinite-delivery, indefinite-quantity (IDIQ) contracts.

### **Technical Quotation**

The Technical Quotation shall be organized as follows:

- a. Quotation Matrix
- b. Executive Summary
- c. Technical Approach
- d. Management Plan
- e. Past Performance
- f. Socio-Economic Participation

### **Quotation Matrix**

As part of their quotation submission, offerors are required to submit a Quotation Matrix using the table below or similar format, which maps what page of the quotation addresses each *Performance Work Statement* requirement identified under Technical Approach, and which page of the quotation fully addresses each Evaluation Factor.

Quotation Page(s)/Section Number(s)	RFQ Requirement	Performance Work Statement	Section L or Instructions to Offerors	Section M or Evaluation Factors	Comments

## **TECHNICAL FACTORS**



**A. TECHNICAL APPROACH** (Shall not exceed 15 pages, on 8 ½” x 11” paper with a 1” margin in 12-point font size. Font size used in figures and tables can be 8-point or higher as long as the content is legible when printed without the aid of magnification.)

- The offeror shall submit a technical approach that demonstrates logical and feasible methods for meeting the requirements described in the *Performance Work Statement* and meeting the performance objectives outlined within the solicitation.
- The offeror’s technical approach shall demonstrate knowledge and understanding of the required services and methods for information and knowledge management.
- The offeror shall submit a strategy for the integration and deployment of automated services.
- If the offeror is proposing subcontractors, the offeror shall clearly identify what aspects of the work will be performed by the prime and what aspects of the work will be performed by each subcontractor in its technical approach.

**B. MANAGEMENT PLAN** (Shall not exceed 15 pages, on 8 ½” x 11” paper with a 1” margin in 12-point font size. Font size used in figures and tables can be 8-point or higher as long as the content is legible when printed without the aid of magnification.)

The offeror shall submit a Management Plan that is clear, concise, and demonstrates that it will result in meeting the objectives and requirements contained within the Performance Work Statement tasks identified under the instructions for Technical Approach.

The offeror shall submit a Management Plan that details:

- Key personnel: the Key Personnel proposed and the number identified must reflect adequate capabilities or skill sets to ensure the outcome and benefits sought by the government are achievable. The offeror shall state what percentage of the Key Personnel’s work week time will be dedicated to the performance of the contract. All key personnel proposed must provide resumes that demonstrate sufficient relevant prior experience, qualifications, education, and certification for personnel proposed to fill the key positions identified by the offeror. Additionally, Letters of commitment are required for all Key Personnel. (Resumes and commitment letters are excluded from page limitation.);
- Proposed subcontracting arrangements and reporting relationships of all subcontractors;
- A plan that demonstrates successful communication and coordination between the contractor and the government personnel/roles;
- A schedule of all tasks and subtasks, meetings, and deliverables;
- Clear lines of authority from the top of the organization to all those working on this effort;
- A draft Quality Control Plan that demonstrates an understanding of the business requirements by describing effective and independent quality control methods and procedures to ensure that all tasks are completed in accordance with the performance standards listed in the solicitation; and

- Labor mix and level of effort.

### **C. PAST PERFORMANCE**

The offeror shall submit the following information/documents:

- A completed chart providing the information required by the Past Performance Information chart in *Attachment 006*. The chart shall reflect up to five relevant past performance performed in the *five year* period immediately preceding submission of the quotation and all work currently being performed. If the offeror has more than 5 past performance references, then the offeror shall provide the most recent 5 references. As an attachment to the chart, the offeror shall provide a narrative describing the past performance references relevancy to the services being obtained under the task order to be awarded. The narrative shall clearly establish the relevancy of the past performance to the current requirements. (Narratives shall not exceed 5 pages.)
- If the offeror is proposing to subcontract (or use joint ventures/ partners, or other entities other than the prime contractor to perform) more than 20% of the contract value, the offeror shall submit a separate chart and narrative described in the top two bullets within the instructions for past performance above, for the proposed subcontractor(s).

### **D. SOCIOECONOMIC PARTICIPATION**

(1) Consistent with the intent of the Small Business Act, HUD is strongly committed to ensuring that small businesses, veteran-owned small businesses, service-disabled veteran-owned small businesses, HUBZone small businesses, small disadvantaged businesses and women-owned small businesses have maximum opportunities to participate in HUD's procurement programs. To reinforce its commitment, HUD has established socioeconomic participation goals as stated below. Contractors shall address in their quotation the manner in which they plan to assist the Department in achieving this goal.

(2) The contractor shall provide the maximum practicable opportunities to small business, veteran-owned small business, service-disabled veteran-owned small business, HUBZone small business, small disadvantaged business, and women-owned small business concerns. HUD's small business participation goals for the current fiscal year shown below are expressed as percentages of the total value of the contract to be subcontracted.

(i) HUD Small Business Participation Goals:

Small Business – 55%

(ii) Within that total, the following subordinate goals apply:

- (A) Small Disadvantaged Business – 5%
- (B) Women-Owned Small Business – 5%
- (C) Service-Disabled Veteran-Owned Small Business – 3%

(D) HUBZone Small Business – 3%

(3) Notwithstanding the above goals, HUD desires the prime contractor play an important and viable role in the performance of the contract and does not want to encourage contractors to subcontract more than half of the cost of labor to meet the requirements.

(4) Offerors must also submit letters of commitment from all businesses they intend to subcontract with during performance of the contract. All letters of commitment shall include the following information:

- (i) – Reference the solicitation number;
- (ii) – Clearly state that the commitment is for support as a subcontractor on any order awarded;
- (iii) – Identify the work or professional service disciplines to be provided through subcontracting;
- (iv) – Identify the period covered by the commitment (e.g. order base period and all options or other agreement);
- (v) – Identify any key personnel to provide support under the subcontract;
- (vi) – Provide a general description of the subcontractor's capacity to support proposed task(s) with a specific statement regarding capacity limits;
- (vii) – Identify specific terms and conditions governing the commitment; and
- (viii) – Reference any prior relationship with the offeror that would indicate the potential for successful performance.

## **NON TECHNICAL FACTOR**

### **PRICE / COST**

Price quotations shall be accompanied by an associated price breakdown worksheet that delineates how the quoted prices were derived. The worksheet shall be provided in both PDF and Excel formats, similar to the one attached (Attachment 008). The worksheet shall be formatted to address each individual Contract Line Item Number (CLIN) for only the evaluated unit prices (e.g. CLIN 0001, 0002, 0003g, 0004h, ...) for the base period only. The worksheets shall clearly support the prices offered.

The worksheets shall be accompanied by additional narrative information sufficient to establish how the remaining base period prices were derived (e.g. 0003a-f, h-I, ...) as well as all option period prices. The worksheets shall also clearly establish the discount rates for the contract prices that are being offered. The contractor understands and agrees that the discount percentages shall also be applied to future modifications to the task order at the category level (e.g. each individual labor category).

Technical information submitted in the price quotation will not be evaluated as part of the technical evaluation.



## **EVALUATION AND AWARD CRITERIA/FACTORS**

### **A. TECHNICAL APPROACH**

The government will evaluate the following regarding the proposed Technical Approach:

- How well the quotation demonstrates logical and feasible methods for meeting the requirements described in the *Performance Work Statement* and meeting the performance objectives outlined within the solicitation;
- If the offeror demonstrated knowledge and understanding of the required services and methods for information and knowledge management.
- If the offeror proposed a sound strategy for the integration and deployment of automated services.
- If the quotation includes subcontractors, whether the proposed approach delineates the technical responsibilities between the prime and the subcontractor(s).

### **B. MANAGEMENT PLAN**

The government will evaluate the following regarding the proposed Management Plan:

- How well the quotation supports the achievement of the Government's objectives and requirements outlined in the solicitation regarding:
- Key Personnel and responsibilities;
  - How well the resumes demonstrate relevant prior experience, qualifications, education, and certification, if applicable, for personnel proposed to fill the key positions identified in the solicitation;
  - How well the number of key personnel identified and/or the amount of time each will commit to the effort, reflect a clear understanding of the requirement described in the *Performance Work Statement*; and
  - Whether letters of commitment were submitted and are acceptable.
  - Subcontracting arrangements and reporting relationships of all subcontractors;
  - Successful communication and coordination between the contractor and the government personnel/roles;
  - Schedules of all tasks and subtasks, meetings, and deliverables; and
- The proposed Preliminary Quality Control Plan demonstrating an understanding of the business requirements by describing effective and independent quality control methods and procedures to ensure that all tasks are completed in accordance with the performance standards listed in the solicitation.
- If the proposed labor mix is based upon reasonable assumptions and is consistent with the requirements set forth in the *Performance Work Statement* and the proposed technical approach.

### **C. PAST PERFORMANCE**

In evaluating Past Performance, HUD will address three components – relevancy, quality, and sufficiency. This factor's primary emphasis is to assess the past performance of the proposed prime contractor (or in the case of joint ventures or some other teaming

arrangement, the primary member of the team). However, if significant subcontracting/use of other teaming arrangements is anticipated, the past performance history of the proposed subcontractors/other team members must also be evaluated.

- Regarding assessment of relevance, HUD will consider only references performed within the *five years* immediately prior to submission of the quotation. Of those within the five years, HUD will assess the degree of similarity in size, content, and complexity between the past performance efforts submitted and the solicitation requirements.
- HUD will then assess the quality of performance only for the past performance that has any relevancy.
- HUD will assess the sufficiency of the number of relevant records submitted.

The final rating under this factor will encompass the totality of the information provided, including completeness, relevancy, and the depth, breadth, and quality of only relevant past performance for the proposed prime contractor and proposed subcontractor/team members. The final rating will range from Excellent (High Confidence) to Unacceptable (Low Confidence). Offerors that have addressed the factor and have no relevant past performance history by the prime and any subcontractors/team members will be rated as Neutral (Unknown Confidence). Offerors that fail to address the factor will be determined to have not complied with the solicitation requirements and will receive the lowest possible rating.

HUD is not restricted to evaluating the information provided by the offeror and may utilize information obtained from any source. HUD will obtain additional information from the Government's Past Performance Information Retrieval System (PPIRS), if available.

#### **D. SOCIOECONOMIC PARTICIPATION**

The government will evaluate:

- The extent to which the offeror provides significant support toward achieving HUD's socioeconomic participation goals. The evaluation will consider the following criteria:
  - The total value of the proposed small business participation as it relates to the total value of the prospective contract.
  - Specific goals established for the categories of small business:
    - Small Business
    - Veteran-Owned Small Business
    - Service-Disabled Veteran-Owned Small Business
    - HUBZone Small Business

- Small Disadvantaged Business
- Women-Owned Small Business
- Specific commitments from small business concerns to assist in the offeror's proposed effort as evidenced in the quotation. This would include subcontract agreements or letters of intent to work for the contractor upon award.

NOTE 1: The offeror must specifically identify the proposed subcontractors and include a copy of their listing in the Central Contractor Registry at <http://www.sam.gov>, with the SBA portion of the listing correctly reflecting the claimed status. The contractor is also required to submit a report to the Contracting Officer semiannually on the same schedule as the SF295 report would be required to the GSA stating the actual socioeconomic accomplishments.

Note 2 – Quotations which offer a greater volume of dollars to Small Business participation will be rated more favorably unless they propose to subcontract more than 50% of the cost of labor to perform the contract. Quotations to exceed the limitation will be downgraded as being a higher risk. To illustrate: Vendor A is a large business with a Socioeconomic Participation Plan that commits to subcontracting 20% of the order price of \$1,000,000.00 (\$200,000.00) and affirmatively commits to a 25% target (\$50,000.00) to Small Businesses and demonstrates a high probability of achieving the goals of the plan. Vendor B is a large business with a Socioeconomic Participation Plan that commits to subcontracting 30% of the order price of \$1,000,000.00 (\$300,000.00) and affirmatively commits to a 20% target (\$60,000.00) to Small Businesses and demonstrates a high probability of achieving the goals of the plan. Both vendors have exceptional past performance in meeting subcontracting goals. Vendor B's quotation will receive a higher rating because of the proposed higher dollar amount of subcontracts to Small Business.

If a quotation meets the following criteria, it will receive an unacceptable/very high risk rating:

- The offeror is a large business and failed to submit a subcontracting plan and failed to provide sufficient rationale that indicates no subcontracting opportunities exist, **or**
- The offeror proposes to subcontract more than 50% of the cost of labor to perform the contract, **or**
- The offeror did not submit letters of commitment from all businesses they intend to subcontract with during performance of the contract.

## **PRICE EVALUATION**

Price will be evaluated separately from Technical and other non-cost/price factors, and will be evaluated as follows:

Realism. The Government will evaluate the realism of proposed cost/price by assessing the compatibility of proposed cost/price with proposal scope and effort. For the cost to be realistic, it must reflect what it would cost the offeror to perform the effort, if performed with reasonable

economy and efficiency. Cost realism evaluation includes a review of the overall costs in the offeror's proposal to determine:

- If costs are realistic for the work proposed;
- If costs reflect a clear understanding of the requirements; and
- If costs are consistent with the various other elements of the offeror's proposal.

Reasonableness. The reasonableness of the total price proposed will be evaluated as follows:

- On the basis of adequate price competition, by comparing the proposed prices among offers;
- Comparing proposed prices to the Independent Government Cost Estimate to ensure that prices are reasonable for the results to be achieved; and
- The proposed labor mix is based upon reasonable assumptions and is consistent with the requirements set forth in the Statement of Work and the proposed technical approach

The government will evaluate the reasonableness of proposed cost/price for the option periods by assessing the acceptability of the offeror's methodology used in developing the cost/price estimates. For the cost to be reasonable in its nature and amount, it should not exceed that which would be incurred by a prudent person in the conduct of a competitive business. Reasonableness takes into account the context of a given source selection, including current market conditions and other factors that affect the ability of an offeror to perform the contract requirements.

An offer that is materially unbalanced as defined in FAR Part 15.404-1(g) may be rejected as being unacceptable.

### **BEST VALUE AWARD**

- The government will use a best value tradeoff process; thus the Government may award to other than the lowest priced offeror, or other than the offeror with the highest rated non-cost/price quotation. Each offeror's total evaluated price will be traded off against the offeror's technical (non-price) portion of the quotation, to determine the overall best value to the Government, if needed. The best value is represented by the most advantageous offer, price and non-price factors considered.
- Evaluation factors are listed in descending order of importance. All evaluation factors other than cost or price, when combined, are significantly more important than cost or price. However, as the offerors become more equal in non-price merit, the importance of price to the selection decision will increase. The Government will make award to the offeror who represents the overall best value to the Government.

The Government intends to evaluate quotations and award the task order without discussions with offerors. Therefore, quotations must contain the best terms from a technical and price standpoint. However, the Government reserves the right to conduct discussions if the Contracting Officer later determines them to be advantageous.





### **QUALITY ASSURANCE SURVEILLANCE PLAN (QASP)**

The Federal Housing Administrations' (FHA) Office of Single Family Housing (Single Family), a part of the Department of Housing and Urban Development (HUD), provides guidance and assistance to the public and industry groups in all aspects of the FHA mortgage insurance process. FHA utilizes a contracted multi-channel contact center to provide information to industry and consumer clients. All contacts, regardless of client type (housing industry or consumer) or communication channel (telephone, email, fax); will be directed to the FHA Resource Center (RC) via a single toll-free number, a single email address, and a single fax number.

FHA seeks a turnkey multi-channel contact solution to support the FHA Single Family program, including the required facility, staff, equipment and services needed to respond to inquiries from the public and housing industries via telephone, fax, email, and web-based media.

Issued November 5, 2013

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## **QUALITY ASSURANCE SURVEILLANCE PLAN (QASP)**

### **1 INTRODUCTION**

This quality assurance surveillance plan (QASP) is pursuant to the requirements listed in the performance work statement (PWS) entitled the FHA Resource Center. This plan sets forth the procedures and guidelines the Government Technical Representative (GTR) and Government Technical Monitors (GTM) will use in ensuring the required performance standards or services levels are achieved by the contractor.

#### **1.1 Purpose**

1.1.1 The purpose of the QASP is to describe the systematic methods used to monitor performance and to identify the required documentation and the resources to be employed. The QASP provides a means for evaluating whether the contractor is meeting the performance standards/quality levels identified in the PWS and the contractor's quality control plan (QCP), and to ensure that the government pays only for the level of services received.

1.1.2 This QASP defines the roles and responsibilities of all members of the integrated project team (IPT), identifies the performance objectives, defines the methodologies used to monitor and evaluate the contractor's performance, describes quality assurance documentation requirements, and describes the analysis of quality assurance monitoring results.

#### **1.2 Performance Management Approach**

1.2.1 The PWS structures the acquisition around "what" service or quality level is required, as opposed to "how" the contractor should perform the work (i.e., results, not compliance). This QASP will define the performance management approach taken by Government Technical Representative (GTR) and Government Technical Monitors (GTM) to monitor and manage the contractor's performance to ensure the expected outcomes or performance objectives communicated in the PWS are achieved. Performance management rests on developing a capability to review and analyze information generated through performance assessment. The ability to make decisions based on the analysis of performance data is the cornerstone of performance management; this analysis yields information that indicates whether expected outcomes for the project are being achieved by the contractor.

1.2.2 Performance management represents a significant shift from the more traditional quality assurance (QA) concepts in several ways. Performance management focuses on assessing whether outcomes are being achieved and to what extent. This approach migrates away from scrutiny of compliance with the processes and practices used to achieve the outcome. A performance-based approach enables the contractor to play a large role in how the work is performed, as long as the proposed processes are within the stated constraints. The only exceptions to process reviews are those required by law (federal, state, and local) and compelling business situations, such as safety and health. A "results" focus provides the contractor flexibility to continuously improve and innovate over the course of the contract as long as the critical outcomes expected are being achieved and/or the desired performance levels are being met.

#### **1.3 Performance Management Strategy**

1.3.1 The contractor is responsible for the quality of all work performed. The contractor measures that quality through the contractor's own quality control (QC) program. QC is work output, not workers, and therefore includes all work performed under this contract regardless of whether the work is performed by contractor employees or by subcontractors. The contractor's QCP will set forth the staffing and procedures for self-inspecting the quality, timeliness, responsiveness, customer satisfaction, and other performance requirements in the PWS. The contractor will develop and implement a performance management system with processes to assess and report its performance to the designated government representative. The contractor's QCP will set forth the staffing and procedures for self-inspecting the quality, timeliness, responsiveness, customer satisfaction, and other performance requirements in the PWS. This QASP enables the government to take advantage of the contractor's QC program.

1.3.2 The government representative(s) will monitor performance and review performance reports furnished by the contractor to determine how the contractor is performing against communicated performance objectives. The contractor will be responsible for making required changes in processes and practices to ensure performance is managed effectively.

## **2 ROLES AND RESPONSIBILITIES**

### **2.1 The Contracting Officer**

The contracting officer (CO) is responsible for monitoring contract compliance, contract administration, and cost control and for resolving any differences between the observations documented by the government technical representative (GTR) and the contractor. The CO will designate one full-time GTR as the government authority for performance management. The number of additional representatives serving as technical inspectors depends on the complexity of the services measured, as well as the contractor's performance, and must be identified and designated by the CO.

### **2.2 The Government Technical Representative**

The government technical representative is designated in writing by the CO to act as his or her authorized representative to assist in administering a contract. GTR limitations are contained in the written appointment letter. The GTR is responsible for technical administration of the project and ensures proper government surveillance of the contractor's performance. The GTR is not empowered to make any contractual commitments or to authorize any contractual changes on the government's behalf. Any changes that the contractor deems may affect contract price, terms, or conditions shall be referred to the CO for action. The GTR will have the responsibility for completing QA monitoring forms used to document the inspection and evaluation of the contractor's work performance. Government surveillance may occur under the inspection of services clause for any service relating to the contract.

## **3 IDENTIFICATION OF REQUIRED PERFORMANCE STANDARDS/QUALITY LEVELS**

The required performance standards and/or quality levels are included in the PWS and in Attachment 1, "Performance Requirements Summary."

## **4 METHODOLOGIES TO MONITOR PERFORMANCE**

### **4.1 Surveillance Techniques**

In an effort to minimize the performance management burden, simplified surveillance methods shall be used by the government to evaluate contractor performance when appropriate. The primary methods of surveillance are through

GTM/GTR shall perform monthly reviews of the following:

- Verification of all service level performance from source data documents (OBIEE and ACD).
- Completion of specified number monitoring sessions on all applicable source types.
- Review of monitoring sessions completed by contract staff.
- Participating in calibration sessions with contract staff to ensure consistency of contractor monitoring sessions.
- Review of contractor provided monthly status report for contractor identified areas of risk.
- Review of independent OBIEE auditing reports to ensure invoice data matches source level audit reports.
- Review of survey results and client feedback reports for areas of risk or change in performance.
- Review portion of knowledge base to identify out of date or inaccurate articles.

GTM/GTR shall perform the following annually:

- On-site visit of primary and backup contact center locations.
- Review of all updated report deliverables to ensure compliance and adherence to contract requirements.

### **4.2 Customer Feedback**

The contractor is expected to establish and maintain professional communication between its employees and customers. The primary objective of this communication is customer satisfaction. Customer satisfaction is the most significant external indicator of the success and effectiveness of all services provided and can be measured through customer complaints.

Performance management drives the contractor to be customer focused through initially and internally addressing customer complaints and investigating the issues and/or problems but the customer always has the option to communicate complaints to the CO and/or GTR, as opposed to the contractor.

Customer feedback may will be obtained directly from clients, from the results of formal customer satisfaction surveys (See Attachment 3) or from random customer complaints.

#### **4.3 Acceptable Quality Levels**

The acceptable quality levels (AQLs) included in Attachment 1, Performance Requirements Summary Table, for contractor performance are structured to allow the contractor to manage how the work is performed.

### **5 QUALITY ASSURANCE DOCUMENTATION**

#### **5.1 The Performance Management Feedback Loop**

The performance management feedback loop begins with the communication of expected outcomes. Performance standards are expressed in the PWS and are assessed using the performance monitoring techniques shown in Attachment 1.

#### **5.2 Monitoring Forms**

The government's QA surveillance, accomplished by the GTR will be reported using the monitoring form in Attachment 2. The forms, when completed, will document the government's assessment of the contractor's performance under the contract to ensure that the required results are being achieved.

5.2.1 The GTR will retain a copy of all completed QA surveillance forms.

### **6 ANALYSIS OF QUALITY ASSURANCE ASSESSMENT**

#### **6.1 Determining Performance**

6.1.1 Government shall use the monitoring methods cited to determine whether the performance standards/service levels/AQLs have been met. If the contractor has not met the minimum requirements, it may be asked to develop a corrective action plan to show how and by what date it intends to bring performance up to the required levels.

#### **6.2 Reporting**

6.2.1 At the end of each month, the Government Technical Monitor will prepare a written report for the Government Technical Representative summarizing the overall results of the quality assurance surveillance of the contractor's performance. This written report, which includes the contractor's submitted monthly report and the completed quality assurance monitoring forms (Attachment 2), will become part of the QA documentation. It will enable the government to demonstrate whether the contractor is meeting the stated objectives and/or performance standards, including cost/technical/scheduling objectives.

#### **6.3 Reviews and Resolution**

6.3.1 The GTR may require the contractor's project manager, or a designated alternate, to meet with the CO and GTM and other government IPT personnel as deemed necessary to discuss performance evaluation. The GTR will define a frequency of in-depth reviews with the contractor, including appropriate self-assessments by the contractor;

however, if the need arises, the contractor will meet with the GTR as often as required or per the contractor's request. The agenda of the reviews may include:

- Monthly performance assessment data and trend analysis
- Issues and concerns of both parties
- Projected outlook for upcoming months and progress against expected trends, including a corrective action plan analysis
- Recommendations for improved efficiency and/or effectiveness
- Other Issues arising from the performance monitoring processes

6.3.2 The CO and GTR must coordinate and communicate with the contractor to resolve issues and concerns regarding marginal or unacceptable performance.

6.3.3 The GTR and contractor should jointly formulate tactical and long-term courses of action. Decisions regarding changes to metrics, thresholds, or service levels should be clearly documented. Changes to service levels, procedures, and metrics will be incorporated as a contract modification at the convenience of the CO.

**ATTACHMENT 1: PE  
PERFORMANCE REQUIREMENTS SUMMARY**

<b>Performance Requirements</b>			
<b>Performance Measure</b>	<b>Performance Objective/Calculation</b>	<b>Performance Standard</b> <i>(based on a monthly average)</i>	<b>Evaluation Method/Period</b>
<b>Live Telephone Standards</b>			
<b>Percent of Calls Answered within 20 Seconds</b>	Calls answered within 20 seconds + Calls abandoned within 20 seconds / Total calls answered + Total calls abandoned	82.5% within 20 seconds	Telephone Reports/Monthly
<b>Average Speed of Answer (Average)</b>	Speed of answering as an average of all phone contacts answered measured in seconds	15 seconds or less	Telephone Reports/Monthly
<b>Abandonment Rate</b>	Number of abandoned calls / Total number of calls offered	2% or lower	Telephone Reports/Monthly
<b>Blockage</b>	Total number of calls offered by the network - Total number of calls processed by switch / Total number of calls offered by network	1% or less	Telephone Reports/Monthly
<b>Service Request Resolution Standards</b>			
<b>Service Request Escalation</b>	Average duration from service request opened date/time and escalated date/time	Monthly average duration less than one business day	CRM Reports/Monthly
<b>Routine Technical Support and System Reports</b>	Resolution and/or delivery of all HUD-generated service requests for technical support (password reset, profile changes, minor report modification/scheduling) within one business day	100% within one business day	CRM Reports/Monthly
<b>Knowledge Base Standards</b>			
<b>Accuracy and Completeness of Knowledge Base</b>	Contractor must audit for accuracy, functionality (links etc.) and overall presentation (form/format) 100% of the articles on a Quarterly basis.	100%	CRM Reports/Monthly
<b>Knowledge Base Updates</b>	New knowledge base change/addition completed from time of change request.	Emergency – within one business day of GTM notification.  Routine - Within three business days of GTM notification.	CRM Reports/Monthly
<b>Quality Assurance Standards</b>			

<b>Performance Requirements</b>			
<b>Performance Measure</b>	<b>Performance Objective/Calculation</b>	<b>Performance Standard</b> <i>(based on a monthly average)</i>	<b>Evaluation Method/Period</b>
<b>Escalation Error Rate</b>	Number of service requests escalated in error / Total number of service requests escalated	3% or less	CRM Reports/Monthly
<b>Customer Survey – CSR Closed Service Requests</b>	Number of clients responded favorably to survey / Total number of clients surveyed	80% or better	Survey Results/Monthly
<b>Quality of Service Delivery</b>	Total number of points achieved (based on a mutually agreed on standard) / Total number of points available for quality of service scores	94% or better	Quality Monitoring Results/Monthly
<b>Per-agent call monitoring rate</b>	Total number of monitoring sessions for each customer service representative	At least 20 contacts per agent per month	Quality Monitoring Results/Monthly



## ATTACHMENT 2: SAMPLE QUALITY ASSURANCE MONITORING FORM

**SERVICE or STANDARD:** Escalation Error Rate. The number of service requests escalated in error/total number of escalated service requests.

**SURVEY PERIOD:** Monthly

**SURVEILLANCE METHOD (Check):**

☐ Random Sampling      ☐ 100% Inspection      ☒ Periodic Inspection      ☐ Customer Complaint

**LEVEL OF SURVEILLANCE (Check):**

☒ Monthly ☐ Quarterly ☐ As needed

**PERCENTAGE OF ITEMS SAMPLED DURING SURVEY PERIOD: 100 %**

### ANALYSIS OF RESULTS:

**Observed Service Provider Performance Measurement Rate: 1.4%**

**Service Provider's Performance (Check):**

☒ Meets Standards

☐ Does Not Meet Standards

**Narrative of Performance During Survey Period:** A review of reports taken from the Client Relationship Management (CRM) System documents that of the 22,141 service requests escalated during the review period with 310 escalation errors. . As a result the escalation error rate of 3% or less has been met.

**PREPARED BY:** GTM **DATE:** \_\_\_\_\_

### Attachment 3: Customer Satisfaction Survey Instruments

#### Internal Resolution Survey (Resource Center Closed Service Requests)

Dear FHA Client,

You recently contacted the Federal Housing Administrations FHA Resource Center either by telephone (1-800-CALLFHA) or by email (answers@hud.gov). FHA is very interested in obtaining your feedback on the quality of that experience. We are asking you to assist us in improving our customer service by taking just a few moments to respond to a quick five question survey using the link provided below. Please know that your decision to respond to this survey and any feedback you provide will be anonymous.

FHA is committed to improving the service provided to our clients and your participation in this survey is a key part of that effort.

<Insert Link>

Sincerely,

FHA Customer Service Team

*NOTE: Responding to this survey is voluntary, completely anonymous and should take less than three minutes to complete. No personal information is collected or maintained in conjunction with your response to this survey. HUD obtained approval to conduct this survey from the Office of Management and Budget under control number 2535-0116. That authority expires on 02/29/2016. HUD may not collect this information, and you are not required to respond, after that expiration date.*

During a recent request to the FHA Resource Center your call/email was processed and responded to by an agent of the FHA Resource Center. The questions contained in this survey are specific to your experience with the Resource Center agent on this most recent interaction.

Please rate your satisfaction with the helpfulness of the customer service representative with whom you interacted at the FHA Resource Center.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate your satisfaction with the Resource Center customer service representative's knowledge of HUD Single Family housing and services.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate your satisfaction with the accuracy of the information you received from the FHA Resource Center.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate the overall service you received from the FHA Resource Center.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

How frequently have you contacted HUD/FHA during the past twelve months?

1. Very frequent (weekly)
2. Somewhat frequent (monthly)
3. Not very frequent (less than five times a year)
4. None at all
5. Don't know

**Self Service Resolution Survey (FAQ Users)**

Dear FHA Client,

You recently utilized the Federal Housing Administrations on-line frequently asked question site ([www.hud.gov/answers](http://www.hud.gov/answers)). FHA is very interested in obtaining your feedback on the quality of that experience. We are asking you to assist us in improving our online FAQ site by taking just a few moments to respond to a quick four question survey using the link provided below. Please know that your decision to respond to this survey and any feedback you provide will be anonymous.

FHA is committed to improving the service provided to our clients and your participation in this survey is a key part of that effort.

<Insert Link>

Sincerely,

FHA Customer Service Team

*NOTE: Responding to this survey is voluntary, completely anonymous and should take less than three minutes to complete. No personal information is collected or maintained in conjunction with your response to this survey. HUD obtained approval to conduct this survey from the Office of Management and Budget under control number 2535-0116. That authority expires on 02/29/2016. HUD may not collect this information, and you are not required to respond, after that expiration date.*

Please rate your ability to find the information you want on [www.hud.gov/answers](http://www.hud.gov/answers).

1. Very easy
2. Easy
3. Somewhat easy
4. Somewhat difficult
5. Very difficult
6. Don't know

Do you consistently find the policy or program information that you seek when using [www.hud.gov/answers](http://www.hud.gov/answers)?

1. Yes
2. No

Please rate the accuracy of information on [www.hud.gov/answers](http://www.hud.gov/answers).

1. Very accurate
2. Accurate
3. Somewhat accurate
4. Somewhat inaccurate
5. Very inaccurate
6. Don't know

What is your overall satisfaction with [www.hud.gov/answers](http://www.hud.gov/answers)?

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

**Escalated Resolution Survey (HUD Closed Service Requests)**

Dear FHA Client,

You recently contacted the Federal Housing Administrations FHA Resource Center either by telephone (1-800-CALLFHA) or by email (answers@hud.gov). During that contact your call/email was escalated to a HUD Office in order to provide additional information or policy clarification on your question. The questions contained in this survey are specific to your experience with the HUD Office or HUD staff person to whom you were escalated.

FHA is very interested in obtaining your feedback on the quality of that experience. We are asking you to assist us in improving our customer service by taking just a few moments to respond to a quick five question survey using the link provided below. Please know that your decision to respond to this survey and any feedback you provide will be anonymous.

FHA is committed to improving the service provided to our clients and your participation in this survey is a key part of that effort.

<Insert Link>

Sincerely,

FHA Customer Service Team

*NOTE: Responding to this survey is voluntary, completely anonymous and should take less than three minutes to complete. No personal information is collected or maintained in conjunction with your response to this survey. HUD obtained approval to conduct this survey from the Office of Management and Budget under control number 2535-0116. That authority expires on 02/29/2016. HUD may not collect this information, and you are not required to respond, after that expiration date.*

Please rate your satisfaction with the accuracy of information you obtained from HUD staff.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate your satisfaction with the timeliness of the completion of your task/question by HUD staff. (including formal requests such as waivers, policy decisions, appeals, approvals, etc.)

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Not applicable

Please rate your satisfaction with the helpfulness of the HUD staff with whom you interacted.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate your satisfaction with the overall service you received from HUD staff.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Which HUD/FHA Homeownership Center or Centers do you interact with most often?

1. Atlanta
2. Denver
3. Philadelphia
4. Santa Ana
5. All

### Internal Resolution Survey (Resource Center Closed Service Requests)

Dear FHA Client,

You recently contacted the Federal Housing Administrations FHA Resource Center either by telephone (1-800-CALLFHA) or by email ([answers@hud.gov](mailto:answers@hud.gov)). FHA is very interested in obtaining your feedback on the quality of that experience. We are asking you to assist us in improving our customer service by taking just a few moments to respond to a quick five question survey using the link provided below. Please know that your decision to respond to this survey and any feedback you provide will be anonymous.

FHA is committed to improving the service provided to our clients and your participation in this survey is a key part of that effort.

<Insert Link>

Sincerely,

FHA Customer Service Team

*NOTE: Responding to this survey is voluntary, completely anonymous and should take less than three minutes to complete. No personal information is collected or maintained in conjunction with your response to this survey. HUD obtained approval to conduct this survey from the Office of Management and Budget under control number 2535-0116. That authority expires on 02/29/2016. HUD may not collect this information, and you are not required to respond, after that expiration date.*

During a recent request to the FHA Resource Center your call/email was processed and responded to by an agent of the FHA Resource Center. The questions contained in this survey are specific to your experience with the Resource Center agent on this most recent interaction.

Please rate your satisfaction with the helpfulness of the customer service representative with whom you interacted at the FHA Resource Center.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate your satisfaction with the Resource Center customer service representative's knowledge of HUD Single Family housing and services.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate your satisfaction with the accuracy of the information you received from the FHA Resource Center.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate the overall service you received from the FHA Resource Center.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

How frequently have you contacted HUD/FHA during the past twelve months?

1. Very frequent (weekly)
2. Somewhat frequent (monthly)
3. Not very frequent (less than five times a year)
4. None at all
5. Don't know

### Escalated Resolution Survey (HUD Closed Service Requests)

Dear FHA Client,

You recently contacted the Federal Housing Administrations FHA Resource Center either by telephone (1-800-CALLFHA) or by email ([answers@hud.gov](mailto:answers@hud.gov)). During that contact your call/email was escalated to a HUD Office in order to provide additional information or policy clarification on your question. The questions contained in this survey are specific to your experience with the HUD Office or HUD staff person to whom you were escalated.

FHA is very interested in obtaining your feedback on the quality of that experience. We are asking you to assist us in improving our customer service by taking just a few moments to respond to a quick five question survey using the link provided below. Please know that your decision to respond to this survey and any feedback you provide will be anonymous.

FHA is committed to improving the service provided to our clients and your participation in this survey is a key part of that effort.

<Insert Link>

Sincerely,

FHA Customer Service Team

*NOTE: Responding to this survey is voluntary, completely anonymous and should take less than three minutes to complete. No personal information is collected or maintained in conjunction with your response to this survey. HUD obtained approval to conduct this survey from the Office of Management and Budget under control number 2535-0116. That authority expires on 02/29/2016. HUD may not collect this information, and you are not required to respond, after that expiration date.*

---

Please rate your satisfaction with the accuracy of information you obtained from HUD staff.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate your satisfaction with the timeliness of the completion of your task/question by HUD staff. (including formal requests such as waivers, policy decisions, appeals, approvals, etc.)

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Not applicable

Please rate your satisfaction with the helpfulness of the HUD staff with whom you interacted.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Please rate your satisfaction with the overall service you received from HUD staff.

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

Which HUD/FHA Homeownership Center or Centers do you interact with most often?

1. Atlanta
2. Denver
3. Philadelphia
4. Santa Ana
5. All

### Self Service Resolution Survey (FAQ Users)

Dear FHA Client,

You recently utilized the Federal Housing Administrations on-line frequently asked question site ([www.hud.gov/answers](http://www.hud.gov/answers)). FHA is very interested in obtaining your feedback on the quality of that experience. We are asking you to assist us in improving our online FAQ site by taking just a few moments to respond to a quick four question survey using the link provided below. Please know that your decision to respond to this survey and any feedback you provide will be anonymous.

FHA is committed to improving the service provided to our clients and your participation in this survey is a key part of that effort.

<Insert

Link>

Sincerely,

FHA Customer Service Team

*NOTE: Responding to this survey is voluntary, completely anonymous and should take less than three minutes to complete. No personal information is collected or maintained in conjunction with your response to this survey. HUD obtained approval to conduct this survey from the Office of Management and Budget under control number 2535-0116. That authority expires on 02/29/2016. HUD may not collect this information, and you are not required to respond, after that expiration date.*

Please rate your ability to find the information you want on [www.hud.gov/answers](http://www.hud.gov/answers).

1. Very easy
2. Easy
3. Somewhat easy
4. Somewhat difficult
5. Very difficult
6. Don't know

Do you consistently find the policy or program information that you seek when using [www.hud.gov/answers](http://www.hud.gov/answers)?

1. Yes
2. No

Please rate the accuracy of information on [www.hud.gov/answers](http://www.hud.gov/answers).

1. Very accurate
2. Accurate
3. Somewhat accurate
4. Somewhat inaccurate
5. Very inaccurate
6. Don't know

What is your overall satisfaction with [www.hud.gov/answers](http://www.hud.gov/answers)?

1. Very satisfied
2. Satisfied
3. Somewhat satisfied
4. Somewhat dissatisfied
5. Very dissatisfied
6. Don't know

# **Resource Center and CRM Overview**

## **Historical Workload Data**



# Resource Center Concept

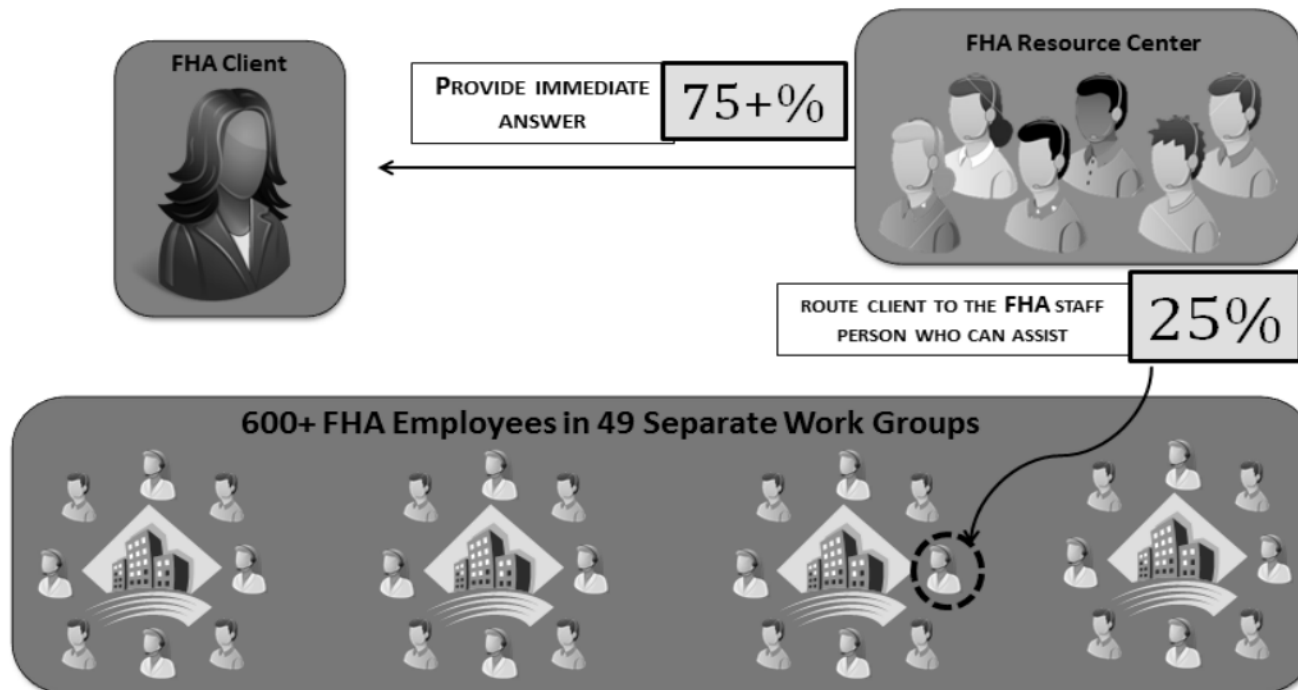
***Obtain an accurate answer with a single call or email***

- Resource Center provides accurate, consistent, and thorough information to clients with common questions
- Resource Center provides an accurate, direct escalation for questions requiring policy interpretation or redirection to appropriate agency/program area.
- HUD staff provides policy interpretation only on those programs for which they are qualified.

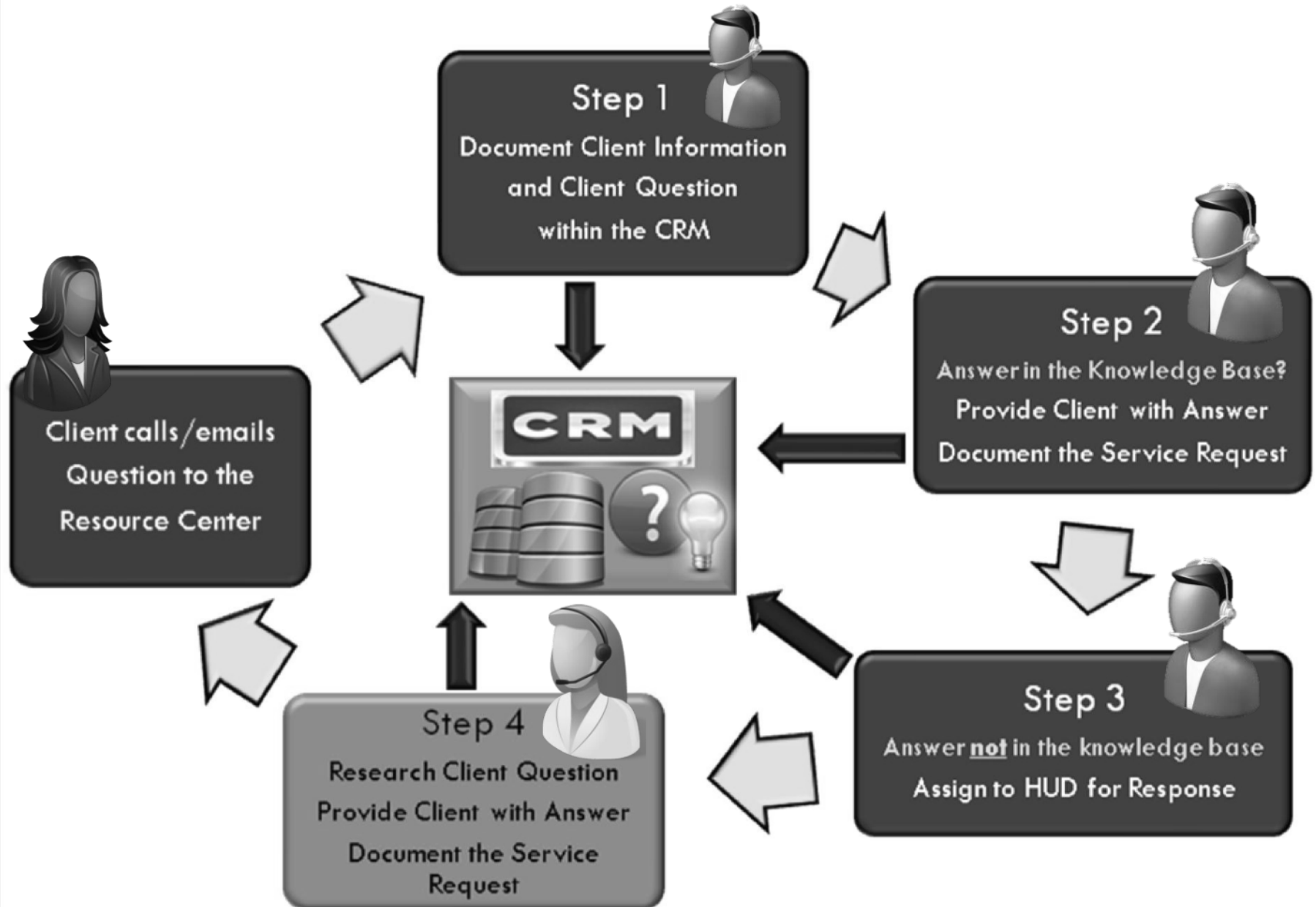
# Resource Center – Single Point of Contact

- All calls and emails routed to a single location with the Resource Center handling common questions (about 75-80%) and escalating case specific or policy interpretation questions (about 20-25%) to specific program area experts for resolution.

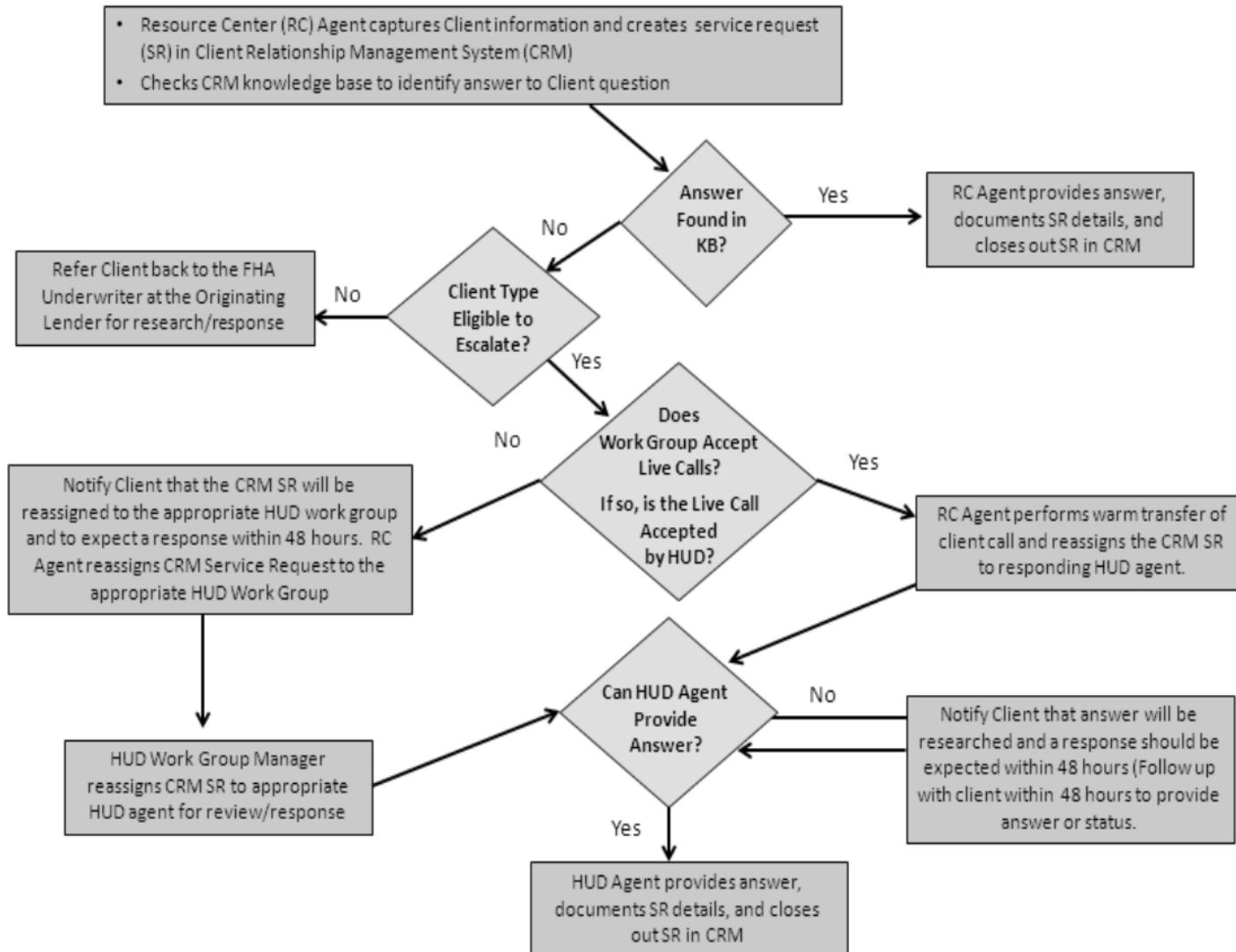
## Resource Center – Single Point of Contact



# Escalated HUD Service Requests Work Flow



# Live Telephone Standard Operating Procedure



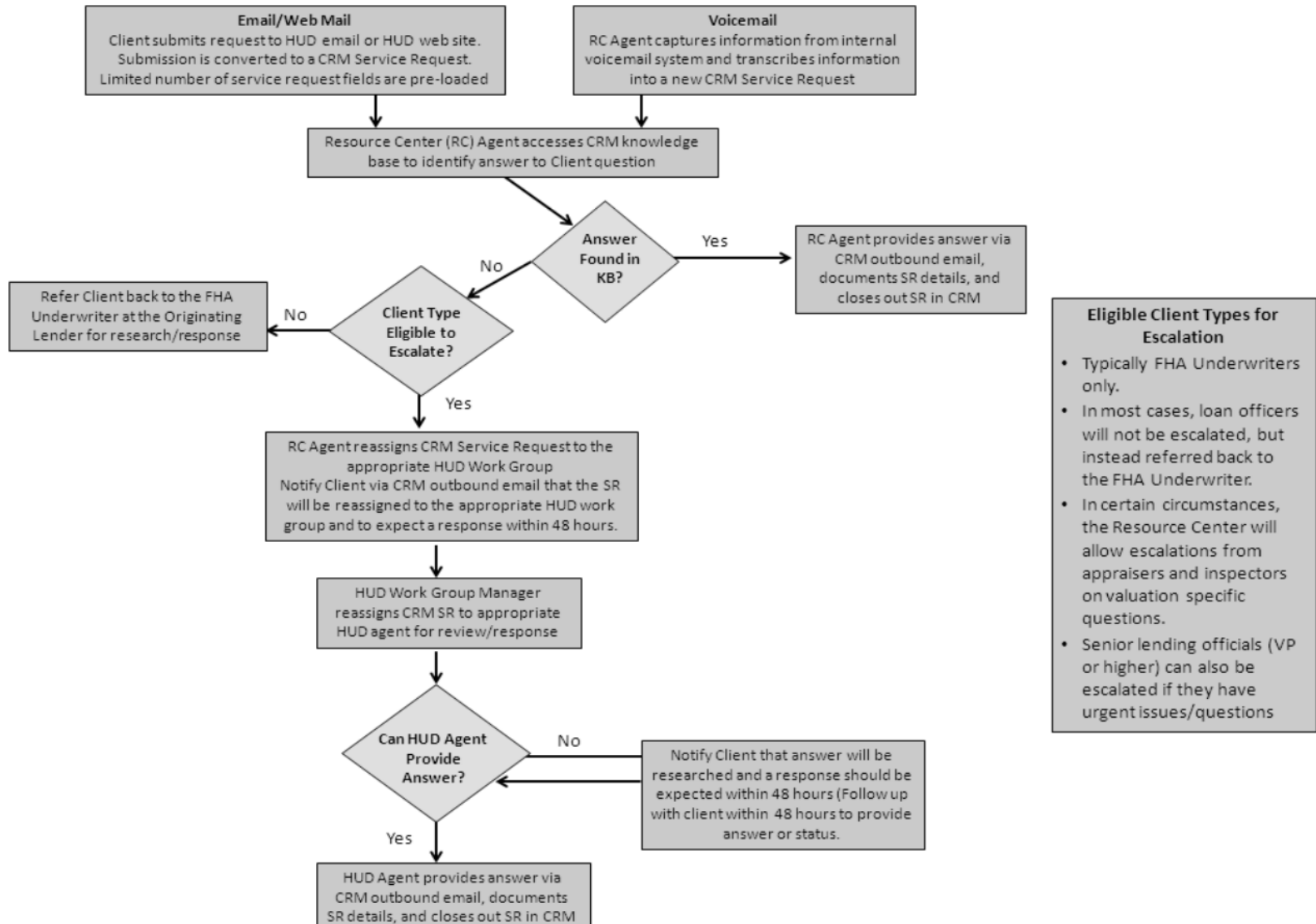
## Eligible Client Types for Escalation

- Typically FHA Underwriters only.
- In most cases, loan officers will not be escalated, but instead referred back to the FHA Underwriter.
- In certain circumstances, the Resource Center will allow escalations from appraisers and inspectors on valuation specific questions.
- Senior lending officials (VP or higher) can also be escalated if they have urgent issues/questions

## Work Groups Accepting Live Calls

- Varies by Organization. CSRs utilize "escalation grids" to determine appropriate routing by HOC.

# Email/Web Mail/Voicemail Standard Operating Procedure



# Sample CRM Service Request

FileEditViewNavigateQueryToolsHelp

FHA ConnectionFHA Connection GuideFHA OBIEE ReportFHA FAQHUD LinkSFISNet

Saved Queries: EHL Service Requests

All Service Request: > More Info:

Home

Contacts

Service Request

Solution

HUD Administration

Administration - Communications

Administration - Data

Administration - Group

Administration - User

Service Request

Service Request

2 of 2+

Menu

Query

Service Number: 2012-1175440

Primary Category: \* Misrouted Contacts

Subject: EHL

Status: \* Closed

Sub Category 1: EHL/Hardest Hit

Description: has received her closing letter and has not heard from a closer, verified information, gave status from March 23 spreadsheet, read kb, gave number for National Vendors Solutions, referred her to her housing counselor to make sure HUD has her correct telephone number in

Reason for SR: Question

Work Group/Queue: CSR II

More Info

Activity

Contact

Solution

Attachment

Notes

Literature Fulfillment

Audit Trail

Menu

New

Delete

Save

Cancel

Query

Contact Information

Available Section

Available Section

Service Number: 2012-1175440

Contact:

Escalated Date:

Literature Fulfillment Method:

Status: \* Closed

Contact Work Phone #:

Escalated By:

Mail Name:

Client Type: Homeowner

Contact Email:

Escalation Error:

Mail Address:

Reason for SR: Question

Source: Phone

Mail City, State, Zip:

Primary Category: \* Misrouted Contacts

Voicemail Date/Time:

Created External: C56581

Sub Category 1: EHL/Hardest Hit

Information Source (Consumer Only): Housing Counseling Agency

Modified External: C56581

Source Email Address:

Opened Time: 4/5/2012 12:40:02 PM

Closed Time: 4/5/2012 12:46:22 PM

Service Detail Information

Additional Information

FHA Case Number:

Work Group/Queue: CSR II

Subject: EHL

Property Address:

Owner: \*

Description: has received her closing letter and has not heard from a closer, verified information, gave status from March 23 spreadsheet, read kb, gave number for National Vendors Solutions, referred her to her housing counselor to make sure HUD has her correct telephone number in their system, it is not correct on spreadsheet

Property Zip:

Owner Name:

Property State: Massachusetts

HUD Pullback:

# Sample CRM Outbound Email

Home

Contacts

Service Request

Solution

HUD Administration

Administration - Communications

Administration - Data

Administration - Group

Administration

Service Request

Menu

Query

Service Number: 2012-1175440

Primary Category: \* Misrouted Contacts

Subject: EHLP

Status: \* Closed

Sub Category: 1: EHLP/Hardest Hit

Description: has received her closing letter and has not heard from a closer

Reason for SR: Question

More Info

Activity

Cont

Menu

Add

Delete

Q

Solution Id

Title

> 1-6QVGL

How will I be

Send Email - Windows Internet Explorer

From: Answers@hud.gov - H

To: david.dwyer@hud.gov

Cc:

Bcc:

Subject: SR Number 2012-1175440; EHLP

Body: HUD-DHOC

Thank you for contacting the FHA Resource Center. Based on your question, the information below should answer your request. However, if the information does not fully address your question, please forward this email to answers@hud.gov and provide additional information so that we may better serve you. You may also speak directly to a customer service representative by calling 1-800-CALL-FHA (1-800-225-5342).

Your question was regarding

FAQ: How will I be contacted to schedule my EHLP loan closing?

A notary or loan closer working for Nationwide Title Clearing will be contacting you to set up a time and place for you to close on your EHLP loan.

The closing agent will not be affiliated with the housing counseling agent you worked with to submit your EHLP Application, but will be an affiliate of HUD.

PLEASE NOTE: UNLESS EXTENDED BY HUD, YOU MUST CLOSE YOUR EHLP LOAN ON OR BEFORE April 30, 2012.

Attachments

Change Language/Locale

Check Spelling

Send

Cancel

# Sample Knowledge Base Article

Siebel Call Center

File Edit View Navigate Query Tools Help

FHA Connection

FHA Connection Guide

FHA OBIEE Report

FHA FAQ

HUD Link

SFISNet

Saved Queries: All Published Queries

Solution:

Home

Contacts

Service Request

Solution

HUD Administration

Administration - Communications

Administration - Data

Administration - Group

Administration - User

User Preferences

Contact | Service Request | **Solution** | Literature Fulfillment

Solution

Menu

New

Save

Cancel

Query

4 - 13 of 13+

FAQ	Display Position	Title	Hits	SR Count	Solution De
What is the minimum downpayment requirement for FHA?		What is the minimum downpayment requirement for FHA?	57,486	2,497	Generally
How can FHA help me buy a home?	Fix at Top	How can FHA help me buy a home?	40,386	80,300	FHA insur
What interest rate and closing costs can be charged to a borrower for a FHA loan?		What interest rate and closing costs can be charged to a borrower for a FHA loan?	39,641	3,535	FHA does
How does a bankruptcy affect a borrower's eligibility for an FHA mortgage?	No Preference	How does a bankruptcy affect a borrower's eligibility for an FHA mortgage?	30,532	8,113	A Chapte
> How can I buy a HUD Home?	Fix at Top	How can I buy a HUD Home?	28,999	49,866	Anyone c
Can I rent my current home and use the income to qualify for a new home using FHA?		Can I rent my current home and use the income to qualify for a new home using FHA?	25,797	4,268	Due to Ft
What is the primary FHA mortgage insurance program?		What is the primary FHA mortgage insurance program?	20,805	709	Section 2i
What costs can a seller or other interested party pay on behalf of the borrower?		What costs can a seller or other interested party pay on behalf of the borrower?	20,678	2,512	• The sell
What is the FHA mortgage limit in my area?		What is the FHA mortgage limit in my area?	19,552	4,259	Any inter
Can the Up-front MIP be paid in cash or must it be financed into the loan?		Can the Up-front MIP be paid in cash or must it be financed into the loan?	17,477	946	The UFM

Solution

Menu

New

Save

Cancel

Query

8 of 13+

Solution Information

Publish Information

Solution Id: 1-6KT-68

Title: \* How can I buy a HUD Home?

Primary Category: HUD Owned Properties

Sub Category 1: Bid Information

Status: Approved

Solution Status: Public

Key Words: c FTHB, c fthb, c buy, c GNND, HUD home, HUD Home, hud home, purchase home,

FAQ: How can I buy a HUD Home?

Solution Details: Anyone can purchase a HUD Home as long as you have the cash to purchase the home or you can qualify for a loan to purchase it. HUD Homes are sold through a bid process and you will need a HUD-approved real estate agent to assist you with that bid process. HUD will even pay that real estate agent's fee.

Q/A Information

Disclaimer: DISCLAIMER: All policy informat

Referral Data: Brochure: HUD Home Buying G

Date Last Edited: 12/1/2011 12:03:04 PM

Program Area: Office of Asset Managemen

Program Area Approval Date: 8/1/2011 11:57:01 AM

Program Area Approver: Venida Brown

Display Position: Fix at Top

Publish On: 11/1/2010 08:00:00 PM

Assigned:

Review On: 4th Quarter 2011

Hits: 28,999

Published: ☒

Reference:

SOP: Provide standard response

Referral Location:

Escalation Data:

Created External:

Modified External:



# Sample Knowledge Base Article Content

Indicates fields published on FAQ Site ([www.hud.gov/answers](http://www.hud.gov/answers))

Indicates fields that control external publication

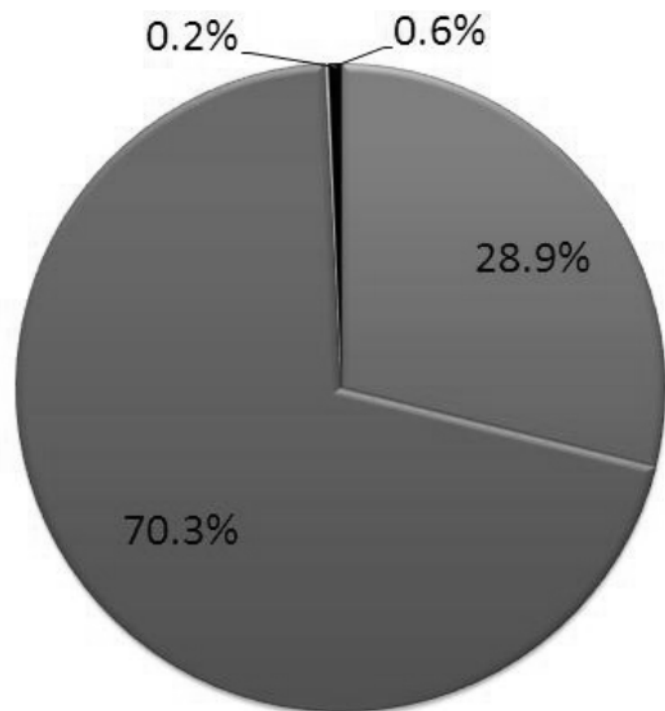
Solution Id:	1-6KT-68	Status:	Approved	Key Words:	FTHB, fthb, buy, GNND, HUD home, HUD Home, hud home, purchase home, first time buyer, gnnd					
Title:	How can I buy a HUD Home?	Solution Status:	Public	FAQ:	How can I buy a HUD Home?					
Primary Category:	HUD Owned Properties	Solution Details:	<p>Anyone can purchase a HUD Home as long as you have the cash to purchase the home or you can qualify for a loan to purchase it. HUD Homes are sold through a bid process and you will need a HUD-approved real estate agent to assist you with that bid process. HUD will even pay that real estate agent's fee. HUD Homes are sold 'as-is,' without warranty. That means that HUD will not pay to correct any problems.</p> <p>But even if a HUD Home needs fixing up - and not all of them do - it can be a real bargain! For example, HUD's asking price on the home will reflect the fact that the buyer will have to invest money to make improvements. HUD might offer special incentives such as an allowance to upgrade the property, a moving expense allowance, or a bonus for closing the sale early. And keep in mind that on most sales, the buyer can request HUD to pay all or a portion of the financing and closing costs. Your real estate agent will have details. We encourage you to get the home professionally inspected before you make an offer so you will know what repairs you may have to make BEFORE you submit your bid. Start your HUD Home buying process by finding a participating real estate agent. Your real estate agent must submit your bid for you.</p> <p>Normally, HUD Homes are sold in an 'Offer Period'. At the end of the Offer Period, all offers are opened and, basically, the highest reasonable bid is accepted. If the home isn't sold in the initial Offer Period, you can submit a bid until the home is sold. Bids can be submitted any day of the week, including weekends and holidays. They will be opened the next business day. If your bid is acceptable to HUD, your real estate agent will be notified, usually within 48 hours. You'll be given a settlement date, normally within 30-60 days, by which you need to arrange financing and close the sale. To view listings of HUD Homes or to find HUD-approved real estate agents, please visit the following web site <a href="http://www.HUD.GOV/UDHomes">http://www.HUD.GOV/UDHomes</a> All HUD Homes are sold by private companies called Marketing and Management Contractors. By accessing the web site above you will be guided to the Marketing and Management contractor for your area. All bidding and closing information will be processed by that company.</p> <p>You may also wish to contact a HUD approved housing counseling agency in your area for unbiased counseling on your particular situation. You can find a list of these agencies at <a href="http://www.hud.gov/offices/hsg/sfh/hcc/hccprof14.cfm">http://www.hud.gov/offices/hsg/sfh/hcc/hccprof14.cfm</a> OR call 1-800-569-4287. For a copy of the HUD Home Buying Guide go to <a href="http://www.hud.gov/offices/hsg/sfh/buying/homebuyingguide.pdf">http://www.hud.gov/offices/hsg/sfh/buying/homebuyingguide.pdf</a></p>							
Sub Category:	Bid Information									
Date Last Edited:	11/17/2011 10:44									
Display Position:	Fix at Top	Published:	Y	Disclaimer:	DISCLAIMER: All policy information contained in this knowledge base article is based upon the referenced HUD policy document. Any lending or insuring decisions should adhere to the specific information contained in that underlying policy document.			Referral Data:	Bidding Site: <a href="http://www.hud.gov/nudhomes">www.hud.gov/nudhomes</a> Brochure: HUD Home Buying Guide (English and Spanish)	
Program Area:	Office of Asset Management	Publish On:	11/1/2010 20:00	Published:	Yes		Referral Location:	N/A	Site Hits:	28,999
Program Area Approval Date:	8/12/2011 13:25	Assigned:		Reference:	N/A		Escalation Data:	N/A	SR Count:	49,864
Program Area Approver:	Venida Brown	Review On:		SOP:	Provide standard response refer clients with internet access to referenced website. If no Internet access then print and mail referenced brochure and provide M&M (Asset Manager) telephone number.					

# Who Uses the FHA Resource Center?

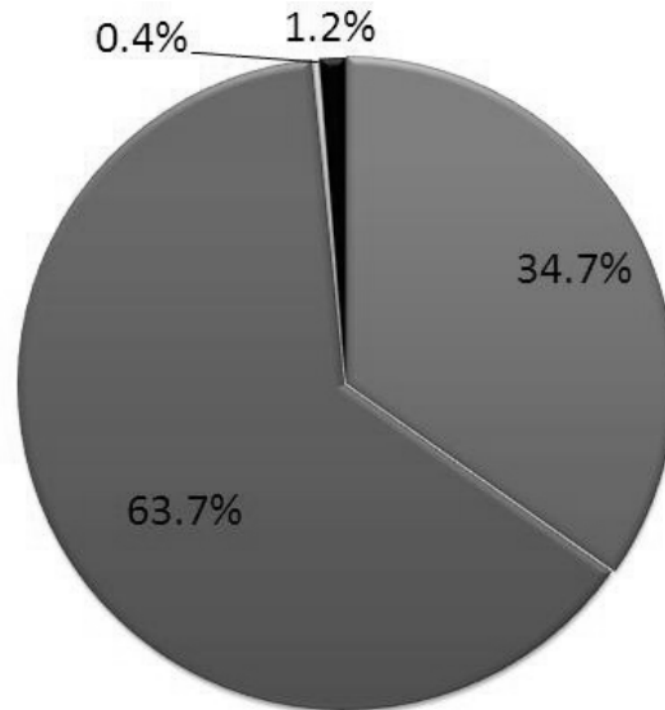
**CY 2009**

**vs.**

**CY 2013 to Date**



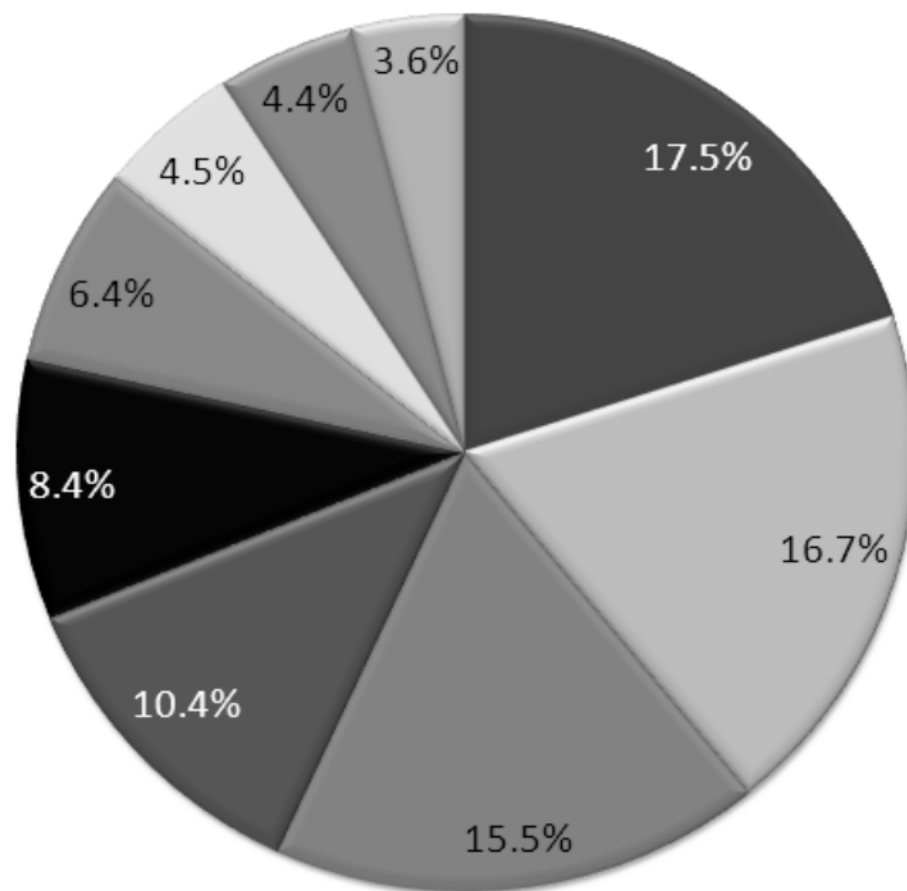
- Consumer
- Industry
- Government
- Not for Profit



# Service Requests by Category

Fiscal Year 2013

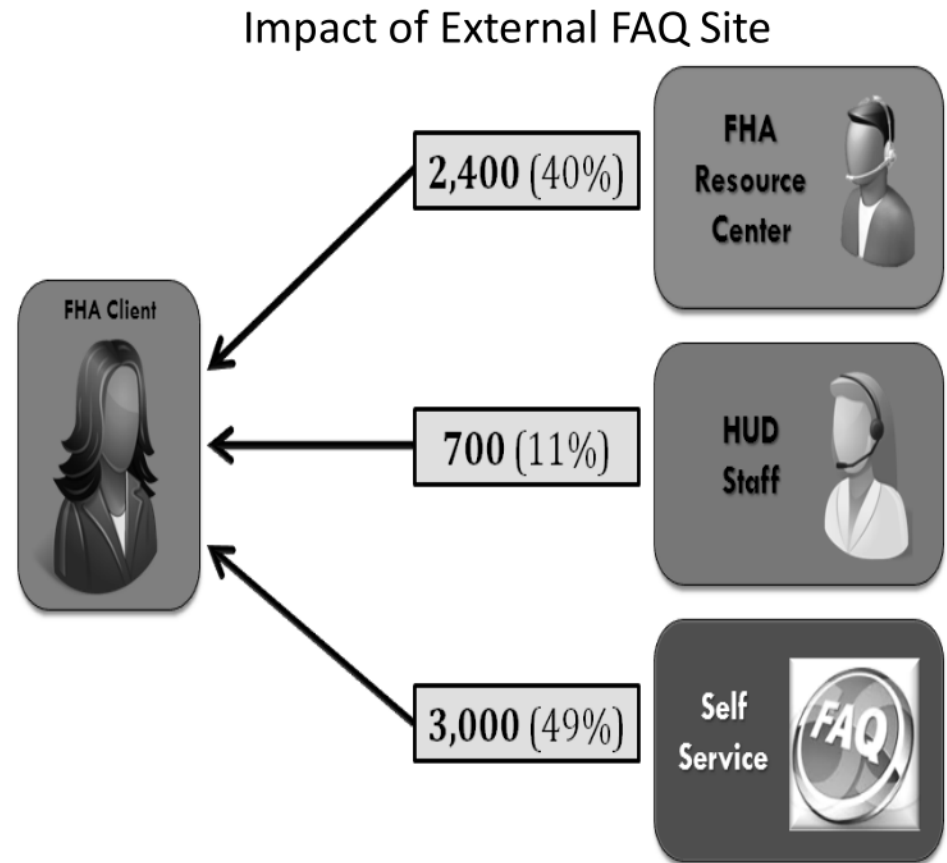
Service Request Category	% of National Total	Total Inquiries
Credit Underwriting	17.5%	125,407
System Support	16.7%	119,615
HUD Owned Properties	15.5%	111,452
Consumer Information	10.4%	74,797
Appraisal/Property Analysis	8.4%	60,357
Foreclosure Prevention	6.4%	45,998
Condo Project Approval	4.5%	32,155
Closing/Insuring	4.4%	31,570
EHLP/Hardest Hit	3.6%	25,458
All Other Categories	12.6%	89,999



# **PUBLIC INTERFACE OF THE KNOWLEDGE BASE**

# Public Face of the FHA Knowledge Base

- About 95% of the FHA knowledge base is shared on a public internet site – ***www.hud.gov/answers***
- The site is updated real time – changes appear immediately
- FAQ bulletin board available for program or training announcements



# External FAQ Site

## www.hud.gov/answers

HUD.GOV

U.S. Department of Housing and Urban Development

Secretary Shaun Donovan



Audience

Site Map

Print E-mail This Solution

HOME PRESS ROOM MULTIMEDIA STATE INFO PROGRAM OFFICES TOPIC AREAS ABOUT HUD RESOURCES

HUD > FHAFAQ

Print Friendly Version

## FHA Frequently Asked Questions

— FHA RESOURCE CENTER BULLETIN BOARD —

### Important Changes to HUD/FHA Communication Options

The FHA Resource Center acts as the first line of response for the majority of industry and public inquiries about FHA programs and services. HUD/FHA Center allows members of the industry and the general public to quickly obtain the information they need while improving the consistency and accuracy of responses. The email address and FAQ site are integral parts of the FHA Resource Center and FHA is anxious to spread the recent changes to our Inter

Due to an internal system change we are now able to provide a more appropriate and easier to remember email address and FAQ site address for our

The address changes outlined below go into effect on Saturday, August 13. Both the existing FAQ site and email address will no longer be valid beyond August 13. We will begin utilizing these new addresses exclusively on August 13.

The new address information is:

- Primary Email address is now [answers@hud.gov](mailto:answers@hud.gov)
- Site address for the FHA FAQ site is now: [www.hud.gov/answers](http://www.hud.gov/answers)

Please note that there is no change to the primary Resource Center telephone number which remains 1-800-CALLFHA (225-5342)

### What are the criteria for sanctions under the Underwriting Credit Watch program?

For the initial review period, which covers loans originated in the 24 months ending December 31, 2009, HUD may terminate the underwriting authority of any mortgagee whose default and claim rate exceeds both the national rate and 300 percent of the field office average rate.

For the second review period ending June 30, 2010, the termination threshold will be set at 250 percent of the field office jurisdiction average and in excess of the national rate.

For evaluations after December 31, 2010, the threshold will remain constant at 200 percent of the field office average and in excess of the national rate. In the event of a change in the termination threshold(s), a notice will be issued in advance of the effective date of the change(s).

### REFERENCE

Mortgagee Letter 10-03

### REFERRAL LOCATION

N/A

### DISCLAIMER

DISCLAIMER: All policy information contained in this knowledge base article is based upon the referenced HUD policy document. Any lending or insuring decisions should adhere to the specific information contained in that underlying policy document.

SEARCH BY KEYWORD SEARCH BY CATEGORY SEARCH TIPS

Submit a Question

1226 Answers Found

NBR	FAQ's	LAST EDIT
1	How can I buy a HUD Home?	2011-08-13
2	Important Changes to FHA Communication Options	2011-08-14
3	How can FHA help me buy a home?	2011-08-13
4	Does "Corporate Officer" include a Member of the Board of Directors?	2011-08-14
5	What are the criteria for sanctions under the Underwriting Credit Watch program?	2011-08-13
6	Who can lenders contact for questions related to the eligibility status of assigned HECM loans?	2011-08-13
7	Who do I contact if I am having trouble registering on HUD.GOV/HUDHomes?	2011-08-13

# External FAQ Site Features

## Federal Housing Administration (FHA)

### Frequently Asked Questions

----- FHA RESOURCE CENTER BULLETIN BOARD -----

#### FHA Frequently Asked Question Site

##### Recently Published FHA (Single Family) Mortgagee Letters (as of 10/19/2012):

**ML 12-19:** Hazard and Flood Insurance Reminder

**ML 12-18:** Temporary Approval Provisions for the Federal Housing Administration (FHA) Condominium Project Approval Process

**ML 12-17:** Home Equity Reverse Mortgage Information Technology (HERMIT) System for the Home Equity Conversion Mortgage (HECM)

Click [here](#) to go to the FHA Mortgagee Letter website

Should you have questions regarding the FAQs on this site, or any FHA issue, please contact the FHA Resource Center by telephone at 1-800-CALLFHA (225-5342), by email on [answers@hud.gov](mailto:answers@hud.gov), or via this site by clicking on the [Submit a Question](#) link below.

SEARCH BY KEYWORD SEARCH BY CATEGORY SEARCH TIPS

Keyword: 12-18

Search

Reset

[Submit a Question](#)

27 Answers Found

NBR	FAQ's	LAST EDIT
1	Where can I find the approval procedures for condominium projects?	2012-09-17
2	Where can I find examples of non-gut rehab work/repairs for a converted condo projects?	2012-09-17
3	What is a Live/Work condominium project?	2012-09-17
4	How do I submit an exception request for a mixed-use condominium project?	2012-09-17
5	What are the investor ownership requirements for...	2012-09-17
6	What are the FHA definitions for new and existing...	2012-09-17
7	Is a manufactured home located in a condo project...	2012-09-17
8	Can a condo project whose approval was previous...	2012-09-17
9	Is a temporary Certificate of Occupancy allowed on...	2012-09-17
10	When must the builder transfer control of the HOA...	2012-09-17
11	What processing options are available for lenders...	2012-09-17
12	Is the FHA condo project concentration determined...	2012-09-17
13	How long does it take to get a condo project appro...	2012-10-23
14	What are the general FHA eligibility requirements...	2012-10-23
15	Are Reserve Studies required for all existing as we...	2012-09-17
16	What are the insurance requirements for condomini...	2012-09-17
17	How do I know if a specific street was included in...	2012-10-26
18	What should be considered in reviewing condo pr...	2012-09-17
19	What are the FHA condominium project recertificat...	2012-09-17
20	What process do I follow for a condominium prior...	2012-09-17

[Print](#) [E-mail This Solution](#)

#### What are the criteria for sanctions under the Underwriting Credit Watch program?

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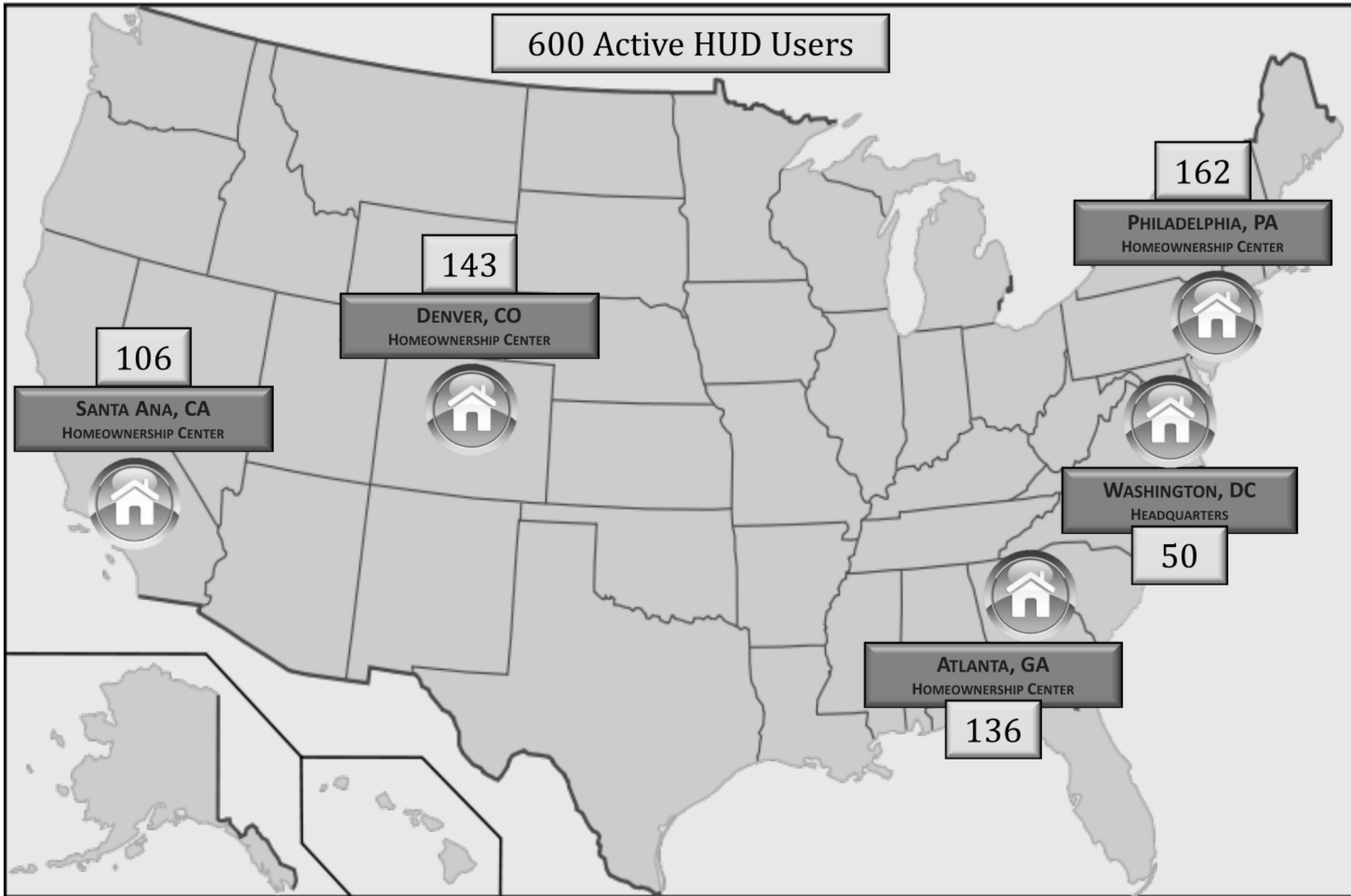
Next

1. Bulletin Board Updates/Info
2. Search by Keyword or Category (*group related FAQs by ML*)
3. Search Tips Document
4. Enter a service request from the FAQ site
5. Determine last edit date of each FAQ
6. Print or Email Individual FAQs

**USAGE DATA**  
**THREE YEAR DATA**  
**(JUN'10 – MAY'13)**

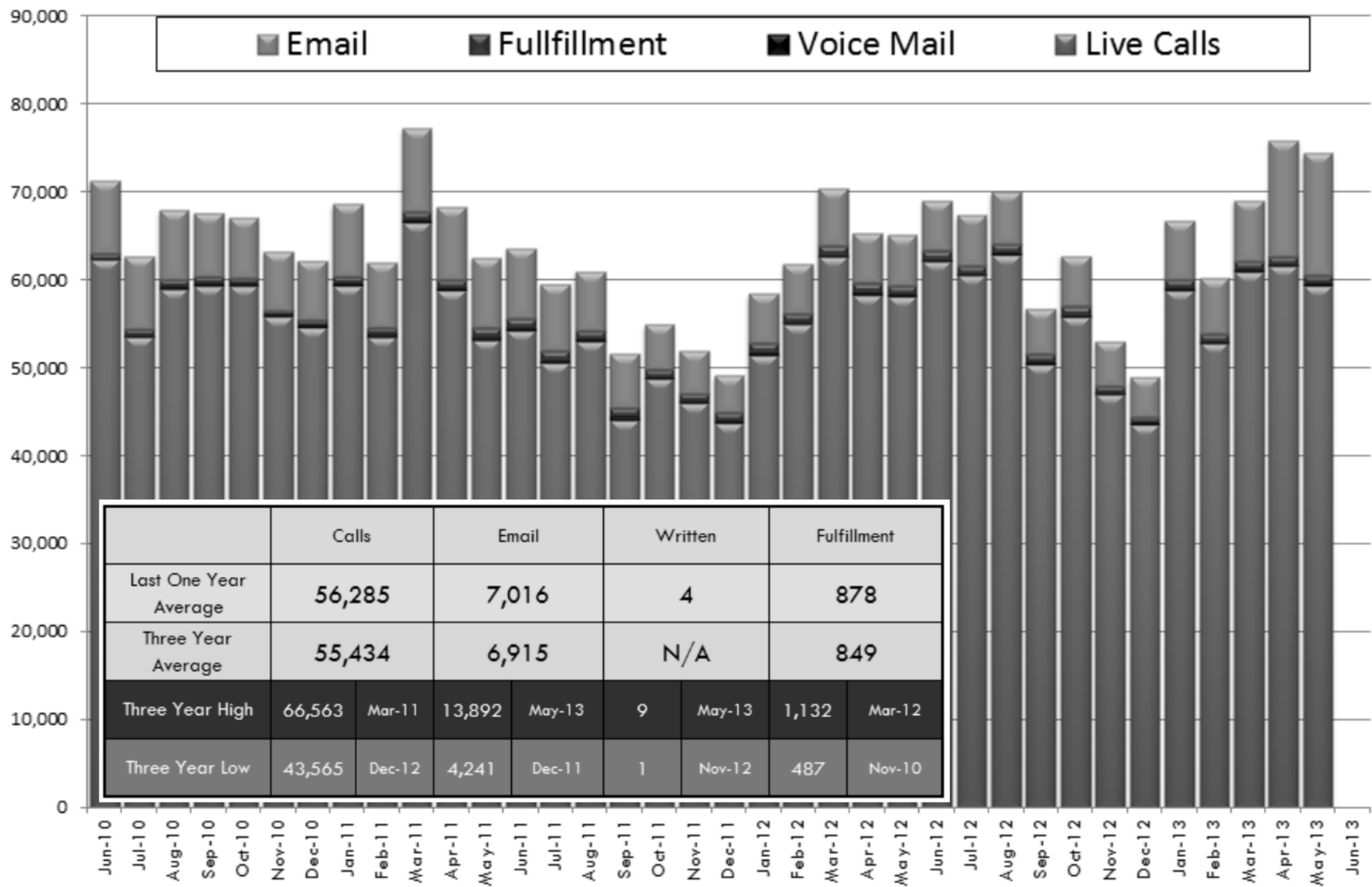


# HUD CRM User Locations

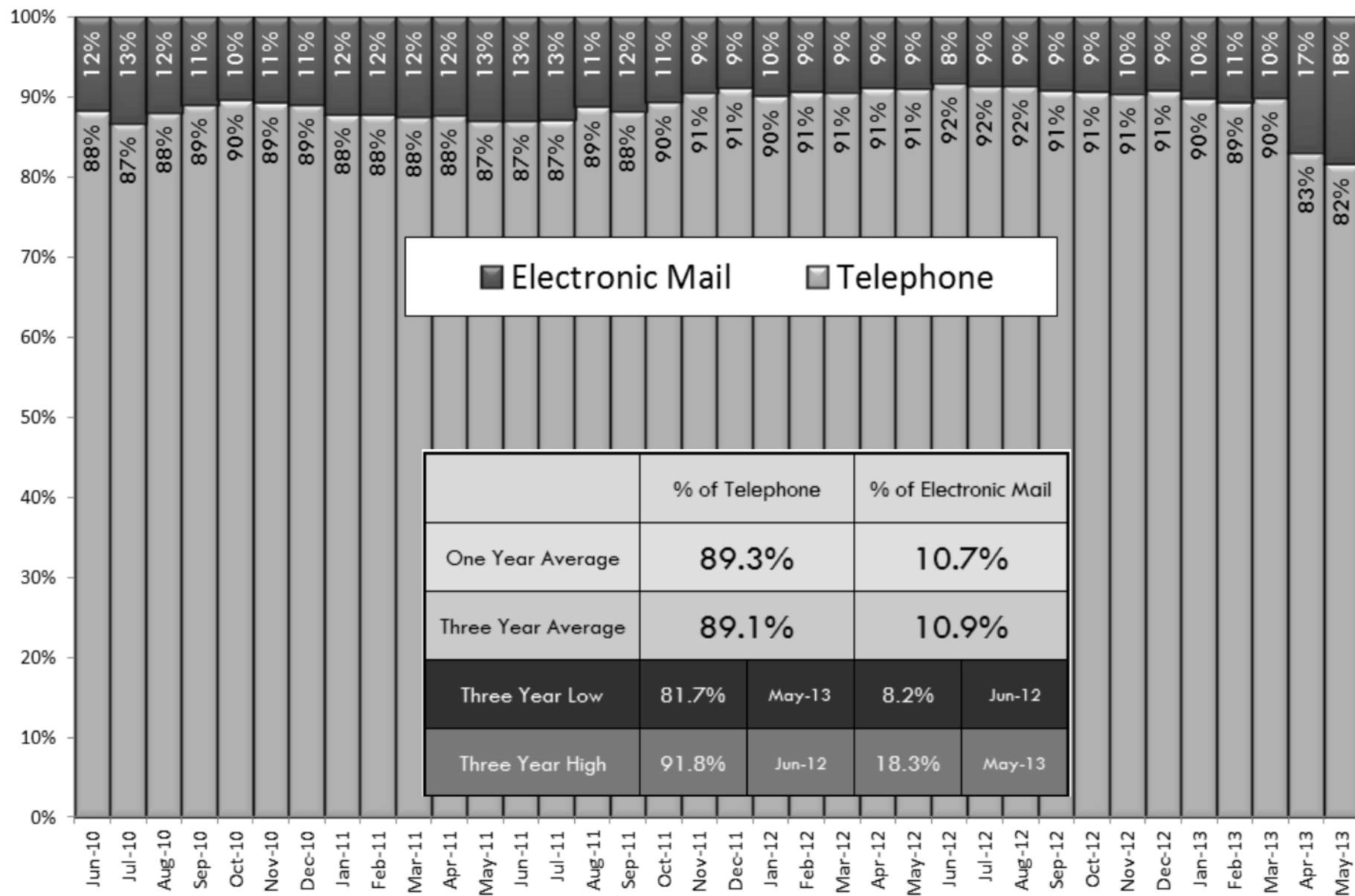


# Service Requests by Inquiry Type

## Prior Three Years



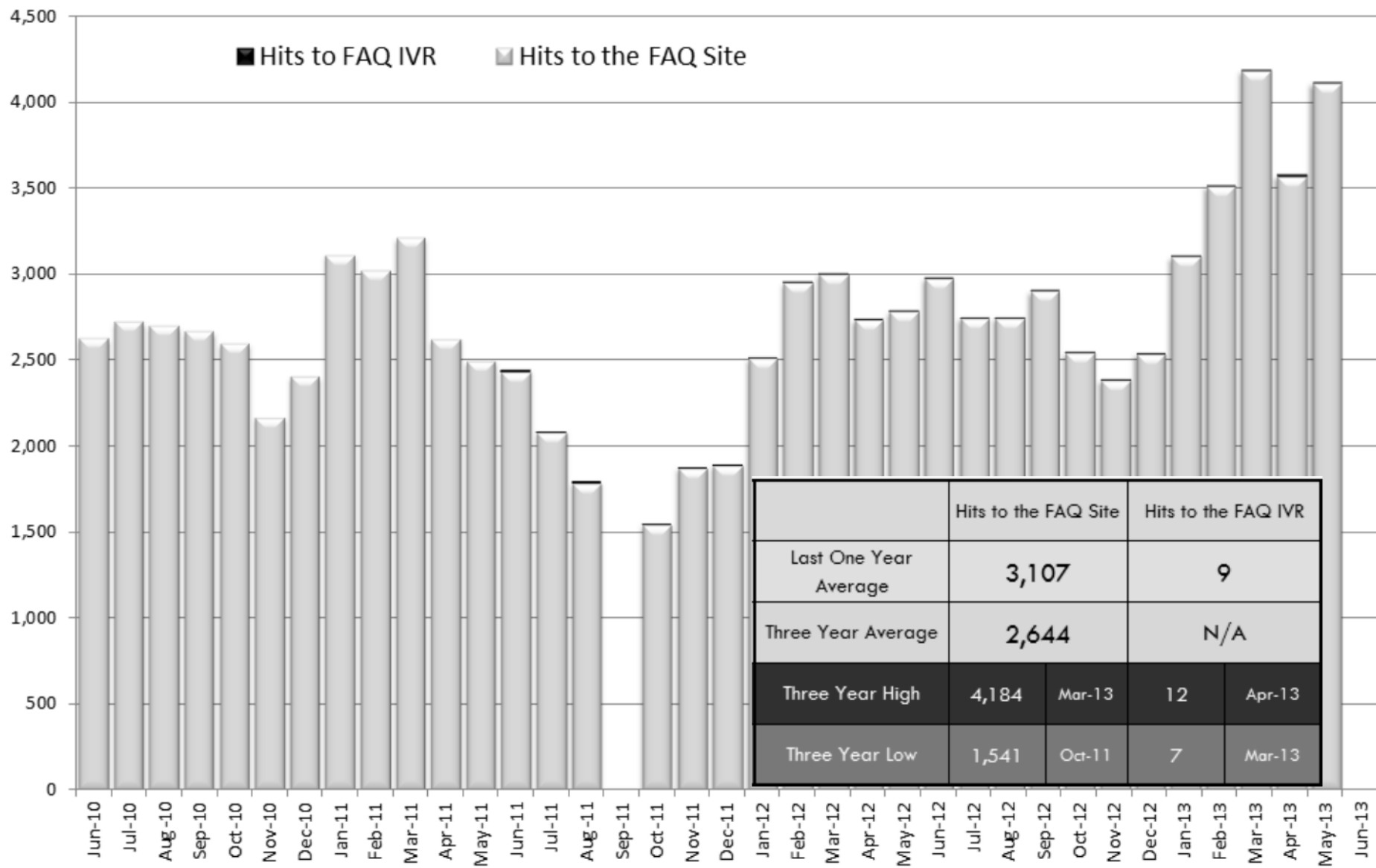
# Telephone and Email Initiated Service Requests as Percentage of All Contacts



# Use of Self-Service Options

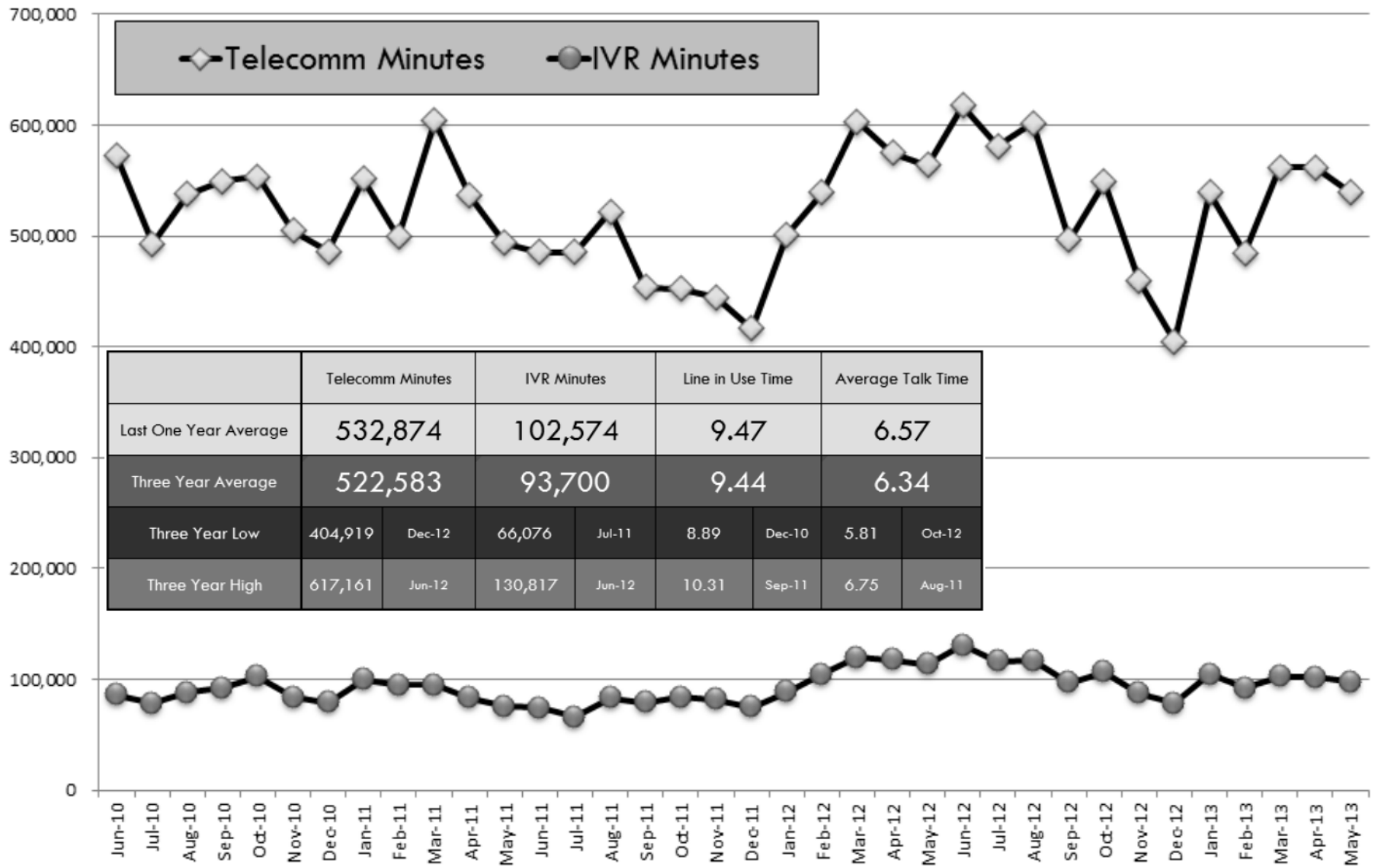
## Unique Hits to the FAQ (On-line and IVR)

■ Hits to FAQ IVR    ■ Hits to the FAQ Site

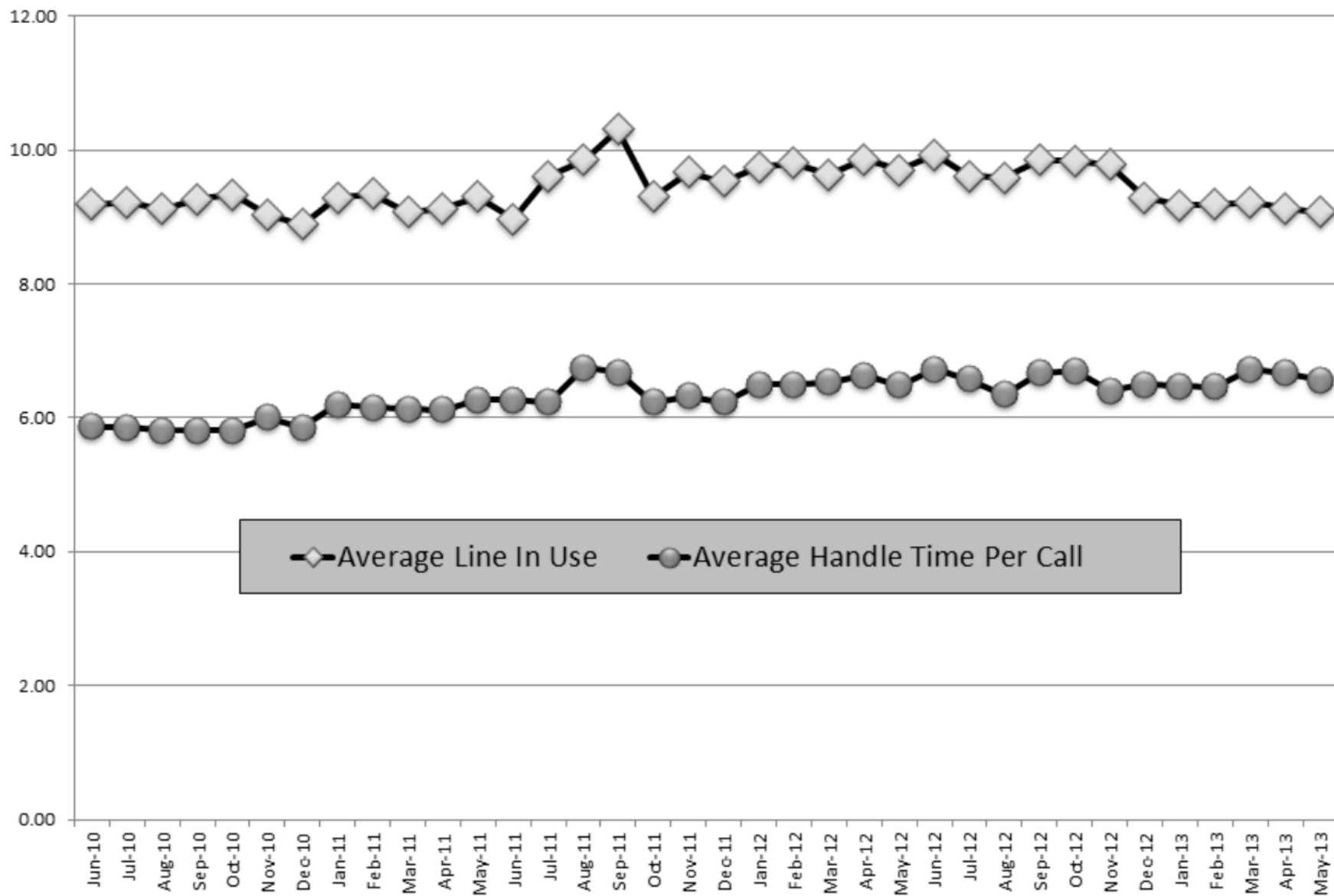


	Hits to the FAQ Site		Hits to the FAQ IVR	
Last One Year Average	3,107		9	
Three Year Average	2,644		N/A	
Three Year High	4,184	Mar-13	12	Apr-13
Three Year Low	1,541	Oct-11	7	Mar-13

## Volume of Telecommunication and IVR Minutes *Prior Three Years*



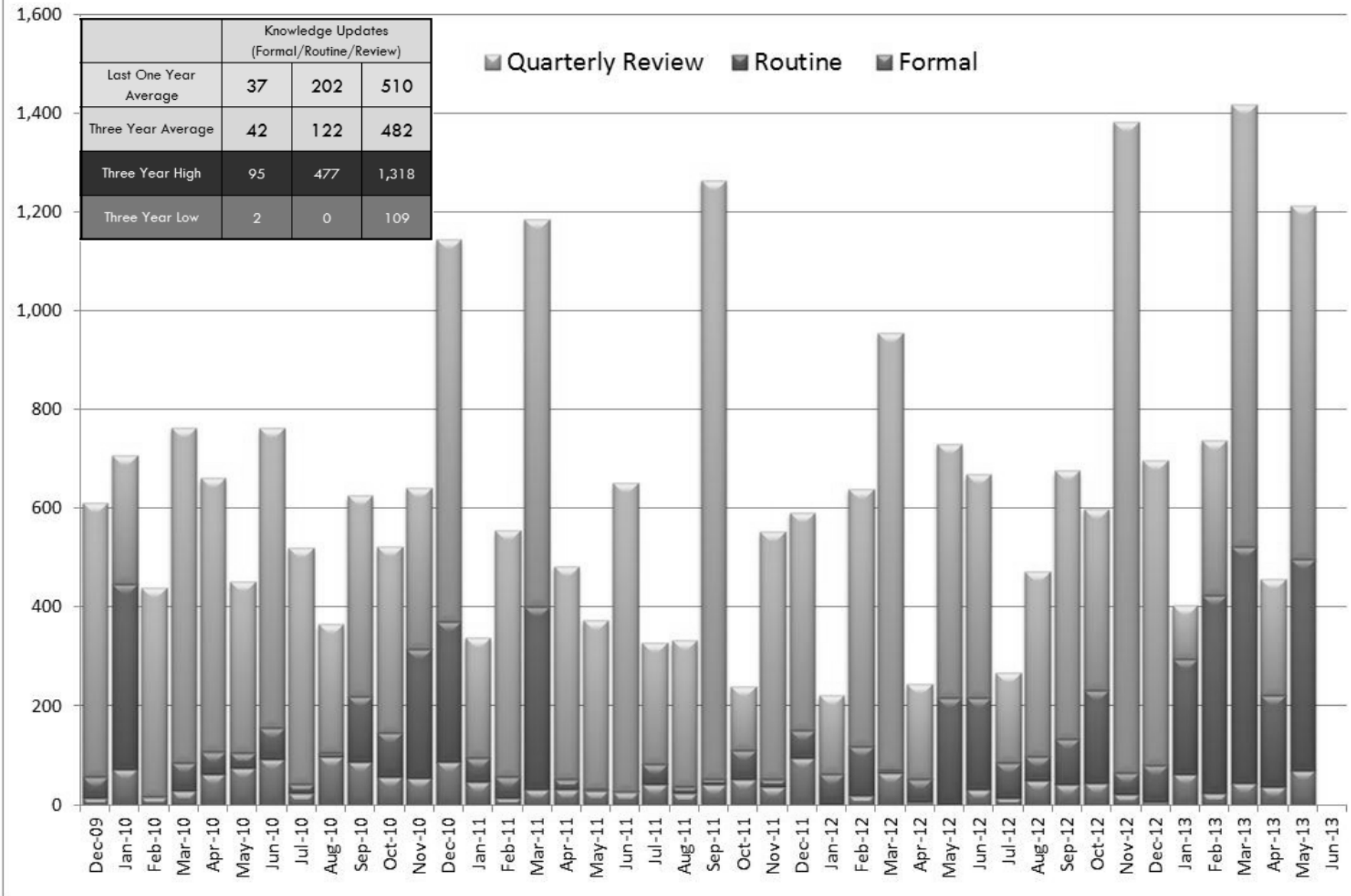
## Average Line in Use (includes Escalation Minutes) and Average Handle Time



# Subject Matter Expert Workload Indicators

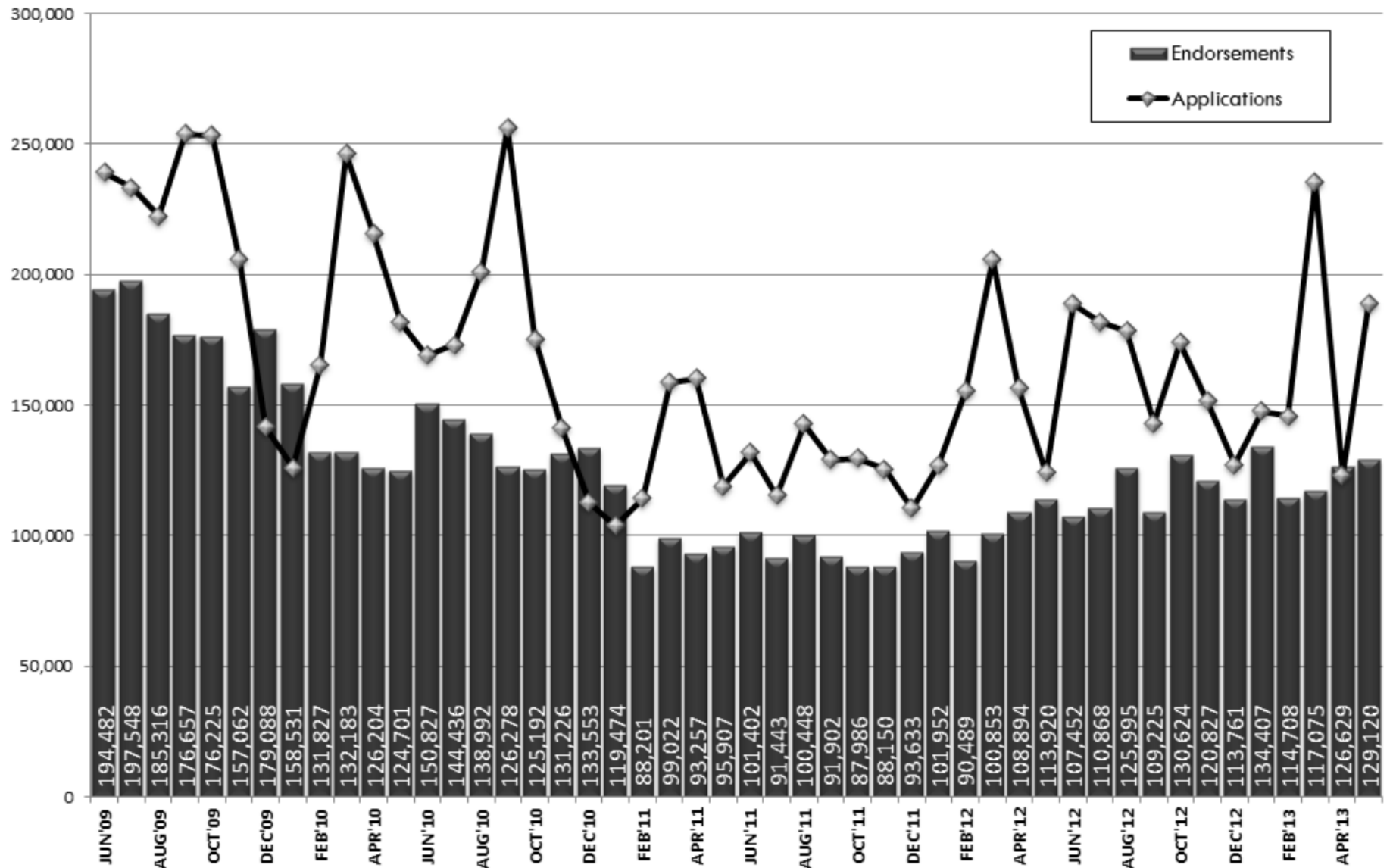
	Knowledge Updates (Formal/Routine/Review)		
Last One Year Average	37	202	510
Three Year Average	42	122	482
Three Year High	95	477	1,318
Three Year Low	2	0	109

Quarterly Review Routine Formal



# United States - Monthly FHA Applications and Endorsements

*Prior Three Years*







## Performance Work Statement (PWS)

IN SUPPORT OF:

**U.S. Department of Housing and Urban Development (HUD)  
Office of Single Family Housing**

Project Title: FHA Resource Center

November 5, 2013

## **C-1 GENERAL INFORMATION**

### **1.1 GENERAL**

The Federal Housing Administrations' (FHA) Office of Single Family Housing (Single Family), a part of the Department of Housing and Urban Development (HUD), provides guidance and assistance to the public and industry groups in all aspects of the FHA mortgage insurance process. FHA utilizes a contracted multi-channel contact center to provide information to industry and consumer clients. All contacts, regardless of client type (housing industry or consumer) or communication channel (telephone, email, fax); will be directed to the FHA Resource Center (RC) via a single toll-free number, a single email address, and a single fax number.

### **1.2 BACKGROUND**

When the FHA Resource Center was implemented in 2007 it was designed to be the primary point of contact for all public inquiries related to FHA-insured financing. Over time it has become a critical piece of the Single Family client management infrastructure and has significantly improved the quality and consistency of information delivered to FHA clients. The Resource Center has not only played an important role in assisting the American Public in understanding FHA's role in the housing market, but has enabled business partners better understand and implement FHA insurance programs.

### **1.3 OBJECTIVES**

Through the Resource Center task, Single Family expects to achieve the following objectives:

1. Provide the American public and the FHA lending industry with easily accessible, consistent, timely, and professional responses to their inquiries via their preferred method of communication.
2. Provide a fully managed multi-channel contact center solution using best in class technology.
3. Sustain access to state-of-the-art technology that is scalable to meet current and future requirements.
4. Maintain a comprehensive knowledge base that will contain the breadth of Single Family policies and procedures that is made available on-line to Single Family clients.
5. Establish and maintain training and monitoring structures that provide for exceptional customer service and ensure accurate and consistent responses to the wide variety of potential questions from industry clients and the general public.
6. Assist in the promotion of new or revised programs and services to HUD's clients.
7. Utilize feedback obtained from clients, HUD staff, and internal Contract staff to identify methods to improve the customer experience.

### **1.4 CONSTRAINTS**

The work identified in this contract will adhere to the rules, regulations, laws, standards and conventions identified by HUD as well as within the federal Government. Constraints may include but are not limited to:

- All contact centers and agents must be located within the continental United States.

The content of the knowledge base must be maintained to the highest standards in order to ensure the level of accuracy necessary in this Contract. The performance of the Contractor in this area is a key factor of success.

### **1.5 DESCRIPTION OF SERVICES**

The contractor shall provide a turnkey multi-channel contact solution to support the FHA Single Family program, including the required facility, staff, equipment and services needed to respond to inquiries from the public and housing industries via telephone, fax, email, and web-based media.

## **1.6 GENERAL INFORMATION**

### **1.6.1 NON PERSONAL SERVICES**

The Government will neither supervise Contractor employees nor control the method by which the Contractor performs the required tasks. Under no circumstances shall the Government assign tasks to, or prepare work schedules for, individual Contractor employees. It shall be the responsibility of the Contractor to manage its employees and to guard against any actions that are of the nature of personal services, or give the perception of personal services. If the Contractor feels any action constitutes, or are perceived to constitute personal services, it shall be the Contractor's responsibility to notify the Contracting Officer immediately. These services shall not be used to perform work of a policy, decision making or management nature, i.e. inherently Government functions. All decisions relative to programs supported by the Contractor shall be the sole responsibility of the Government.

### **1.6.2 PERIOD OF PERFORMANCE**

The period of performance is a 12 month base period (includes 90 day implementation) followed by four twelve month option periods.

### **1.6.3 PLACE OF PERFORMANCE**

The services to be performed under this contract shall be performed in Contractor facilities.

### **1.6.4 HOURS OF OPERATION (RESPONDING TO TELEPHONE INQUIRIES)**

The Contractor is responsible for providing services between the hours described below. Government agencies will not be available during scheduled holidays, inclement weather, weekends, after duty hours.

The hours of operation for the telephone inquiry activities currently supported by the Resource Center are **8:00 AM to 8:00 PM Eastern**. The Contractor may perform work that does not require real-time response during non-business hours (e.g., responding to email inquiries, transcribing voice mail messages), provided that such arrangement does not adversely affect performance objectives and the Government's ability to communicate its needs with the Contractor.

The Contractor must at all times maintain an adequate workforce for the uninterrupted performance of all tasks defined within the Contract when the Government facility is not closed for the above reasons. When hiring personnel, the Contractor shall keep in mind that the stability and continuity of the workforce is essential.

### **1.6.5 POST AWARD CONFERENCE/STATUS MEETINGS**

The Contractor shall attend any post award conference convened by the contracting activity or contract administration office in accordance with FAR 42.5. The Contracting Officer, Government Technical Representative (GTR) and other Government personnel, as appropriate may meet periodically with the Contractor to also review Contractor performance, requirement status, etc. At these meetings, the Contracting Officer will apprise the Contractor of how the Government views the Contractor's performance or progress of the requirement. The Contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the Government.

**1.6.5 Post Award/Kickoff Conference.** The Contractor shall attend any post award conference convened by the contracting activity or contract administration office in accordance with FAR Subpart 42.5. The Government intends to convene a Post Award Conference with the Contractor within five (5) business days after Task Order award. The Contracting Officer will notify the Contractor of the specific date, location and agenda within three (3) days after Task Order award.

**1.6.5.1 Status Meetings.** The Contracting Officer, Government Technical Representative (GTR) and other Government personnel, as appropriate may meet periodically with the Contractor to also review Contractor performance, requirement status, etc. At these meetings, the Contracting Officer will apprise the Contractor of how the Government views the Contractor's performance or progress of the requirement. The Contractor will apprise the Government of problems, if any, being experienced. Appropriate action shall be taken to resolve outstanding issues. These meetings shall be at no additional cost to the Government. Post award conference and subsequent meetings may be held via teleconference.

## **1.7 TRANSITION AND START-UP**

**1.7 Transition Period.** The Contractor recognizes that the services under this PWS are vital to the Government and must be continued without interruption and that upon contract expiration, a successor; either the Government or another Contractor may continue them. In order to ensure a smooth transition of services at the beginning and end of contract performance, the Contractor shall provide a Transition-In and a Transition-Out Plan. The final Transition-In Plan shall be provided within five (5) days after contract award. The Transition-Out Plan shall be provided 90 days after contract award.

The Contractor shall, upon the CO's written notice, furnish Transition-In and/or Transition-Out services as required. The Contractor shall provide sufficient experienced personnel during the Transition period to ensure that the services called for by this PWS are maintained at the required level of proficiency. The Contractor shall participate in transition meetings with the Government as required.

**1.7.1 Transition-In.** The Contractor shall, upon the CO's written notice, furnish Transition-In services as required. As a successor, the Contractor shall have sufficient personnel on board, at no additional cost to the Government, during the 90-day Transition-In period to ensure a smooth transition with the incumbent Contractor. The Contractor shall provide an orderly transition of work acceptance and accomplishment such that any impact to a program is minimized. During the Transition-In period, the Contractor shall become familiar with the requirements in order to commence full performance of services by the end of the contract Transition-In period. Transition-In is not required if the successor Contractor is the incumbent Contractor.

**1.7.2 Transition-Out.** To minimize any decrease in productivity and to prevent possible negative impacts on additional services, the Contractor shall have sufficient personnel on board, at no additional cost to the Government, during the 90-day Transition-Out period.

The Contractor shall provide a transition-out plan which ensures a smooth transition, either to a new Contractor or back to HUD, when the Contract ends or is terminated. This will include meeting with the GTR and other stakeholders to develop and implement a transition timeline, transferring project data and documentation, as well as transferring HUD-owned telephone lines and other Government-owned property. This plan shall be provided for approval to the GTR within 90 calendar days of the Contract award. The plan would also need to be reviewed and updated 90 calendar days prior to the Contract's expiration.

The incumbent Contractor shall aid the successor in the development of plans, procedures and methods for the assumption of all on going work. The Contractor shall provide an orderly transition of work acceptance and

accomplishment, such that full control by the successor contractor is achieved by the end of the new contract Transition-In period.

The Government will furnish its own toll-free telephone number(s) for use by the Contractor. 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 or when requested by the Government. The Government may furnish its own Internet domain(s) for use by the Contractor. 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-2 DEFINITIONS, ACRONYMS, APPLICABLE DOCUMENTS/PUBLICATIONS

### 2.1 DEFINITIONS

**Business Hours** The business hours for the Resource Center are 8:00 AM to 8:00 PM Eastern. The business hours for HUD staff and work groups are 8:00 AM to 4:30 PM local time.

**Contractor** A supplier or vendor awarded a contract to provide specific supplies or service to the Government. The term used in this contract refers to the prime.

**Contracting Officer (CO)** A person with authority to enter into, administer, and/or terminate contracts and make related determinations and findings on behalf of the Government. Note: the only individual who can legally bind the Government.

**Defective Service** A service output that does not meet the standard of performance associated with the Performance Work Statement.

**Deliverable** Anything that can be physically delivered, but may include non-manufactured things such as meeting minutes or reports

**Go-Live Date** Date when Contractor begins taking live customer contacts on behalf of the agency.

**Government Furnished Property (GFP)** Government-furnished property" means property in the possession of, or directly acquired by, the Government and subsequently furnished to the Contractor for performance of a contract. Government-furnished property includes, but is not limited to, spares and property furnished for repair, maintenance, overhaul, or modification. Government-furnished property also includes contractor-acquired property if the contractor-acquired property is a deliverable under a cost contract when accepted by the Government for continued use under the contract.

**Government Technical Representative (GTR)** An employee of the U.S. Government appointed by the Contracting Officer to perform contract administration activities in regard to technical issues. This individual has authority to provide technical direction to the Contractor as long as direction is within the scope of the contract, does not constitute a change and has no funding implications. This individual does NOT have authority to change the terms and conditions of the contract.

**Inherently Governmental Functions** Activities that require either the exercise of discretion in applying Government authority, or the making of value judgments in making decisions for the Government.

**Key Personnel** See HUDAR clause 2452.237-70.

**Performance Standard** The Contractor's performance level required by the Government. This is also known as the acceptable quality level (AQL).

**Performance Work Statement (PWS)** A statement of work for performance-based acquisitions that describe the required results in clear, specific and objective terms with measurable outcomes.

**Physical Security** - Actions that prevent the loss or damage of Government property.

**Quality Assurance (QA)** - Policies and procedures adopted by the Government to ensure that supplies and services acquired under Government contracts conform to the contract's quality requirements.

**Quality Assurance Surveillance Plan (QASP)** - A plan describing how the agency will survey, observe, test, sample, evaluate and document the contractor's performance in meeting critical performance standards identified in the contract.

**Quality Control (QC)** - All necessary measures taken by the Contractor to assure that the quality of an end product of service shall meet contract requirements.

**Service contract** A contract that directly engages the time and effort of a Contractor whose primary purpose is to perform an identifiable task rather than to furnish an end item of supply.

**Subcontractor** - Any person, other than the prime Contractor, who offers to furnish or furnishes any supplies, material, equipment, or services of any kind under a prime contract or a subcontract entered into in connection with such prime contract, and any person who offers to furnish or furnishes general supplies to the prime contractor or a higher tier subcontractor. The Government does not have privity of contract with a subcontractor.

**Work Week** - Monday through Friday, unless specified otherwise.

## 2.2 ACRONYMS

ACRONYM	DEFINITION
AQL	Acceptable Quality Level
ARAMS	Automated Renewal and Amendment System
BAA	Business Area Analysis Study
C&A	Certification and Accreditation
CBT	Computer-Based Training
CCB	Change Control Board
CCMB	Configuration Change Management Board
CFR	Code of Federal Regulations
CIO or OCIO	Office of the Chief Information Officer of HUD
CO	Contracting Officer
COB	Close of Business
CPO	Office of the Chief Procurement Officer of HUD
CR	Change Request
CRM	Client Relationship Management System
CSR	Customer Service Representative
DACA	Days After Contract Award
EST	Eastern Standard Time (U.S.)
FHA	Federal Housing Administration
GTM	Government Technical Monitor
GTR	Government Technical Representative
HTC	HUD Test Center

<b>ACRONYM</b>	<b>DEFINITION</b>
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HUDAR</b>	HUD Acquisition Regulation
<b>HUD/ISG</b>	Internet Services Group within the Telecom Processing Division
<b>IS</b>	Information Specialist
<b>ISP</b>	Information Strategy Plan
<b>IT</b>	Information Technology
<b>IV&amp;V</b>	Independent Validation and Verification
<b>IVR</b>	Interactive Voice Response
<b>LAN</b>	Local Area Network
<b>NLT</b>	Not Later Than, or No Later Than
<b>OCPO</b>	Office of the Chief Procurement Officer
<b>OIG</b>	Office of Inspector General
<b>OMB</b>	Office of Management and Budget
<b>PCAS</b>	Project Cost Accounting System
<b>PIV</b>	Personal Identity Verification
<b>PL</b>	Public Law
<b>PM</b>	Project Manager
<b>PPM</b>	Project Planning and Management
<b>POC</b>	Point of Contact
<b>POP</b>	Period of Performance
<b>PPM</b>	Project Planning and Management
<b>PR</b>	Problem Report(s)
<b>QA</b>	Quality Assurance
<b>QASP</b>	Quality Assurance Surveillance Plan
<b>QCP</b>	Quality Control Plan
<b>RC</b>	Resource Center
<b>TBD</b>	To be determined
<b>UPS</b>	Uninterrupted Power Source
<b>U.S.C.</b>	United States Code
<b>WSR</b>	Weekly Status Report

### **2.3 APPLICABLE REGULATIONS/MANUALS/DOCUMENTS/PUBLICATIONS**

The Contractor shall abide by all applicable regulations, publications, manuals, and policies and procedures in the performance of this contract.



The Contractor shall comply with all HUD and Federal information systems security requirements, including:

- HUD's System Development Methodology <http://www.hud.gov/offices/cio/sdm/index.cfm>
- HUD's IT Security Policy Handbook  
<http://www.hud.gov/offices/adm/hudclips/handbooks/admh/2400.25/index.cfm>
- HUD's IT Security Procedures Handbook <http://hudatwork.hud.gov/po/i/it/security/documents/procedures.doc>

## C-3 GOVERNMENT FURNISHED PROPERTY AND SERVICES

The Government will furnish pertinent services and information to the Contractor for use in the performance of the RC task. Services and information to be provided include the following:

Items 1-21 delivered within 15 days of contract award

1. Access to the CRM/Knowledge Base solution that support the capabilities necessary to meet the requirements of the contract (see CRM details provided in Attachment 002).
2. Support on CRM integration and initial CRM training (agent, administrator, etc.).
3. Business rules, response formats, guidelines, and preformatted responses
4. Toll-Free numbers will be provided to the Contractor to use in directly escalated contacts to Single Family Staff ACD groups.
5. An electronic copy of FHA specific training information and subject matter experts available to explain FHA programs and services.
6. Assistance regarding the submission and approval of security documents and the process for obtaining access to appropriate departmental systems.
7. Overview of security clearance process, list of required documents, and document preparation requirements for submission of security documents
8. Assistance with development of Standard Operating Procedures and guidelines.
9. Query access to required HUD systems (FHA Connection and the Single Family Insurance System).
10. Overview of existing HUD telecom infrastructure
11. Access to the Siebel CRM and HUD Web-based applications via a site-to-site Virtual Private Network (VPN).
12. Privacy Act Guidelines
13. Copies of government approved survey instruments
14. Escalation procedures and guidelines
15. Business rules and/or response formats and guidelines
16. HUD escalation grids for escalated service requests
17. Access to Government databases where applicable
18. Public distribution materials (e.g., publications, applications, forms, brochures) where applicable.
19. Conflict of interest guidelines
20. Relevant laws, regulations, policies and procedures
21. Current ListServ participant address data

Item 22 delivered at transfer of services from incumbent

22. Toll-free telephone numbers for use by the Contractor. These numbers will be transferred to the contractor's telecommunications provider for their use during the term of the contract.

Toll-free Number	Purpose	Status
800-225-5342 (CALL FHA)	Voice	Primary number that is published and marketed exclusively
877-329-2342 (FAX 2 FHA)	Fax	Available for use in facsimile transmissions. Currently unpublished.
800-483-7342 (HUDS FHA)	Voice	Older numbers no longer published but still in use. These numbers have been re-routed to point to the primary IVR greeting to pick up any callers still utilizing them.
877-234-2717		
800-440-8647		
888-696-4687		
800-543-9378		
888-827-5605		

Items 23 delivered as appropriate:

23. Draft or proposed policy information for use in knowledge base maintenance prior to publication (where at all possible).

### **3.1 CONTACT MANAGEMENT APPLICATION**

The Client Relationship Management system will be provided via a separate contract. The CRM utilized for this contract will be the Oracle/Siebel CRM On Premise that has been modified specifically for FHA's use. The Contractor shall utilize the Government furnished Siebel CRM for capturing, tracking, assigning and managing all inquiries from initial contact through resolution, regardless of the access channel. The application will be available to all CSRs for inquiry and real-time update as appropriate. CRM screen shots and additional detail on CRM functionality is provided in Attachment 002.

This application is accessible to Contractor CSRs via a site-to-site Virtual Private Network (VPN) between the Contractor facility and the Government data center. Access to the inquiry tracking and management system is limited based on the individual agency program support needs and level of authority, and shall be restricted to authorized personnel. HUD shall provide CRM support and training during the start-up and ongoing portions of the contract. This support will include training materials for CSR's daily use, as well as administrative and reports training.

The Contractor shall assume several administrative functions to support the use of the CRM by the Resource Center as well as HUD users. The functions include, but are not limited to the following:

- User Access Support: new user setup and update to existing user access rights for all users (Contract and Government)
- Report Design: creation or modification of CRM reports used to analyze contractor performance, contact volumes, HUD response times, etc.
- Minor Design/Field Management Support: modification of existing fields, list of values and field location as well as addition or deletion of existing fields, user types, positions, etc.

Administrative and reporting access will be limited to a small number of Contract users who have demonstrated knowledge of database and report maintenance of the Oracle CRM On Premise product.

### **3.2 OWNERSHIP OF DATA/MATERIALS**

#### **3.2.1 Data/Material Usage**

During the course of this Contract, the Contractor will create and maintain databases that are used in support of processing inquiries and contain information such as scripted responses, topical information entries, business rules, preformatted responses, personal information, transaction histories, and agency contacts. The Contractor may also capture and store certain inquiry data in Contractor-provided and/or Government-provided databases.

#### **3.2.2 Return of Data/Materials**

See HUDAR clause 2452.227-70, Government Information.

## C-4 CONTRACTOR FURNISHED ITEMS AND SERVICES

### 4.1 FACILITIES TO BE PROVIDED

See Section C.5 (*Facilities to be provided*) of the USA Contact statement of work for facility requirements.

For this Contract, the Government requires that successful vendors present a proposal that includes a primary and secondary facility. The facilities must meet the following minimum parameters:

- Telecommunication and system access that allows the seamless routing of incoming client contacts between agents of both locations.
- Staffing level in the secondary facility that is maintained at 20% of the total Contract staffing level.
- Build-out and staffing of both facilities at Contract required levels within the Contract implementation period.

#### 4.1.1 TECHNOLOGY INFRASTRUCTURE TO BE PROVIDED

See Section C.6 (*Technology Infrastructure to be provided*) of the USA Contact statement of work for technology infrastructure requirements.

### 4.2 EQUIPMENT TO BE PROVIDED

#### 4.2.1 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.

#### 4.2.2 Telecommunication Services to be Provided

**Local Telecommunications Services and Internet Access:** The Contractor shall provide the required local exchange carrier (LEC) and Internet access services to meet statement of work requirements.

**Intercity Telecommunications Services:** The Contractor shall provide its own intercity telecommunications services as part of the overall solution. Intercity telecommunications services provided by the Contractor should include the following features:

1. 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,
2. Percent allocation routing, area code routing, allocation routing, alternative routing)
3. Call termination features (e.g. network call transfer, dialed number identification service (DNIS)
4. Automatic number identification (ANI)
5. Automated voice response service (e.g. IVR, voice recognition)
6. Outbound long distance service
7. Management reports

**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 application.

#### 4.3 MATERIAL TO BE PROVIDED

The Contractor shall provide materials and office supplies necessary to fulfill requirements for written correspondence and fulfillment requirements of the contract. The contractor will be required to print, package and post a variety of printed material. 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.

#### 4.4 CONTRACTOR RESPONSIBILITIES

The Contractor shall only conduct business with designated Government personnel listed as points of contact (POCs). Names of authorized personnel shall be provided to the Contractor by the Government, in writing and updated as necessary throughout the contract period.

U.S. Government records, copies of original results and reports, verified original data, corrected data and corrected supporting final reports which are maintained by the Contractor remain the property of the U.S. Government. These files/results must be surrendered to the GTR.

#### 4.5 CONTRACTOR PERSONNEL

The Contractor shall provide qualified personnel in sufficient quantities to perform the RC task, including CSRs, project management and support staff (in accordance with the USA Contact statement of work Section C.4.2, *Support Staff*). The Contractor shall provide qualified personnel in sufficient quantities to perform the functions identified in this task order.

Successful Resource Center call agents typically have a minimum of 3-5 years of real estate or mortgage finance experience as well as 2-4 years of college. This experience as well training on FHA systems and privacy guidelines, provided by the contractor to their staff, is typically sufficient to allow CSRs to handle contacts routed to the Resource Center.

The Project Manager, Site Manager, Knowledge Base Manager, and Technology Manager positions are. are considered Key Personnel by the Government and shall be listed as such in accordance with HUDAR 2452.237-70, "Key Personnel". All proposed substitutes must meet or exceed the qualifications of the person to be replaced. The Government shall be notified in writing of any proposed substitution at least thirty days in advance of the proposed substitution. The Contractor shall include a copy of the resume for the replacement with the notification.

**Project Manager** -. The Contractor shall provide a Project Manager who shall be responsible for the performance of work. The Project Manager shall have full authority to act on all contract matters relating to daily operations of this contract. Accordingly, at a minimum, the project manager shall have the technical knowledge of the requirement and be in the position to actually receive assignment, guidance and direction from the GTR, GTM and CO per HUDAR 2452.237-73, Conduct of Work and Technical Guidance and shall be allocated enough hours to the requirement to ensure successful performance. The Project Manager shall be an employee of the Contractor. An employee of a subcontractor is not acceptable for this position. The Project Manager shall be available between the hours of 8:00am to 4:30pm, Monday through Friday EST, except Federal Holidays or when the Government facility is closed for administrative reasons.

**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. Site manager must have 5-8 years experience in managing equivalently sized contact centers.

**Knowledge Base Content Manager** - Knowledge Base Content Manager and any associated staff are required to maintain the content of the full Single Family knowledge base. Tasks include the addition, revision, or deletion of knowledge base content to reflect changes in FHA policy; ; ensuring the accuracy and clarity of knowledge base content; the purge of outdated records from the system in accordance with guidelines provided by the agency; and adherence to the knowledge base standards outlined in Section C-7. The Knowledge Base Content Manager experience requirements include five years of direct experience with Single Family FHA origination policies and procedures.

**Technology Manager** –manage the oversight, maintenance and security of all data and technology utilized within the Resource Center. The Technology Manager position requires experience with the implementation and maintenance of the contact center technology components proposed by the Contractor. Relevant knowledge and experience would include, but is not limited to:

- Telecommunications
- Information System Security
- Oracle CRM Administration (functions outlined in Section C.3.1 Contact Management Application)
- Workforce Management

#### 4.5.1 Security Requirements

During the course of performing the RC task, Contractor staff may handle sensitive personal and financial information. As such, a background investigation is required for this Contract for all Contractor personnel.

All Contractor personnel shall be required to complete the following: Standard Form 85, "Questionnaire for Non-Sensitive Position," Standard Form OF306, "Declaration of Federal Employment," Standard Form 87, "Finger Print Card," HUD PIV, "Personal Identity Verification and Pre-Security Form", "Fair Credit Reporting Act of 1970 as Amended Authorization", and "U.S. Department of Housing and Urban Development Rules of Behavior" and the applicable forms shall be forwarded to the GTR within five business days of hire. All Contractor personnel will be required to present two accepted forms of government issued identification and make an on-site visit to a jurisdictional General Services Administration Processing Center for security processing, and complete all requested system based forms noted above and respond to related follow-up information requests within 5 business days of the requested action. The termination of personnel shall be reported to the GTR within one business day of the termination. As of July 2013, the average turnaround time from submission of all required paperwork until employee is granted access to required HUD systems is 10-15 days.

In addition, the Contractor shall perform appropriate personnel screening in accordance with their administrative hiring policies. 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:

1. Credit and/or criminal history inquiry
2. Delinquent Federal debt
3. Employment verification
4. Drug screening

#### 4.6 IDENTIFICATION OF CONTRACTOR EMPLOYEES

When on Government premises and in person at for meetings, all Contractor/subcontractor personnel shall wear company picture identification badges as to distinguish themselves from Government employees. When conversing with Government personnel during business meeting, over the telephone or via electronic mail, Contractor/subcontractor personnel shall identify themselves as such to avoid situations arising where sensitive topics might be better discussed solely between Government employees. Contractors/subcontractors shall identify themselves on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation. Where practicable, Contractor/subcontractors occupying collocated space with their Government program customer shall identify their work space area with their name and company affiliation, or as a minimum, "Contractor" after name.

#### 4.7 QUALITY CONTROL

The Contractor shall establish and maintain a complete Quality Control Program that shall ensure services are performed in accordance with this contract. The Contractor shall develop and implement procedures to identify, prevent, and ensure non-reoccurrence of defective services. The Contractor's quality control program is the means by which he assures himself that his work complies with the requirements of the contract. The Contractor shall provide the associated Quality Control Plan to the government as directed.

See Section C.9 (*Quality Assurance/Quality Improvement*) of the USA Contact statement of work for quality assurance/improvement requirements.

All information collected and actions taken shall be done in accordance with applicable Federal, state and local laws and statutes. A key component of the Contractor's quality control plan must ensure that agents meet all necessary legal requirements for the dissemination of data and information.

The Contractor shall provide a telecom monitoring solution that allows for the recordation of all incoming and outgoing telephone contacts. The solution shall meet the following minimum requirements:

- Include automated notification to callers that calls are recorded for quality control purposes.
- Remote access to live and recorded calls for review by contract and Government monitors.
- Allow for silent monitoring both with and without tone indication to the CSR during monitoring.
- Recordation of both the voice and data (screen manipulation) portions of each call transaction.
- Archiving can take place within 30 days of original call date. Archived files must still be maintained in such a way that the Government can recall archived files where necessary.
- All call recordings must be encrypted at rest.

Contractor must include in their proposal a discussion of quality control monitoring efforts they will undertake to ensure the proper delivery of information to clients. This discussion should include specific actions or standard operating procedures that meet or exceed industry standards.

##### 4.7.1 Quality Control Plan

The Contractor shall develop, maintain, enforce and document a Quality Control Plan (QCP). The QCP shall ensure the Government receives the level of quality that is consistent with the requirements specified in this contract. The QCP shall be sufficiently detailed to provide the Contractor's methodology for identifying and recruiting qualified personnel. The QCP shall also provide the Contractor's methodology for resolving problems identified by the Government during reviews conducted in accordance with its Quality Assurance Surveillance Plan (QASP). The QCP shall also provide the Contractor's methodology for establishing an internal feedback system for support personnel, and for resolving problems identified by that feedback system. The QCP shall demonstrate and validate that the services or deliverables to be provided under the contract are completed with a

**level of quality that meets the minimum performance threshold established in the Government's QASP. The QCP shall address Quality Management Approach, Quality Assurance, Quality Control and Quality Standards.**

The contractor shall provide documentation of quality control inspections performed within three (3) business days of request by the Contracting Officer.



## C-5 SPECIFIC TASKS AND DELIVERABLES

### SCOPE OF WORK

The contractor shall provide a turnkey multi-channel contact solution to support the FHA Single Family program, including the required facility, staff, equipment and services needed to respond to inquiries from the public and housing industries via telephone, fax, email, and web-based media.

The Contractor shall process each request utilizing the following procedures:

- Each client request will be reviewed by Resource Center Customer Service Agents (agents) to determine if the answer to the client's question is contained in the Single Family policy database – known as the knowledge base. If the client's answer is contained in the knowledge base, or within appropriate FHA systems, the Resource Center agent will provide that answer and document the client's contact information, narrative of question and response within the Client Relationship Management (CRM) system.
- If the client's question is not contained in the knowledge base or other approved resources, the CSR will document the request for service within the CRM and escalate that contact into the appropriate HUD Office for response. If the contact is via telephone this escalation will take place in the form of a warm transfer into the appropriate HUD call group. If the contact is via electronic mail the CSR will document the contact within the CRM system and place the service request within the appropriate HUD CRM queue/group.

### 5.1. Detailed Task Description

#### 5.1.1 Training Development

The initial and ongoing training of customer service representatives is a key factor in the success of this task order. The Contractor shall provide a methodology for identifying and communicating the most appropriate and useful answers to Single Family clients. FHA will provide training material utilized by prior contractors on this requirement. This training material is not required to be used by the new contractor and will likely require updates to reflect changes to FHA programs. The contractor shall be responsible for the design and delivery of initial and ongoing training programs.

FHA will also provide standard operating procedures that have been utilized by prior contractors. Again, the contractor is free to utilize these standard operating procedures in whole or in part based upon their own unique solution. HUD staff will provide support on training development and Standard Operating Procedures (SOP) development. The contractor's designated Knowledge Base Content Manager and training manager shall take a lead role in the FHA program portion of the training and SOP development.

Based on prior contract implementations, training for consumer CSRs is typically 3-5 days of program training and 1-2 days of system training. Industry CSRs typically go through 7-10 days of program training and 1-2 days of system training. This information is provided as a guide and again the contractor may propose different time frames based on their own unique solution.

The Contractor shall submit a finalized plan to the GTR for approval 15 calendar days after award of the Contract. The Training Plan will detail how the Contractor will implement the training to ensure that all assigned personnel have the required customer service skills and body of project-specific knowledge needed to efficiently and effectively process all types of RC contacts. The training shall be conducted prior to the CSR's taking phone calls. The Training Plan shall include (at a minimum):

- Overview of the mission, structure, and policies of HUD and Single Family.

- Details of relevant Single Family programs, policies, procedures and regulations.
- Security procedures for handling information that falls under the Privacy Act.
- Performance standards as they relate to the specific trainee.
- Technical instruction in the use of the Client Relationship Management (CRM) application, knowledge base and other HUD computer systems used to record and answer inquiries.
- Technical support and instruction in the use of the CRM application, reporting and administrative functions, and knowledge base maintenance.
- Process-related instruction on how to identify inquiry types and uses, available resources and knowledge to resolve inquiries.
- Prompts and processes that control inquiry escalations.
- Comprehensive and professional communication and customer service skills in a contact center environment.
- Disaster recovery and other emergency/contingency procedures.
- RC agents testing and certification as a requirement of employment to include general knowledge and customer service skills, knowledge base content and standard operating procedures.
- Ongoing training for existing CSRs in order to maintain knowledge of existing programs as well as keeping up to date on new programs and services as they are identified.
- Knowledge base review plan to ensure ongoing review of all Knowledge base articles on a quarterly basis and a full review and certification of Knowledge base content prior to full implementation.
- Use of scripting for efficient, consistent and accurate information delivery in accordance with existing protocols.

### 5.1.2 Work Flow

All incoming contacts (telephone, electronic mail, fax, written correspondence) are routed through the RC. Telephone calls are delivered to an automated service (e.g., IVR or equivalent) furnished by the Contractor. 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.

Each contact not handled through self serve options will be reviewed by RC staff. The CSR shall retrieve the existing contact record for the client from the Client Relationship Management (CRM) system, or create a new contact record if one does not already exist; making sure that the appropriate CRM fields are updated and completed. A new service request will be created for each contact to the RC and associated to the client's contact record. The CSR will determine if the answer to the client's question is contained in the Single Family knowledge base by conducting a search. If the answer is contained within the knowledge base, appropriate FHA systems, or other HUD approved sources the CSR will provide that answer and document the client's service request with required data fields, a synopsis of the client's request and the CSR's response in the CRM following outlined applicable standard operating procedures (SOPs). For telephone calls an offer will be made to send out the information reviewed with the client via email or postal mail when applicable. Response to inbound client emails will be populated using various preformatted email standard text along with knowledge base articles. The CSR will also customize the email before sending the response per (SOP) which includes recapping the client's original request.

If the client's question is not contained in the knowledge base or other approved resources, the CSR will document the contact within the CRM and will determine the appropriate referral location or internal HUD escalation for response following standard operating procedures (SOPs) or escalation grids. If the client requires a HUD escalation, the transfer of the service request may take place either via a warm transfer into the appropriate HUD call group or via a system-only escalation via the CRM. If the contact is via electronic mail, the CSR will document the contact within the CRM system and place the service request within the appropriate HUD CRM queue/group.

If during the call or in the content of an email or written correspondence, the client provides feedback (positive or negative) on any policy, program or service provided by HUD or HUD business partners, the CSR will capture the feedback in specific fields within the CRM.

The Contractor is expected to manage the workflow processes/standard operating procedures and regularly review and make adjustments as needed to improve existing processes and ensure performance objectives are met. The Contractor shall obtain approval from the Government prior to implementing any changes on the workflow processes/standard operating procedures. The Government reserves the right to change the workflow requirements at any time after Contract issuance to accommodate changes in program requirements on an as-needed basis.

In responding to an inquiry, the Contractor shall analyze the inquiry, ask clarifying questions, search and retrieve available information from all pertinent sources, and provide assistance in a courteous and responsive manner that satisfies the inquirer's needs.

Additional details on workflow and screen level views within the existing CRM are provided in Attachment 002.

### **5.1.3 Response Protocols**

See Section C.2.3 (*Response Protocols*) of the USA Contact statement of work for response protocol requirements.

### **5.1.4 Work Volume Estimates**

#### **5.1.4.1 Contact Categories**

The Department has categorized its contacts into the following types. This categorization is provided to assist in identifying contact flows.

##### **General**

- **Consumer:** the bulk of consumer calls fall into a general category and are specific to general home buying questions. The primary questions asked in this category are "How does FHA help me purchase a home" or "What are the qualifications for using FHA financing". These types of questions are answered with specific articles from the knowledge base and require little prior experience with real estate, mortgage finance or FHA. Real estate and mortgage finance training provided by the contractor to their staff should be sufficient to allow CSRs to handle this type of contact

##### **Technical**

- **Consumer:** there is nothing to prevent consumers from contacting the contact center with highly technical questions about appraisal, underwriting, servicing or closing questions. Typically these clients are referred back to their lenders to work out any issues at that level. However, there are times where these type of contacts must be handled within the contact center. Typically the client would be referred to a higher level CSR or supervisor within the organization. An understanding of internal standard operating procedures and real estate and mortgage finance training provided by the contractor to their staff should be sufficient to allow CSRs to handle this type of contact. The higher level CSR or supervisor would then follow normal call flow processes by checking the knowledge base for an answer or escalating to the appropriate HUD group.

Consumers do not always know the right question to ask. In order to handle more complex consumer questions, the CSR should have a working knowledge or understanding of residential finance. This knowledge could come either through training or experience, but is necessary to understand the consumer's request, and to provide an accurate and complete response from the knowledge base.

**Industry:** a small portion of industry contacts will fall into the general category. Contacts are typically straightforward question like "Where do I find the application to become a HUD-approved lender" or "Where

can I find the link to FHA Mortgage Limits in my county". It is rare however that these questions are posed without additional questions that fall into the other Industry categories described above.

- **Industry:** the bulk of industry contacts fall into the technical category and are usually case specific policy questions. In most cases, there is existing policy to answer the question and the answer can be found in the knowledge base. The difficulty in responding to the questions comes in understanding the exact question as it is posed and identifying the correct knowledge base article to respond to the question. This requires a significant amount of background in real estate and/or mortgage finance so that the industry standard terminology is understood so that CSRs can quickly identify the underlying question and appropriate answer. Successful CSRs typically have a minimum of 3-5 years of mortgage finance experience as well as 2-4 years of college.

A portion of industry contacts will include the intake and initial review of change requests, applications, or other process related requests. These types of requests will typically be submitted via email and will require CSRs to review the request and attached documentation to ensure that they meet HUD-established requirements. CSRs will notify clients if requests do not meet requirements and will appropriately escalate satisfactory requests to HUD workgroups for additional processing.

**Industry/System:** CSRs will also handle a number of calls requiring them to troubleshoot issues or provide information from several FHA on-line systems, including FHA Connection, Single Family Insurance System (SFIS), and the Single Family Acquired Asset Management System (SAMS). This requires use of the FHA Connection help guide, understanding of each system, and the knowledge base. This is an off-shoot of the Industry call type identified above as CSRs must be able to understand mortgage finance terminology to adequately identify the problem.

Client Type	Estimated Percentage of All Contacts	Average Handle Time (MM:SS)*
General	25%	7:00
Technical	75%	

\*Average handle time includes talk time and an average after-call work time of 30 seconds.

#### 5.1.4.2 Current Contact Volumes

Single Family's work is linked to the residential mortgage industry thus its contact volume does have some relation to the fluctuations in that market. FHA Mortgage applications and endorsements have peaked in recent years, with FHA insurance volume reaching all time highs in 2009 and 2010. FHA insurance volume has decreased somewhat since 2010 and that has been reflected somewhat in the declining volume of contacts to the FHA Resource Center. Three years of data on FHA Mortgage applications and endorsements is provided in Attachment 002.

#### 5.1.4.3 Work Volume Impact

Future RC work volumes may differ than those volumes incurred to date. The Government will notify the Contractor of any known, or anticipated, impact to work volumes. The Government anticipates that the following events may have an impact on work volumes:

1. Publication of significant FHA policy documents or the introduction of new programs, or significant changes to existing programs may cause a surge in client contacts. A complex policy or process change of this kind could result in a daily surge of 300-500 contacts that could be maintained for several days.

2. External factors such as a drop in interest rates or Congressional action that modifies FHA programs may also cause call contact volume to increase. The impact of these external factors is difficult to predict and the resultant increase in call volumes is unknown at this time. FHA will work with the Contractor to estimate the impact of such external factors as they are identified.
3. The Government continues to improve the functionality and promote the use the on-line version of the knowledge base as a method to research FHA policies and procedures. The extent to which FHA clients utilize the external knowledge base may impact RC work volumes. The extent of the impact on the RC work volumes, however, is unknown.

### **5.1.5 Documentation to be Provided**

#### **5.1.5.1 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 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. The preferred delivery method will be through the use of XML.

#### **5.1.5.2 Monthly Status Reports**

The Contractor shall provide a 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.
- **Monthly Service Level and Volume Data** – shall provide information achievement against all contract service levels, data on volume levels, training and hiring overview, etc.
- **Supplemental Information** - 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.

#### **5.1.5.3 Ad Hoc Reports**

The Contractor shall create and/or modify ad hoc reports at no additional cost to the Government. Such requests will be initiated and approved by the GTR/GTM 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 subside or Contractor performance levels have stabilized and are in full compliance of Contract requirements.

Reports shall be provided on a weekly basis with daily and monthly summaries, as applicable for the reported activities. Separate reports shall be provided for the overall project and for each of the supported activities.

Specific report formats, data elements, content, and frequency of reports shall be coordinated with and approved by the Government prior to the delivery of the reports. Daily reports, when requested, are due the following business day. Weekly reports are due within two (2) business days after the conclusion of each week. Monthly reports are due within five (5) business days after the conclusion of each month. Access to the overall and activities-based reports shall be controlled via User Identification Code and Unique Password. The Government will determine which individual(s) will have access to some or all of these reports.

#### 5.1.5.4 Technical and Management Services

The Contractor shall develop the required plans, procedures, methodologies, and tools, and perform the planning, oversight, and management functions to ensure services are delivered in accordance with the performance standards specific in this task order's PWS. The Contractor shall provide core project management support, and if necessary, incremental project management support to perform all technical and management functions required to meet the RC task requirements, including (but not limited to):

- program management,
- technology management,
- information and relationship management,
- human resources management,
- performance management,
- quality assurance/quality improvement,
- management reporting
- security
- contingency/disaster recovery
- value engineering

This support includes the development and maintenance of all relevant plans that are required to ensure compliance with RC task requirements.

#### 5.1.6 Inquiry Types

The Contractor shall provide following automated, attended and support services, as identified in Table 2 below, to support the RC operation:

Table 2 - Inquiry Types

Contact Type	Description
Telephone	Routed from HUD-owned telephone numbers that will be provided for Contractor use.
Voice Mail	Utilized at client option during peak periods and as after hours option.
Interactive Voice Response	Contractor maintained IVR routing to internal and external numbers (includes FAQ options)
Email	Routed from HUD email addresses via HUD maintained interface with CRM
Web Mail	Routed from HUD web sites via HUD maintained interface with CRM
Electronic Mailing Lists and/or Outbound Email	Routed from contractor maintained software or HUD maintained interface with CRM
Written Correspondence	Utilizing HUD provided form letters, letterhead, and envelopes - routed from Contractor location using Contractor postage
Fulfillment Services	Routed from Contractor location and Contractor postage

#### **5.1.7 Fulfillment Services**

The contractor shall be required to print, package and post a variety of printed material. 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. Current fulfillment services are concentrated on the printing and mailing of materials to clients who do not have access to the Internet or an electronic mail provider.

- Only provided brochures are eligible for fulfillment, all other brochure requests shall be routed through the HUD Distribution Center. Printing may be done in black and white.
- Any requested knowledge base article shall be printed from the CRM. Printing may be done in black and white.

#### **5.1.8 Knowledge Base Content Maintenance**

The knowledge base is repository of information utilized by the Resource Center to respond to inquiries received via all communications channels. The Contractor is responsible for identifying necessary changes to existing content or creation of new content based upon the publication of new FHA policy/processes.

The Contractor is responsible for certifying the accuracy, functionality and presentation of the entire knowledge database prior to contract go-live date as well as each quarter thereafter. The Knowledge Base Content Manager and contract knowledge base support staff shall have the primary responsibility for the update, maintenance and accuracy of the knowledge base.

The Contractor shall provide a Knowledge Management Plan within 45 days of task order award that outlines the process they will utilize to manage the integration of new policy, the maintenance of existing content, and increase the usability of the knowledge base. The Contractor shall establish and maintain a library of standard operating procedures used in contact response and distribution. The Contractor shall continuously monitor the effectiveness of these procedures, making recommendations for additions, deletions, or modifications to the knowledge base that will achieve process improvement.

There are three primary workload indicators, described with average monthly volumes in the chart provided here.

- Quarterly Review – contract requires review and assurance of accuracy for every active knowledge base article each quarter. Monthly volume is roughly one third of active articles.
- Routine – update of minor items such as web links, dates, or standard operating procedures.
- Formal – implementation of new policy on existing or creation of new articles that requires formal review and approval by HUD program areas.

HUD provides volume information on the key workload contributors to the knowledge base maintenance effort within Attachment 002.

#### **5.1.9 Electronic Mailing List**

The Contractor shall provide an application capable of collecting, maintaining and segmenting data for an electronic mailing list or “listserv”. This mailing list will be utilized by the Department to notify subscribers of new policy, training opportunities, process changes, etc. The application must have the capacity to manage and send outbound email to a large volume of recipients and have the ability to segment outbound email by client type as well as subscriber selected criteria (geographic location, program type, etc.).

#### **5.1.10 Language Support**

Language support is required for all contact types. While Spanish language support is a small percentage of all contacts (less than one percent), the Contractor must maintain on-site Spanish speaking agents. The Contractor can utilize off-site translation services for other language support services.

#### **5.1.11 Contingency/Disaster 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. For outages that are not caused by a major disaster (e.g., system failure, network outage) the plans and procedures shall ensure that all attended and unattended services are transferred to the back-up facility or restored to pre-outage performance levels by the Contractor within four (4) hours after report or discovery of the outage. For outages that are caused by a major disaster (e.g., tornado, hurricane, flooding), the plans and procedures shall ensure that all automated services (e.g., IVR, Email Routing) be transferred to the back-up facility or restored by the Contractor to pre-outage performance levels within 2 hours after report or discovery of outage, and all attended services (e.g., inquiry response support, transcription, fulfillment) be restored by the Contractor to pre-outage performance levels within 72 hours after report or discovery of outage. The Contractor is responsible for restoring the services to their primary service location(s) upon correction of the outage problem. The Contractor is responsible for notifying the Government as soon as possible regarding any anticipated, scheduled, or actual outage occurrence.

At-home agents will be allowed under this task only as part of a disaster recovery plan. All contact centers and agents must be located within the continental United States.

See Section C.3.5.5.4 (*Contingency/Disaster Recovery*) of the USA Contact statement of work for additional contingency/disaster recovery requirements.

#### **5.1.12 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.

#### **5.1.13 Customer Survey Automation**

The Contractor shall provide the capability to survey callers in an automated fashion for purposes of customer satisfaction assessment. The application shall provide the means to capture and transcribe the comments for analyses. The application shall be capable of capturing, storing, aggregating, and reporting survey results. All surveys shall be conducted in accordance with rules prescribed by the Government, which is provided as Government Furnished Information. Survey content of the three current HUD approved survey instruments are provided in Attachment 003.

#### **5.1.14 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.

#### **5.1.15 Service Coordination**

The Contractor shall be responsible for coordinating with the FTS 2001 Contractor and/or other telecommunications service provider(s) for service provisioning, trouble resolution, and service restoration.

#### **5.1.16 Information Systems Security Requirements for Front End Applications**



If Contractor proposes the use of a front end application for use with the CRM or knowledge base, they shall prepare all certification and accreditation documentation including the system security plan, risk assessment, contingency plan, security test and evaluation (ST&E) report, plan of action and milestones (POA&M), and C&A statements. The Contractor shall then coordinate the submission of such documents with the Government's Authorizing Official (AO) (TBD), and correcting any deficiencies identified in the C&A process until full accreditation from the AO is obtained.

The Contractor shall comply with all HUD and Federal information systems security requirements, including:

- HUD's System Development Methodology <http://www.hud.gov/offices/cio/sdm/index.cfm>
- HUD's IT Security Policy Handbook  
<http://www.hud.gov/offices/adm/hudclips/handbooks/admh/2400.25/index.cfm>
- HUD's IT Security Procedures Handbook <http://hudatwork.hud.gov/po/i/it/security/documents/procedures.doc>

## C-6 DELIVERABLES AND MILESTONES

The Contractor shall provide the following deliverables in accordance with the schedule set forth in the table below. The deliverables shall be provided in MS Word, PowerPoint, Excel, or MS Project format, as appropriate. 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.

All documents and reports delivered under this Contract shall contain complete and accurate information, be timely, and provided in the specified format. All deliverables under this Contract will be reviewed by the Government for completeness and accuracy. The Government will accept or reject the deliverables in writing within 10 working days from date of receipt.

Required deliverables not identified in other areas of the performance work statements are outlined below:

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

Design, Engineering, Implementation and Management Plan – includes the following:

- Site Selection – identifies processes, methodologies, and criteria used for site selection, including those that affect staffing, foreign language support, and emergency/disaster recovery.
- Facilities – identifies and defines the contact center design, including work and office space and training facilities.
- 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.
- Networks - identifies and defines the telecommunications/Internet services and most cost effective network design for supporting the contact center operations.
- 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.

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.

<b>Deliverable</b>	<b>Update Frequency*</b>  (annual due dates based on anniversary of task order award)	<b>Due Dates</b>  (calendar days from task order award)	<b>Submit To</b>	<b>Format</b>
Transition-In Plan	As needed	5 days	GTR/GTM	MS Word Document
Project Plan	As needed	5 days	GTR/GTM	MS Word Document
Access to Contractor web-sharing site	N/A	15 days	GTR/GTM	Secure Site
Design Engineering, Implementation and Management Plan	Annual	15 days	GTR/GTM	MS Word Document
Customer Satisfaction Plan	Annual	15 days	GTR/GTM	MS Word Document
Disaster Recovery/Contingency Plan	Annual	15 days	GTR/GTM	MS Word Document
Human Resources Management Plan	As needed	15 days	GTR/GTM	MS Word Document
Operations Management Plan	Annual	15 days	GTR/GTM	MS Word Document
Performance/Service Level Management Plan	Annual	15 days	GTR/GTM	MS Word Document
Test and Acceptance Plan	Annual	15 days	GTR/GTM	MS Word Document
Training Plan	Annual	15 days	GTR/GTM	MS Word Document
Security Plan	Annual	30 days	GTR/GTM	MS Word Document
Value Engineering/Process Improvement Plan	Annual	30 days	GTR/GTM	MS Word Document
Monthly Status Report	Monthly	30 days	GTR/GTM	MS Word Document
Certification of Knowledge Base Content Accuracy	Quarterly	45 days	GTR/GTM	MS Word Document
Knowledge Management Plan	Annual	45 days	GTR/GTM	MS Word Document
Quality Control/Quality Improvement Program Plan	Annual	45 days	GTR/GTM	MS Word Document
Conflict of Interest Compliance Plan	As needed	60 days	GTR/GTM	MS Word Document
Ad Hoc Reports	As needed	As Needed	GTR/GTM	PDF or MS Excel
Transition Out Plan	As needed	90 days	GTR/GTM	MS Word Document
*Plans shall require more frequent updates if there are fundamental changes since the last update (e.g., a new site location, new software, a change in key personnel, etc.).				

## 6.1 Acceptance Criteria

All deliverables shall be submitted in a draft format agreed upon by the Contractor and the Government. Acceptance of all deliverables shall be in writing by the Government Technical Representative (GTR). All status, operational and management reports provided by the Contractor shall not contain any restrictive markings prohibiting the Government from releasing the information in whole or in part.

## C-7 PERFORMANCE REQUIREMENTS SUMMARY

The summary chart below lists the contract's primary requirements, the associated performance standards, the expected target performance and the methods of surveillance. While several contract requirements are not listed in the chart below, requirements not appearing on the PRS chart do not negate the Contractor's obligation to perform all requirements as specified in the contract. Additionally, HUD reserves all rights and remedies under the provisions and clauses of the contract when performance of any contract requirement, whether or not listed below, is unacceptable.

HUD will develop a Quality Assurance Surveillance Plan to be used to provide contract oversight. In conjunction with the Contractor's Quality Control Plan and various other methods of assessing performance, the GTR and GTM will perform on-site reviews and/or other types of verification to determine that the specified target performance requirements have been met.

Regular review of Contractor performance is critical to the overall success of the contract. On a monthly basis, the GTR will evaluate the quality of the product or services. These performance standards will be fully enforceable starting 90 days from date of contract award.

The Government reserves the right to adjust or suspend the performance standards individually or in their entirety. Any adjustment, suspension, and/or addition shall be in collaboration with the Contractor and with ample notice for change management. The following are examples of criteria that may indicate the need for an adjustment or suspension of performance standards:

- Initial contract start-up period
- A significant change of events in the Government environment
- Inability for government provided systems to generate necessary reporting data
- A need for the Government to cap staffing levels for budgetary purposes

Performance Requirements			
Performance Measure	Performance Objective/Calculation	Acceptable Quality Level (based on a monthly average)	Surveillance Method/Period
Live Telephone Standards			
<b>Percent of Calls Answered within 20 Seconds</b>	Calls answered within 20 seconds + Calls abandoned within 20 seconds / Total calls answered + Total calls abandoned	82.5% within 20 seconds	Telephone Reports/Monthly
<b>Average Speed of Answer (Average)</b>	Speed of answering as an average of all phone contacts answered measured in seconds	15 seconds or less	Telephone Reports/Monthly
<b>Abandonment Rate</b>	Number of abandoned calls after IVR selection / Total number of calls offered	2% or lower	Telephone Reports/Monthly
<b>Blockage</b>	Total number of calls offered by the network - Total number of calls processed by switch / Total number of calls offered by network	1% or less	Telephone Reports/Monthly
Service Request Resolution Standards			
<b>Service Request Escalation</b>	Average duration from service request	Monthly average	CRM

Performance Requirements			
Performance Measure	Performance Objective/Calculation	Acceptable Quality Level (based on a monthly average)	Surveillance Method/Period
	opened date/time and escalated date/time	duration less than one business day	Reports/Monthly
<b>Routine Technical Support and System Reports</b>	Resolution and/or delivery of all HUD-generated service requests for technical support (password reset, profile changes, minor report modification/scheduling) within one business day	100% within one business day	CRM Reports/Monthly
Knowledge Base Standards			
<b>Accuracy and Completeness of Knowledge Base</b>	Contractor must audit for accuracy, functionality (links etc.) and overall presentation (form/format) 100% of the articles on a Quarterly basis.	100%	CRM Reports/Monthly
<b>Knowledge Base Updates</b>	New knowledge base change/addition completed from time of change request.	Emergency – within one business day of GTM notification. Routine - Within three business days of GTM notification	CRM Reports/Monthly
Quality Assurance Standards			
<b>Escalation Error Rate</b>	Number of service requests escalated in error / Total number of service requests escalated	3% or less	CRM Reports/Monthly
<b>Customer Survey – CSR Closed Service Requests</b>	Number of clients responded favorably to survey / Total number of clients surveyed	80% or better	Survey Results/Monthly
<b>Quality of Service Delivery</b>	Total number of points achieved (based on a mutually agreed on standard) / Total number of points available for quality of service scores	94% or better	Quality Monitoring Results/Monthly
<b>Per-agent call monitoring rate</b>	Total number of monitoring sessions for each customer service representative	At least 20 contacts per agent per month	Quality Monitoring Results/Monthly

## CONTRACT PERFORMANCE INCENTIVE STRUCTURE

The Contractor shall meet all of the performance requirements detailed in section C-7 Performance Requirements Summary. However, there are special requirements for which the Government has determined performance standards that will be used to incentivize the contractor to achieve higher levels of performance.

The following incentive structure will be effective on the first day of the month that begins 60 days after contract award. The Contractor shall track the adherence to these standards on a monthly basis and report the performance against the standards to the Government for concurrence and approval. Based on approved levels of performance, the contractor will invoice quarterly for payments under the incentives. The performance standards to be measured are stated below:

Standard/Calculation	Incentive	Disincentive
<b>Speed of Answer (within 20 seconds)</b> Calls answered within 20 seconds + Calls abandoned within 20 seconds / Total calls answered + Total calls abandoned that month	If average is greater than eighty-seven point five percent (87.5%), and the speed of answer standard is met, the Contractor's monthly contact payment will be increased by one percent (1%) of the total payment for call volume CLIN.	If average is less than seventy-seven point five percent (77.5%) the contractor's call volume CLIN will be reduced by two percent (2%).  If average is less than seventy percent (70%) the Contractor's call volume CLIN will be reduced by three percent (3%).
<b>First Contact Resolution</b> Number of service requests resolved by contract personnel without further escalation to HUD staff / Total number of service requests created that month.	If contractor resolution percentage is above eighty five percent (85%) and escalation error standard is met, the Contractor shall receive an incentive payment of one half a percent (.5%) of the call volume CLIN.	N/A
<b>Customer Survey – CSR Closed Service Requests</b> Number of clients responded with 9 or 10 favorable rating on survey (with 1-10 scale) for overall satisfaction / Total number of clients surveys received	If contractor receives a ninety percent 90% or greater highly favorable rating for customer satisfaction. Contractor shall receive an incentive payment of one half a percent (.5%) of the call volume CLIN.	If average is less than seventy percent (70%) the Contractor's call volume CLIN will be reduced by one percent (1%).