

STANDARD AGREEMENT - AMENDMENT

STD 213A (Rev. 4/2020)

☒ CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED 14 PAGES

AGREEMENT NUMBER

M53530-7100

AMENDMENT NUMBER

4

Purchasing Authority Number

EDD-7100

1. This Agreement is entered into between the Contracting Agency and the Contractor named below:

CONTRACTING AGENCY NAME

Employment Development Department

CONTRACTOR NAME

Deloitte Consulting LLP

2. The term of this Agreement is:

START DATE

April 20, 2020

THROUGH END DATE

February 28, 2021

3. The maximum amount of this Agreement after this Amendment is:

Fifty-Five Million One Hundred Fifty-Seven Thousand Seven Hundred Thirty-Three Dollars and No Cents (\$55,157,733.00)

4. The parties mutually agree to this amendment as follows. All actions noted below are by this reference made a part of the Agreement and incorporated herein:

The Agreement entered into April 20, 2020 by and between the Employment Development Department, hereinafter referred to as EDD, and Deloitte Consulting LLP, hereinafter referred to as Contractor, is hereby amended to:

Extend the term of the contract, add funding, update the subcontractor list and update exhibits.

Specifically:

Increase the dollar amount of the contract by \$12,587,077.00 from \$42,570,656.00 to \$55,157,733.00.

Extend the end term date of the contract from December 19, 2020 to February 28, 2021.

Remove Exhibit A, Statement of Work, in its entirety and replace with the updated Exhibit A

Remove Exhibit A-1, Acceptance Document, in its entirety and replace with the updated Exhibit A-1.

Remove Exhibit A-2, Work Authorization, in its entirety and replace with the updated Exhibit A-2.

Remove Exhibit B-1, Cost Worksheet, in its entirety and replace with the updated Exhibit B-1.

All other terms and conditions shall remain the same.

IN WITNESS WHEREOF, THIS AGREEMENT HAS BEEN EXECUTED BY THE PARTIES HERETO.

CONTRACTOR

CONTRACTOR NAME (if other than an individual, state whether a corporation, partnership, etc.)

Deloitte Consulting LLP

CONTRACTOR BUSINESS ADDRESS

CITY

STATE

ZIP

PRINTED NAME OF PERSON SIGNING

TITLE

CONTRACTOR AUTHORIZED SIGNATURE

DATE SIGNED

Cleared
CSG

Dist. 12/18/2020 MN

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Purchasing Authority Number

EDD-7100

STATE OF CALIFORNIA

CONTRACTING AGENCY NAME

Employment Development Department

CONTRACTING AGENCY ADDRESS

CITY

STATE

ZIP

PRINTED NAME OF PERSON SIGNING

TITLE

CONTRACTING AGENCY AUTHORIZED SIGNATURE

DATE SIGNED

12/18/2020

CALIFORNIA DEPARTMENT OF GENERAL SERVICES APPROVAL

EXEMPTION (If Applicable)

EXHIBIT A STATEMENT OF WORK (SOW)

1. OBJECTIVE

The global COVID-19 epidemic has reached the state of California and now presents a serious threat to the health of its residents and its economic prosperity. With the Governor's declaration of a State of Emergency on March 4, 2020, interventions are urgently needed to mitigate its impacts.

Deloitte Consulting LLP (hereinafter referred to as the "Contractor") agrees to provide the Employment Development Department (hereinafter referred to as "EDD" or the "State"), augmenting EDD's Unemployment Insurance (UI) Telephone Claims Center (TCC).

These services are required immediately due to the surge in unemployment claims being filed by individuals that have lost their jobs as a result of the COVID-19 pandemic.

Calls to EDD's UI TCC have increased dramatically as a result of COVID-19 related mass layoffs around State of California and EDD's UI TCC staff cannot keep up with this volume. This inability to handle the call volume is leading to much frustration with the public, compounding the fear and uncertainty they are facing financially.

Contracting with a private Contractor (Contractor) who can provide staff and service augmentation to EDD's UI TCC operation will quickly increase EDD's ability to handle the increase in call volume and will assist in our ability to process claims more expeditiously and assuage much of the public's concerns.

EDD reserves the right to shift priorities within the scope of work at any time upon notice to the Contractor. Therefore, the Contractor must provide a price for each of the project areas described in this emergency procurement.

The new capacity that the augmented Call Center provides will, in conjunction with the existing State of California UI TCC operation, significantly advance the State's goal of enrolling all those individuals that are eligible for unemployment insurance benefits.

The augmented Call Center project will commence when the contract is signed and will have a term of two months with an option to add four (4) 1 month extensions.

2. TERM/PERIOD OF PERFORMANCE

The original period of performance for the Agreement (also referred to in this SOW as the "Contract") ran from April 20, 2020 through June 20, 2020. Amendment 1 extended the Agreement term to run through August 20, 2020, Amendment 2 contained edits to contract language only, Amendment 3 extended the Agreement term through December 19, 2020, and **Amendment 4 extends the Agreement term through February 28, 2021.**

The Contractor shall not be authorized to deliver or commence the performance of services as described in this SOW until written approval has been obtained from all entities. Any delivery or performance of service that is commenced prior to the signing of the Contract shall be considered voluntary on the part of the Contractor and non-compensable.

3. CONTRACT REPRESENTATIVES

All notices required by, or relating to, this Contract shall be in writing and shall be sent to the parties of the Contract at the address set below unless changed from time to time, in which event each party shall so notify the other in writing, and all such notices shall be deemed duly given if deposited, postage prepaid, in the United States mail or e-mailed and directed to the addresses then prevailing.

The Business Contract Manager during the term of this Contract will be:

State:	Employment Development Department	Contractor:	Deloitte Consulting LLP
Unit:		Name:	
Name:		Address:	
Address:			
Phone:		Phone:	
e-mail:		e-mail:	

4. PROJECT TASKS/DELIVERABLES

The Contractor may initially provide a team of 500 or more telephone agents which will have access to the EDD contact center and corresponding system(s) of record technologies in order to answer, diagnose, and resolve or properly transfer if outside of an agreed set of call drivers. EDD will assist in training by providing training materials.

The primary scope for the augmented Call Center operation is to assist EDD's Call Centers operation by providing call center services to include staff who can help respond to an extraordinarily high call volume for UI Original Claim applications and Pandemic Unemployment Assistance (PUA) applications and inquiries. 500 Contractor's agents are to ramp up as quickly as possible to commence work at the start of the contract, and EDD may seek additional agents at a later date. Contractor must use EDD's Verizon VCC solution or another agreed upon solution and provide proper staffing is maintained during Call Center operational days and hours in accordance with a staffing plan mutually agreed to by the parties. The Contractor's agents will be trained on EDD policies and procedures for in scope UI services and support.

The Contractor must provide Call Center operations and oversight.

Other Services that may be required, subject to EDD approval will be executed using the Work Authorization Form (Exhibit A-4).

Command Center

Contractor will provide ongoing project management and oversight to the EDD. Specifically, these tasks will consist of the following:

- **Incident Management:** Continue incident management services – triage, address and resolve technical issues around tools such as VDI, VCC, SCDB, CUBS, and SharePoint for Deloitte managed agents.

Agent Deployment

Contractor will deploy an initial tranche of 500 or more customer service agents to support the surge in call volumes; number of agents will fluctuate as needed during the period as agreed to by the parties.

Responsibilities will include:

- **WFM & Utilization:** Continue services to schedule agent activities and monitor utilization in coordination with EDD.
- **Training:** Continue services for training Deloitte managed agents and provide agents with educational and support resources.
- **Provisioning:** Continue services to coordinate and manage provisioning requests for Deloitte agents with EDD and manager master database.
- **Q&A & Performance Management:** Continue services to provide oversight and management of the Deloitte agents.

Agent Support

Contractor will provide agent provisioning and first level technical support (Incident Management) to the Call Center agents, and assumes the role of single point of contact between EDD and the agents. This includes, but not limited to:

- Assist agents with logon process
- PC issues and connectivity
- Managing VCC password resets
- Resolving first level technical issues including:
 - CUBS
 - MFA
 - SCDB
 - SharePoint
 - UI Intake Form
 - VCC
 - VDI access
- Tracking trends and patterns

Contractor will email the Service Desk (SD) mailbox [REDACTED] for issues that cannot be solved with first level triage, and require EDD resolution. The SD will attempt to resolve or escalate to ITB Tier 2/3 or UI for additional troubleshooting efforts.

Staff Qualifications

All references to "Contractor staff", "Contractor agents", and "Contractor management" include subcontractors and all subcontractor personnel are subject to the same requirements and standards as Contractor personnel, including but not limited to all confidentiality requirements.

Accessibility and Staffing:

- A. The Contractor will assume a support role to help the current UI hotlines through an augmented Call Center.

- B. The Contractor will be required to hire staff who have strong communication and interpersonal skills.
- C. The Contractor's agents must be able to assist English and Spanish speaking individuals. **Any new agents hired need to be California based with a goal of many being bilingual skilled.**
- D. The Contractor's agents who are taking calls must use EDD's Verizon VCC solution or such other solution agreed to by the parties and ensure proper staffing is maintained during Call Center operational days and hours in accordance with the parties staffing plan.
- E. The current hours of operation (PST) for the augmented Call Center operation will be as follows, and staffed in accordance with the agreed to staffing plan:
 - Monday 8:00 a.m. to 8:00 p.m.
 - Tuesday 8:00 a.m. to 8:00 p.m.
 - Wednesday 8:00 a.m. to 8:00 p.m.
 - Thursday 8:00 a.m. to 8:00 p.m.
 - Friday 8:00 a.m. to 8:00 p.m.
 - Saturday 8:00 a.m. to 8:00 p.m.
 - Sunday 8:00 a.m. to 8:00 p.m.

These hours may be expanded or contracted by the EDD. Staffing will ultimately be based on peak call demand and coordinated with the EDD.

- F. Support for Incident Management will be provided from 8:00a.m. to 8:00p.m. on weekdays, and on-call basis on weekends from 8:00a.m. to 8:00p.m. (or agreed upon approach with the State).
- G. The Contractor's augmented Call Center agents need to escalate callers threatening self-harm or that are threatening the agent. Calls will be escalated as determined by EDD and communicated to Deloitte.
- H. The Contractor's agents must transfer more complex calls to EDD utilizing the features and capabilities of the technology provided by EDD.

Objectives:

Weekly, Deloitte and EDD will meet to discuss the staffing levels required to address the call volumes.

Caller Assistance/Information Dissemination:

The Contractor's information dissemination responsibilities include, but are not limited to, providing UI benefits information to callers.

Handling Complaints:

- A. Accept information on complaints about the programs and provide written information on complaints to EDD for follow up as determined by EDD and communicated to Deloitte.
- B. Respond to complaints either directly or by capturing the information and referring it to EDD staff. Once EDD has investigated the complaint and determined the outcome, EDD will inform the person who made the complaint. The Contractor will use EDD's technology to log such complaints.

Access to EDD Resources:

The Contractor will have access to the EDD UI system and other technology available to EDD UI staff, as may be authorized by EDD.

Assumptions:

1. A staffed hour ("Staffed Hour") represents time spent talking with clients, after call work, QA, supervisor time, workforce management, technology integration, time spent logged into the phone system to handle customer calls, and all other functions that call center personnel will perform hereunder. Staffed Hours will include required breaks, training and briefing activities and is the time entered by agents in their company's internal time tracking system.
2. EDD approves the Contractor's use of the following subcontractors to perform work under this SOW: Verizon, Senture, Harte Hanks, AnswerNet, Fortuna, Activus, Eventus, CSAAA Insurance Services, Action Trophies, CTC Teleservices, Direct Interactions, EMS, Spike's, Tele Business USA, Telecom Inc., TelePoint Communications Inc, Tel-US Call Center Inc, US Coachways Inc, Atlantic City Contact Center, Alpine Awards Inc, Aswell Trophy, Mass Markets, Beacon Hill, Keystaff, Chase Source, Randstad, PeopleShare, LLC and Mattson Resources.
3. The provisions required for FEMA funded contracting attached hereto as Exhibit F, entitled "Additional Legal Terms Required for FEMA Reimbursement" are incorporated herein to the extent applicable.
4. For this Agreement, the warranty period under Section 18(a) of GSDP401IT shall be thirty (30) days from delivery rather than one year.

5. CONTRACTOR RESPONSIBILITIES

- a. The Contractor will provide its own equipment necessary to perform the required duties.
- b. The Contractor shall designate a primary contact person to whom all project communications may be addressed and who has the authority to act on all aspects of the services.
- c. The Contractor will adhere to the EDD policies and procedures, guidelines and templates including access and security requirements.

6. EMPLOYMENT DEVELOPMENT DEPARTMENT RESPONSIBILITIES

- a. Designate a person to whom all Contractor communication may be addressed, and who has the authority to act on all aspects of the services. This person will review the SOW and associated documents with the Contractor to ensure understanding of the responsibilities of both parties.
- b. Provide a timely review and approval of information and documentation provided by the Contractor to perform its obligations.

7. PERFORMANCE

The EDD will be the sole judge of the acceptability of all work performed and all work products produced by the Contractor as a result of this SOW. Should the work performed or the products produced by the Contractor fail to meet the EDD conditions, requirements, specifications, guidelines, or other applicable standards, the following resolution process will be employed, except as superseded by other binding processes (this section 7 shall only apply to the extent that Deliverables are provided by Contractor as part of the Services):

- a. The EDD will notify the Contractor after completion of each phase of service of any acceptance problems by identifying the specific inadequacies and/or failures in the

services performed and/or the products produced by the Contractor. The costs related to rework of unacceptable work products shall not be billed to the EDD.

- b. The Contractor will respond to the EDD by submitting a detailed explanation describing precisely how the identified services and/or products actually adhere to and satisfy all applicable requirements, and/or a proposed corrective action plan to address the specific inadequacies and/or failures in the identified services and/or products. Failure by the Contractor to respond to the EDD's initial problem notification within the required time limits may result in immediate termination of the Contract.

In the event of such termination, the EDD shall pay all amounts due the Contractor for all work accepted prior to termination.

- c. The EDD will notify the Contractor in writing whether it accepts or rejects the explanation and/or plan. If the EDD rejects the explanation and/or plan, the Contractor will submit a revised corrective action plan within three (3) State business days of notification of rejection. Failure by the Contractor to respond to the EDD's notification of rejection by submitting a revised corrective action plan within the required time limits may result in immediate termination of the Contract. In the event of such termination, the EDD shall pay all amounts due the Contractor for all work accepted prior to termination.
- d. The EDD will notify the Contractor in writing whether it accepts or rejects the revised corrective action plan proposed by the Contractor. Rejection of the revised corrective action plan will result in immediate termination of the Contract. In the event of such termination, the EDD shall pay all amounts due the Contractor for all work accepted prior to termination.

8. PROBLEM ESCALATION

The parties acknowledge and agree that certain technical and project related problems or issues may arise, and that such matters shall be brought to the EDD's attention. Problems or issues shall normally be reported in regular status reports. There may be instances, however, where the severity of the problems justifies escalated reporting. To this extent, the Contractor will determine the level of severity and notify the appropriate EDD personnel. The EDD personnel notified, and the time period taken to report the problem or issue, shall be at a level commensurate with the severity of the problem or issue. The EDD personnel include, but are not limited to, the following:

First level:

██████████ Unemployment Insurance Deputy Director

Second level:

██████████ Information Technology Deputy Director

Third level:

██████████ Chief Deputy Director

9. AMENDMENTS

Consistent with the terms and conditions of the original agreement, and upon mutual consent, the EDD and the Contractor may execute amendments to this Agreement, including revisions to Exhibit A – Statement of Work (i.e. objective, project tasks and deliverables). There shall be options to amend for additional time and funds. No amendment or variation of the terms of this Agreement shall be valid unless made in writing, and agreed upon by both parties and approved, as required. No verbal understanding or agreement not incorporated into the Agreement is binding on any of the parties.

10. CANCELLATION

The EDD may exercise its option to terminate the Contract at any time with 30 calendar days' prior written notice. In the event of such termination, the EDD shall pay all amounts due the Contractor for all tasks/deliverables accepted prior to termination

11. OTHER CONTRACT CONSIDERATIONS

- a. The Contractor will act as prime contractor under this Contract. In addition to identifying all personnel proposed to work under this Contract, the Contractor shall also identify its subcontractor affiliation, as applicable.
- b. The EDD reserves the right to approve all subcontractors prior to the performance of any work by the subcontractor.
- c. Nothing contained in this Contract shall create any conceptual relationship between the State and any subcontractors, and no subcontract shall relieve the Contractor of its responsibilities and obligations hereunder. The Contractor is fully responsible to the EDD for the acts and omissions of its subcontractors and of persons either directly or indirectly employed by any of them.
- d. If a subcontractor is a California Certified Small Business (SB) and/or Disabled Veteran Business Enterprise (DVBE), then those amounts paid to certified subcontractors shall be identified on the Contractor's invoice(s).
- e. The Contractor's obligation to pay its subcontractors is an independent obligation from the State's obligation to make payments to the Contractor. As a result, the State shall have no obligation to pay or to enforce the payment of any monies to any subcontractor.
- f. Military and Veteran Code (MVC) 999.5(d), Government Code (GC) 14841, and California Code of Regulations (CCR) 1896.78(e) requires all Prime Contractor's that had a DVBE firm perform any element of work for a contract to report DVBE information.

Prime Contractors are required to maintain records supporting the information that all payments to DVBE subcontractor(s) were made. The Prime DVBE Subcontracting form can be found at the following link:

https://www.documents.dgs.ca.gov/dgs/fmc/gs/pd/pd_810P.pdf and the instructions can be found at the following link: <https://www.dgs.ca.gov/PD/Services/Page-Content/Procurement-Division-Services-List-Folder/File-a-DVBE-Subcontractor-Report#@ViewBag.JumpTo>. Completed forms are to be e-mailed to: primeDVBE@state.ca.gov.

12. FEDERAL TAX ADMINISTRATION REQUIREMENTS

Subject to the Internal Revenue Service (IRS), federal tax information (FTI) requirements, if an unfavorable response is received by the IRS, this contract will be terminated immediately, per General Provisions – Information Technology (GSPD-401), clause 23, Termination for Default.

13. SECURITY AND DATA PROTECTION REQUIREMENTS

The EDD must ensure agreements with state and non-state entities include provisions, which protect and minimize risk to the state when engaging in the development, use, or maintenance of information systems, products, solutions, or services. In accordance with the State Administrative Manual (SAM) Section 5305.8, Exhibit E, Security and Data Protection, California Government Code Section 1044 and Internal Revenue Service Publication 1075, Section 5.1.1, contracted employees who have access to federal tax information (FTI) are required to comply with security requirements as specified under federal and state law.

All currently existing and new contracted employees with access to FTI, will be required to complete and successfully pass a background check. Access to FTI would include, but not be limited to the following access modes:

- ACES
- SCDB
- TOP
- IRS TIN verification website
- Remote access to computers with FTI
- Server data files with FTI
- Audit documents with FTI data
- Form 1099
- Official Personnel Files that include adverse actions with FTI data
- Access to Central Office buildings
- Access to areas with FTI

**EXHIBIT A-1
ACCEPTANCE DOCUMENT**

CONTRACTOR NAME: _____

EMPLOYMENT DEVELOPMENT DEPARTMENT CONTRACT NUMBER: _____

ACCEPTANCE DOCUMENT (AD) NUMBER: _____

TITLE: _____

COMPLETION DATE: _____

TERMINATION DATE (If applicable): _____

TOTAL COST: \$ _____

DESCRIPTION:

EMPLOYMENT DEVELOPMENT DEPARTMENT ACCEPTANCE OR REJECTION:

AUTHORIZED AND APPROVED:

CONTRACTOR OFFICIAL SIGNATURE / DATE
DEPARTMENT

EMPLOYMENT DEVELOPMENT

CONTRACT ADMINISTRATOR SIGNATURE /
DATE

Note: Once the Contractor and the Employment Development Department have approved the AD as stipulated in the contract, the Contractor may submit an invoice to the Employment Development Department. Refer to payment terms in Exhibit B.

EXHIBIT A-2
WORK AUTHORIZATION FORM

The task/deliverable(s) will be performed in accordance with this Work Authorization and the provision of Contract Number:

WORK AUTHORIZATION NUMBER	PAGE(S) of
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TITLE OF TASK/DELIVERABLE

TASK/DELIVERABLE SUMMARY *(Brief description of task/deliverable to be performed under work authorization)*

START DATE	COMPLETION DATE	TERMINATION DATE (If applicable)
TOTAL ESTIMATED LABOR HOURS	TOTAL ESTIMATED COST	

APPROVALS

CONTRACTOR CONTRACT ADMINISTRATOR NAME

TITLE

SIGNATURE

DATE

EMPLOYMENT DEVELOPMENT DEPARTMENT CONTRACT
ADMINISTRATOR NAME

TITLE

SIGNATURE

DATE

WORK AUTHORIZATIONS (WA)

- a. Each WA shall consist of a detailed statement of the purpose, objective, or goals to be undertaken by the Contractor and all information requested to be provided per WAform, Exhibit A-2.
- b. All WA must be in writing prior to beginning work and signed by the Contractor and the EDD Technical Contract Manager.
- c. The EDD has the right to require the Contractor to stop or suspend work on any WA.
- d. Personnel resources will not be expended (at a cost to the EDD) on task/deliverable accomplishment in excess of estimated work hours required unless the procedure below is followed:
 - (1) If, in performance of the work, the Contractor determines that a WA to be performed under this Contract cannot be accomplished within the estimated work hours, the Contractor will immediately notify the EDD in writing of the Contractor's estimate of the work hours which will be required to complete the WA in full. Upon receipt of such notification, the EDD may:
 - (a) Authorize the Contractor to expend the estimated additional work hours or service in excess of the original estimate necessary to accomplish the WA;
 - (b) Terminate the WA; or
 - (c) Alter the scope of the WA in order to define tasks that can be accomplished within the remaining estimated work hours.
 - (2) The EDD will notify the Contractor in writing of its decision within seven (7) calendar days after receipt of the notification. If notice of the decision is given to proceed via an amended WA signed by the Contractor and EDD, the Contractor may expend the estimated additional work hours for agreed upon services. The EDD agrees to reimburse the Contractor for such additional work hours.

EXHIBIT B-1 COST WORKSHEET

The Contractor shall provide all labor, materials, and equipment necessary to provide the services for **Coronavirus Disease COVID-19 Emergency Response Solution** in a time and material basis for hours worked in accordance with the specifications described in the SOW, Exhibit A, at the rates schedule specified below. **Payment for services performed under this contract shall be monthly.** Submission of this information is required.

Estimated Cost Worksheet

Work stream	Total Estimated Cost
Subtotal, estimated cost for first two months (April 20 – June 20, 2020)	\$11,134,665.00
Subtotal, estimated cost for two-month extension (June 21 – August 20, 2020)	\$9,998,933.00
Command Center	\$156,783.00
Agent Deployment	\$237,150.00
Agents (170,000 hours)	\$9,605,000.00
Subtotal, estimated cost for four-month extension (August 21 – December 19, 2020)	\$21,437,058.00
Command Center	\$811,991.00
Agent Deployment	\$1,160,067.00
+500 Agents (@75% CA Based)	\$19,465,000.00
Subtotal, estimated cost for extension (December 20 – February 28, 2021)	\$12,587,077.00
Command Center	\$251,670.00
Agent Deployment	\$600,121.00
+500 Agents (@95% CA Based)	\$11,735,286.00
Grand total, estimated cost	\$55,157,733.00

The State and Contractor reserves the right to shift hours between labor categories, provided the total resulting invoiced amount does not exceed authorized funding.

Work stream Classifications	Hourly Rate
Engagement Partner	\$ 362.50
Project Manager	\$ 315.00
Senior Analyst	\$ 257.00

Analyst	\$ 155.00
Agents	\$ 55.00
California-based Agents	\$ 58.00
Agent Supervisor	\$ 58.00

Qualifications for above

Category Descriptions:

Engagement Partner:

Those in the Engagement Partner category will serve as the engagement managers or senior subject matter expert. Individuals named to this category must have significant direct experience in providing related services, including but not limited to those services specifically outlined in this SOW. They must be available to meet with DOL leadership virtually.

Project Manager:

Project Managers will be responsible for developing project work plans and schedules for deliverables, coordinating, delegating, and managing the assignments for consultant staff, and serving as the point of contact for issues, project status, meetings, and deliverables. The Project Managers will also be responsible for updating the Engagement Partner/s on the status of a project and any issues that may arise. Project Managers must have at least seven years of experience in related work. They must also be available to meet with DOL leadership virtually.

Senior Analyst:

The Senior Analysts, working under the Project Managers, will be responsible for the analysis and resolution of program issues on which the project seeks advice or guidance. These issues include, but are not limited to those outlined in the SOW. The Senior Analyst should have at least four years' experience in related work.

Analyst:

The Analyst, working under the Project Manager and with the Senior Analyst, will serve in a capacity similar to that of the Senior Analyst. The Analyst must have at least two years' experience in strategy related work.

Agents:

Call center agents will be professional call center staff that have the training and experience to meet the requirements of the SOW. Agents will be billed based on "Staffed Hours".

Agent Supervisor:

Agent Supervisor will be professional supervisor staff that have the training and experience to meet the requirements of the SOW. Agent Supervisors will be billed based on "Staffed Hours".