Appendix 3

Disaster Recovery Plan

December 13, 2006

Revision XXQwest Government Services, Inc.

4250 North Fairfax DriveArlington, VA 22203(Delete this page)Revision history

Revision Number	Revision Date	Revision Description	Revised by

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1.0 DISASTER RECOVERY PLAN OVERVIEW

Qwest is committed to supporting Government Emergency Response efforts and is structured to work with the GSA Networx PMO and Agencies in meeting voice, wireless and data services communication needs before, during, and after disaster-related events.

The key to business continuity when a disaster occurs is to be prepared to minimize the impact of the disaster and to have all the procedures and mechanisms in place to provide a full, timely recovery of operations. To ensure business survivability during a crisis or prolonged business interruption, Qwest's corporate disaster preparedness organization uses Qwest policies, procedures, standards, and key strategies, as well as Government directives, Executive Orders, and mandates to protect our customers, employees, telecommunications infrastructure and OSS, and critical business functions. ████████████████████████████ ████████████████████ They include our full range of business networks (local, long-distance, digital, Voice over IP, and Internet provider and hosting) as well as Qwest employees, team members, facilities████████████████ ████████████████████████████████████

With a global presence, the number and types of threats we respond to is diverse and challenging.

██ ██ ██████████. Our disaster preparedness organization and our Emergency Response Teams (ERTs) are structured to work with the Government to meet each Agency's needs to prepare for and respond to disasters. During an event, the ERTs remain in an active status until client voice, wireless, and data services are restored. They communicate with Agencies and ensure that our

disaster recovery efforts align with the Government's and the Agencies' emergency operations center activities.

Qwest's current BC/DR plans outline all critical components within each of the company's business units. ████████████████████████
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2.0 CORPORATE COMMITMENT AND EXECUTIVE SUPPORT

Qwest's disaster preparedness organization is a vital component of our integrated, enterprise-wide risk management organization. Our corporate risk management structure fully leverages an integrated risk approach using the

linkages to safety and environmental management, corporate security, information security/Government security, and regulatory compliance.

Qwest has a full-time national security/emergency preparedness representative to support the Homeland Security's National Communications System/National Coordination Center (NCS/NCC), and ensures that proper linkages and trigger points exist between Qwest and

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██ Additionally, Qwest has appointed ██████████ a DR Professional, to serve as the Networx Disaster Recovery Liaison Officer (a separate position from the corporate NSC/NCC representative). ████████ is a dedicated resource who ██████ has a top secret security clearance.

Qwest's executive management supports disaster prevention and recovery strategy by putting a priority on prevention through sound infrastructure design, diverse network architecture, integrated security measures, aggressive network monitoring, and continuity planning. Qwest achieves continual disaster recovery readiness through our multi-hazard response structure, training, exercises, pre-negotiated agreements, and resource identification.

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2.1 QWEST CORPORATE MANDATES

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██ corporate policy clearly details the standards and requirements for BC/DR planning of all critical functions, supporting components, and crisis communications. It also establishes detailed requirements for ████████████████████████████ mitigating the risk of, planning internally for, and responding to emergencies impacting Qwest's customers, services, employees, and assets. ████████

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In addition, Qwest frequently generates a variety of reports for internal use to support the management of our corporate-wide disaster preparedness program ████████████████ These internal reports are utilized by Qwest's Senior Management and our corporate business preparedness organization.

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████████ which is further discussed in Section 2.2.2. The reports are used by business continuity executives, managers, and ERTs to evaluate the ongoing

process, fill gaps that may be identified after an event and to ensure compliance ███████████████████

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2.2 DISASTER PREPAREDNESS/RECOVERY SUPPORT NETWORK

Qwest already has in place a sophisticated network of knowledgeable employees who are individually and collectively responsible for ensuring the solid, corporate-wide integration of our overall disaster preparedness capabilities.

2.2.1 Corporate Disaster Preparedness Organization

Qwest's disaster preparedness organization has ██ full-time professionals, ███████████████████████████████████████

█████████████ to include two with Master-level certifications. ███████

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Disaster preparedness staff members are highly-skilled in the areas of project initiation and management, risk evaluation and control, business impact analysis, business development continuity strategies, emergency response and operations, business continuity plans, awareness and training programs, crisis communications, and coordination with external stakeholders.

When a disaster takes place, ██ The disaster preparedness duty manager gathers intelligence and determines the appropriate level for initial response ████████████████████
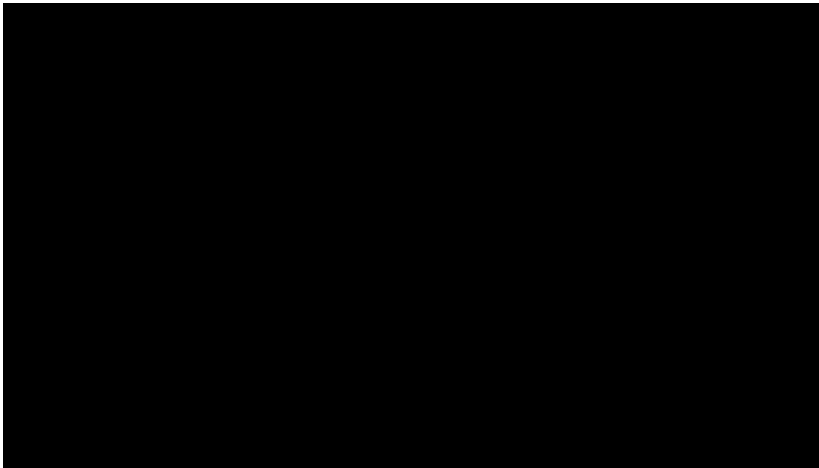
2.2.2 Business Continuity (BC) Managers

The Disaster Preparedness staff uses an integrated approach to identify key Subject Matter Experts (SMEs) within each critical business unit
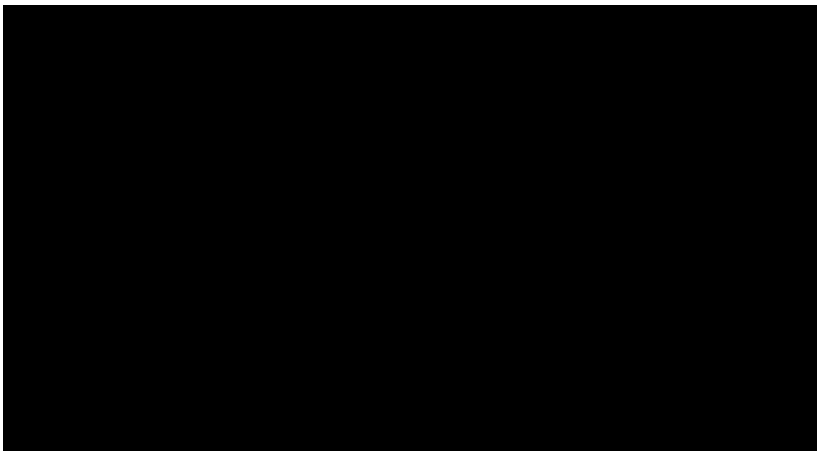
who will serve as the focal point for the business unit's BC/DR capabilities and compliance status. These BC Managers are knowledgeable of their business unit's organization and functions, and are trained in risk mitigation, planning, and testing. To ensure that all elements of Qwest's Governance Program and Policy ██████ are understood and adhered to, the disaster preparedness staff works directly with the BC

Managers to receive annual commitments from each business unit's

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The BC plans are ████████████████████████████████████

comprehensive enough to deal with all types of emergencies specific to our customers, nationwide disasters or localized events, and critical internal business functions.

BC Managers are responsible for identifying and enlisting SMEs as coordinators and planners to assist with identifying, creating, maintaining, and testing all BC/DR plans for all critical functions and components annually.

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███████████████████████████████████████ BC Managers also serve as an interface between continuity planners and Emergency Response Team personnel. ███

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Training is important to the effectiveness of any BC plan. ████████

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2.2.3 Emergency Response Teams (ERTs)

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functional ERTs ████████████████████████████████████ that are
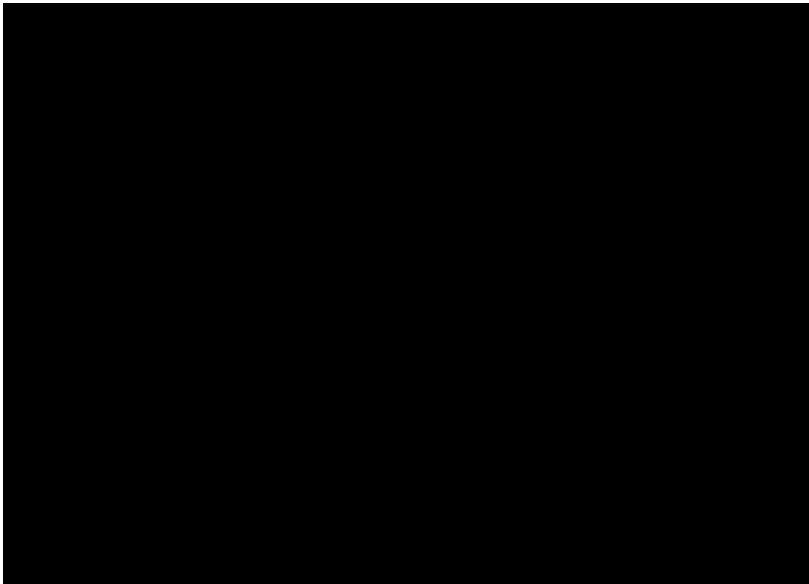
geographically dispersed and prepared to respond quickly to any type of disaster or event that affects Qwest's customers, facilities, and services.

our national network ██ provides coverage in ██ state region, some members of our National Region ERT are also part of the Regional ERTs to ensure that there is full collaboration as each event is responded to so that any impacts to our customers, national or regional, are minimized. This collaboration also occurs in response to international events through our Corporate ERT that has an OCONUS team component ██

Corporate disaster preparedness

representatives, ███████████████████████████████████, provide oversight and support.

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████████████████████████ All ERTs, whether regional or corporate, are staffed by SMEs from each of our critical business units.

ERTs assess initial and potential impacts to customers, Qwest facilities, systems and applications, and use their developed mitigation and response plans. ████████████████████████ are utilized to ensure a disciplined and consistent approach. See Section 4.1.4, Impact Assessment for more detail.

Where appropriate and as needed, disaster preparedness resources are invoked, deployed, or dispatched.

Qwest's Networx disaster recovery liaison officer, ████████████ will be part of the National ERT, ████████████████████████████ Additionally, other key team members are members of the National ERT and other regional ERTs based on their geographic location.

All of Qwest's Emergency Response Teams (ERT) are structured with processes, which are tested annually, to address rapid mobilization of resources where and whenever needed in the United States ███████████

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███████ in the National Capital Region we have ERT sub-team members who provide onsite response and recovery actions ████████

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The Northeast Region Team has responded to events in the National Capital Region, mitigating impacts to our customers. All teams are staffed with trained team members along with the resources needed to be ready to respond to any type of adverse event. ████████████████████████

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███████ the built in redundancy in the design of the network provides Qwest's customers with a high level of resiliency. Qwest also uses its Network Reliability Operation Centers and Network Operations Centers

(NOC) to monitor the network 24 x 7. Qwest leverages both the Network design and the Emergency Response processes to quickly identify issues and take proactive measures to either mitigate or resolve an adverse issue before it can escalate to a crisis.

3.0 BUSINESS CONTINUITY AND DISASTER RECOVERY (BC/DR) PLANNING

3.1 CONTINUITY OF OPERATIONS

Qwest has a strong focus on planning for continuity and recovery of operations. Contingency planning means preparing for any day-to-day outages as well as long-term continuity or disaster scenarios. All critical facilities, such as data centers, cyber centers, customer call centers, and network operation/management centers have redundancy in their design. On a local level, this includes redundancy for power, network, and functions, which are incorporated into BC/DR plans. All personnel involved in BC planning are trained in the execution of these procedures and failover processes in the event of a disruption.

Should a disaster occur and any specific part of this network architecture is impacted, the following would occur:

OSS and Data – redundancy is designed into critical network components, both at the processor and data levels, resulting in a system failover without any disruption, in most cases.

From a facility perspective, Qwest has built into our network design redundancy and survivability ███████████████████████████

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██████████████████████████████████ If a facility were damaged in such a way as to impact the network, Qwest would activate one of our ERTs comprised of trained SMEs from all business units including personnel from Network and Procurement to quickly respond, assess, and restore up to and including the deployment of geographically dispersed mobile network trailers ████████████████ ████████████

From a backbone perspective, fully self-healing rings and "meshed" networks reduce the risk of network outages and speed up recovery. ███████████

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███████████████████████████ Qwest's network management system is purposefully designed to make real-time network monitoring resistant to failure and avoid the possibility of a single point of failure impacting the entire network management function.

3.2 CORE ELEMENTS OF A BC/DR PLAN

All business units are responsible for identifying their critical functions and developing BC/DR plans for reducing the risks of a disaster and minimizing impacts on those functions in the event of a disaster. ████████████

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The disaster preparedness staff works in conjunction with Qwest's business units to identify critical functions in all business units. The units then use this analysis to develop BC/DR plans for those functions. ████████

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Qwest's corporate disaster preparedness staff will work closely with the Qwest Networx DR liaison officer ████████████████████

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Additionally, Qwest has developed standard BC/DR planning components to ensure that plans use industry best practices and are consistent and integrated throughout the corporation. All plans must include contingencies and/or alternate processes in the following areas:

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Qwest's disaster preparedness program utilizes industry standards and best practices with all suppliers and partners, both domestic and ███ ███ ███ ███ ███ ███ ██████████████████████████████████

All critical vendors and alliance providers are required to have a business continuity plan to address events that could impact their ability to provide products or services to Qwest. █████████████████████ ███ ███ ███ ███

Additionally, all of Qwest's business continuity plans are tested on an annual basis to meet corporate compliance██████████████████████████ ███ ███ ███ ███ ██████████████████████████████████

3.3 PLAN TESTING

In compliance with standards set forth ██████████████████████ Crisis Management and Communication, all BC/DR plans are tested annually and updated throughout the year. Depending upon the maturity and criticality of these plans, the tests may be checklists, tabletops, or simulations.

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████████████████████████████████ All plan compliance results will be provided to the GSA PMO for review on a regular basis including, at a minimum, the annual updates to the Disaster Recovery Plan.

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4.0 EMERGENCY RESPONSE

4.1 BC/DR COMMAND STRUCTURE AND RESPONSIBILITIES

Qwest utilizes a modified Incident Command System. When a disaster is imminent that could affect numerous customers, ████████████████

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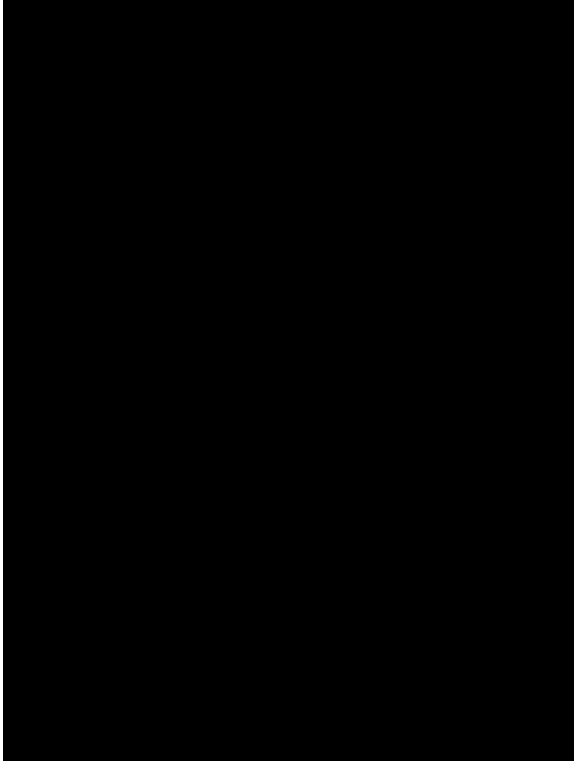
Prompt notification is important for reducing the effects on network systems

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███████ Natural disasters, such as hurricanes, usually have advanced warning allowing mitigation steps to be taken. Manmade events such as damage to cable and/or fiber can affect networks without warning. The ██████

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4.1.1 Activation

In the event of a disaster, Qwest's DR organization consults with the ERT leaders of the affected business units to determine the appropriate level of activation necessary to address the current adverse event.

4.1.2 Emergency Response Structure

The emergency response structure has two levels and an executive crisis team. ██

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Events are managed by ERT leaders ████████████████████████████████

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4.1.3 Team Structure

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4.1.4 Impact Assessment

Following the activation of one or more ERTs, the disaster preparedness staff and ERT leaders assume responsibility and provide direction for the cross-functional coordination of emergency response activities. ███

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Operations Centers ██

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██ monitor network functionality and initiate appropriate network controls in the event of an interruption of service.

The regional ERT ███████ assess the impacts to Qwest and our customers to implement the appropriate recovery strategies. ██████████████████████

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Within minutes of being mobilized, the ERTs convene and initiate damage assessments to identify impacts; execute BC/DR plans, along with other necessary resources; determine the length of the outage and the time it will take to return to full recovery status; and communicate this information to internal and external clients until the problem or outage has been resolved.

4.1.5 Rapid Emergency Actions and Countermeasures Team

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[REDACTED]

4.1.6 Implementation of BC/DR Activities

Implementation of BC/DR activities is a team effort. All action plans to mitigate or eliminate adverse impacts are exercised by the ERTs. Implementation [REDACTED]

[REDACTED]

4.1.7 Transition to Normal Service

After an event has been addressed and before the ERTs stand down, systems and services are transitioned back to a normal state in a controlled way by:

[REDACTED]

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4.1.8 Resolution

Following ERT activation, the disaster preparedness organization schedules a formal debriefing with ERT leaders and team members to review the ██████ aspects of the response ███████████████████████████ ████████████████████████████

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Based on the debriefing results, the disaster preparedness organization will incorporate improvements into overall plans processes, tools, and work with business units to update their respective BC/DR plans (see ████████████).

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4.2 EMERGENCY RESPONSE TEAM TESTING

Qwest conducts ███ regional and ██ corporate ERT exercise ███████ along with ██ executive ███ exercise. These exercises are ██████ scenario-based and, ██████████ integrates ERT members from the business units with BC/DR processes. The scenarios address impacts ██ ██ ██████████ which affect Qwest's critical functions in some capacity. These exercises are designed to ensure that ████████████████, all emergency responders know their roles and responsibilities and the protocols, available recourses, and communication processes. This ensures employee safety and the expeditious, prioritized restoration of affected critical functions.

██ ██ ██ ██ ████████████████████████████ Reports from these exercises and tests are provided on a case-by-case basis to customers who have requested this information. Upon completion of each exercise, we address issues that have the potential to impact our customers█████████████████████████ ██ ████████████████████████████████████

4.3 ADDITIONAL RESOURCES FOR RECOVERY

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█████████ Qwest uses █████ industry-leading technologies and practices to ensure business continuity and network reliability. ███████████████

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5.0 CRISIS COMMUNICATIONS

Qwest believes that effective, timely communications are critical to minimize the impacts of service-related disasters. In the event of a crisis, Qwest's ERTs have the capability to immediately communicate with each other, their customers, and response teams assigned to the crisis through other organizations.

Management is notified

██ as appropriate, based on the nature of the event.███████████████████████████████████████

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5.1 GOVERNMENT EMERGENCY MANAGEMENT AGENCY COMMUNICATIONS

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5.2 CUSTOMER COMMUNICATIONS

Qwest communicates with our customers during disasters in several ways:

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███ ERT interface representatives████████████████████████████

███████████████████████████ manage communications with Government

Agencies in order to ensure that Government requirements are supported in the overall emergency response process. ██████████████████

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Qwest may determine that customer information may be effectively disseminated through media outlets. Qwest Media Relations will manage these communications.

Qwest may rely on the appropriate Government Emergency Management Agency's Public Information Officers to assist in information dissemination.

Qwest Business ████████████████████████████████

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As required in RFP Section C.3.3.2.1, Qwest will provide a dedicated Networx Disaster Recovery Liaison Officer, ████████████████████████████████ ████████████ to interface with the Government's Networx PMO pertaining to disaster recovery or National Security/Emergency Preparedness (NS/EP). Qwest's Networx Disaster Recovery Liaison Officer is a different person from Qwest's dedicated NCS/NCC representative.

5.3 INTERNAL EMPLOYEE COMMUNICATIONS

In the event of an emergency that necessitates a mass employee communication throughout the corporation or limited to a geographical region, Qwest's Corporate Internal Communications will develop ███████████ ███ employee emergency information hotlines.

In addition to the preparedness and resolution steps outlined above, Qwest believes that effective, timely communications are critical to ensure that the impacts of service-related disasters are minimized. Through these timely communications, Qwest, the Government, and all Agencies affected by these disasters will be able to put contingency plans in place. The various communications tools that Qwest uses are listed below in ███████████

5.4 COMMUNICATIONS TOOLS

To ensure an immediate response, Qwest uses a number of communications tools ████████████████████████████████ These tools are depicted in Figure A3-14 Communications Tools.

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6.0 RESTORATION PRIORITIES

In the event of a network outage that may affect Networx products and services, Qwest has the operational network resources to allow the affected Agencies to operate at full data capacity or, depending upon the severity of the damage, at partial capacity until full restoration of services.

RFP: TQC-JTB-05-0001   December 13, 2006