

# VOLUME 2, SECTION 2.1.8: PROGRAM MANAGEMENT PLAN





# **(3)Enterprise<sup>SM</sup>**

## **Networx Program Management Plan**

**Level 3 Communications, LLC**

**Version 3**

**Re-submittal March 5, 2007**

**2.1.8.1 INTRODUCTION**

As a Government-wide acquisition contract, Networx provides agencies of the US Government with a variety of communications, management, and operations services.

The Level 3 Program Management Plan (PMP) details our methods and implementation plans for our planned approach to managing the services delivered by the Level 3 Team under this contract. The PMP is built on fundamental project planning and project management concepts that comply with those established by the [REDACTED]

[REDACTED] These are formally codified in corporate policies and procedures and represent industry best practices.

This PMP is structured according to RFP Sections L.34.2.3.1, H.12, C.3.2.2.2, and C.3.2.4. Both our proposal response and this PMP respond to the requirements stated in RFP Section C.3.2.2.1 and Section C.3.2.2.2.

**2.1.8.1.1 Program Goal**

It is Level 3's goal to provide Government agencies with advanced converged network solutions that meet or exceed technical and performance requirements. Our PMP describes how we will manage implementation projects, customer support, and service management aspects to provide GSA and its agency customers with a high level of service satisfaction.

**2.1.8.1.2 Authority**

[REDACTED] fully collaborated on the preparation of this PMP. [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

## 2.1.8.2 SUMMARY OF CONTRACT REQUIREMENTS [C.3.2.2.2]

This section summarizes the (3)Enterprise<sup>SM</sup> services that Level 3 will provide the Government under our contract and Government assumptions and dependencies as we work in partnership with GSA.

### 2.1.8.2.1 Level 3 (3)Enterprise Services

Level 3 will provide all mandatory services and a subset of optional (3)Enterprise services as summarized in Table 2.1-9.

Level 3 — (3)Enterprise Services	
Internet Protocol Service (IPS)	C.2.4.1
Network-Based IP VPN Services (NBIP-VPNS)	C.2.7.3
Voice Over Internet Protocol Transport Services (VOIPTS)	C.2.7.8
[REDACTED]	[REDACTED]
<i>Ethernet Services (EthS)</i>	C.2.7.1
<i>Premises-Based IP VPN Services (PBIP-VPNS)</i>	C.2.7.2
<i>Synchronous Optical Network Services (SONETS)</i>	C.2.5.2
[REDACTED]	[REDACTED]
<i>Optical Wavelength Services (OWS)</i>	C.2.5.4
<i>Content Delivery Network Services</i>	C.2.4.6
Managed Network Services (MNS)	C.2.9.1
Customer-Specific Design and Engineering Services (CSDDES)	C.2.11.9
<i>Collocated Hosting Services (CHS)</i>	C.2.4.3
[REDACTED]	[REDACTED]
Web Conferencing Services (WCS)	C.2.8.3
Storage Services (SS)	C.2.11.10
Managed Tiered Security Services (MTSS)	C.2.7.4
Managed Firewall Services (MFS)	C.2.10.1
Intrusion Detection and Prevention Services (IDPS)	C.2.10.2
Anti-Virus Management Service (AVMS)	C.2.10.4
[REDACTED]	[REDACTED]
<i>Incident Response Service (INRS)</i>	C.2.10.5
<i>Secure Managed Email Service (SMES)</i>	C.2.10.8
<i>Broadband Access (BBAS)</i>	C.2.13.3
[REDACTED]	[REDACTED]

**Table 2.1-9: The (3)Enterprise services offer**  
*Legend: Italics denote optional service*

### 2.1.8.2.2 Dependencies and Assumptions

The effective, efficient operation of a large telecommunications program requires cooperation and interdependent relationships between roles,

responsibilities, and tasks. [REDACTED]

[REDACTED]

[REDACTED] This section briefly discusses Level 3's understanding of the dependencies and assumptions that helped to form our (3)Enterprise solution and program management approach.

### 2.1.8.2.2.1 Dependencies

The (3)Enterprise [REDACTED] will depend on the GSA [REDACTED] [REDACTED] [REDACTED] for each agency. This [REDACTED] will facilitate the operation and coordination of the program and help establish the program launch and ongoing functioning of the program. Level 3 will provide [REDACTED] [REDACTED] detailed in Section C.3 of the GSA Network Enterprise Request for Proposal (RFP) and as detailed in Section 2.1 of the Level 3 Management Volume.

To resolve customer support and service issues, the GSA and agencies will report problems to Level 3 [REDACTED] [REDACTED]. Level 3 will respond to the agency users in a manner that meets the requirements of RFP Section C.3.

The success of the GSA Network Program marketing effort requires [REDACTED]

[REDACTED] To market the program effectively, the GSA will need to [REDACTED]

[REDACTED]

[REDACTED] In addition, Level 3 will work with the GSA providing information [REDACTED]

[REDACTED] The GSA will work with the [REDACTED] to review [REDACTED] information and to communicate effectively on opportunities that are identified from the [REDACTED].

Level 3 will market the contract [REDACTED] [REDACTED] Level 3 and GSA share a common business goal of disseminating Networx Enterprise contract information throughout the Government. [REDACTED]

**2.1.8.2.2.2 Assumptions**

For the purposes of this proposal volume, Level 3 made the following assumptions that affect our pricing and service solution. These include the assumptions listed in Table 2.1-10.

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

[Redacted]

**2.1.8.2.3 Summary Description of Level 3 Service Solution [C.3.2.2.2]**

Level 3 will support (3)Enterprise with an integrated set of solutions for service ordering, billing, inventory management, and service management capabilities as outlined in the RFP.

The [Redacted] will function as the focal point for all (3)Enterprise interactions with agency subscribers. The [Redacted] will [Redacted]

[Redacted]

constitute a (3)Enterprise service offering that fully supports the requirements of the GSA Networx Program. The [Redacted] will manage the [Redacted]

[REDACTED]

**2.1.8.2.3.1 Service Ordering**

Level 3 will leverage its state-of-the-art web portal technologies, to enable a secure, web-based ordering system for all (3)Enterprise services. The (3)Enterprise portal architecture provides [REDACTED] [REDACTED] for reliability and scalability.

This system will also be used by the [REDACTED] to effectively support the additional direct ordering formats required by the Government. Within the secure side of the (3)Enterprise portal, the GSA Networx agency user will have the ability to request and submit orders. These orders will be [REDACTED]


[REDACTED] The [REDACTED] will use our [REDACTED] [REDACTED] to engineer the requested services.

To reduce implementation risk, we will [REDACTED] [REDACTED] This mitigates the complexity, time, and expense involved in creating a [REDACTED] [REDACTED] These [REDACTED] support the entire process -- from order submission through billing and are demonstrated in Figure 2.1-20.







### 2.1.8.2.3.2 Billing Service Solutions


The (3)Enterprise approach to our Web-based billing and invoicing system leverages 

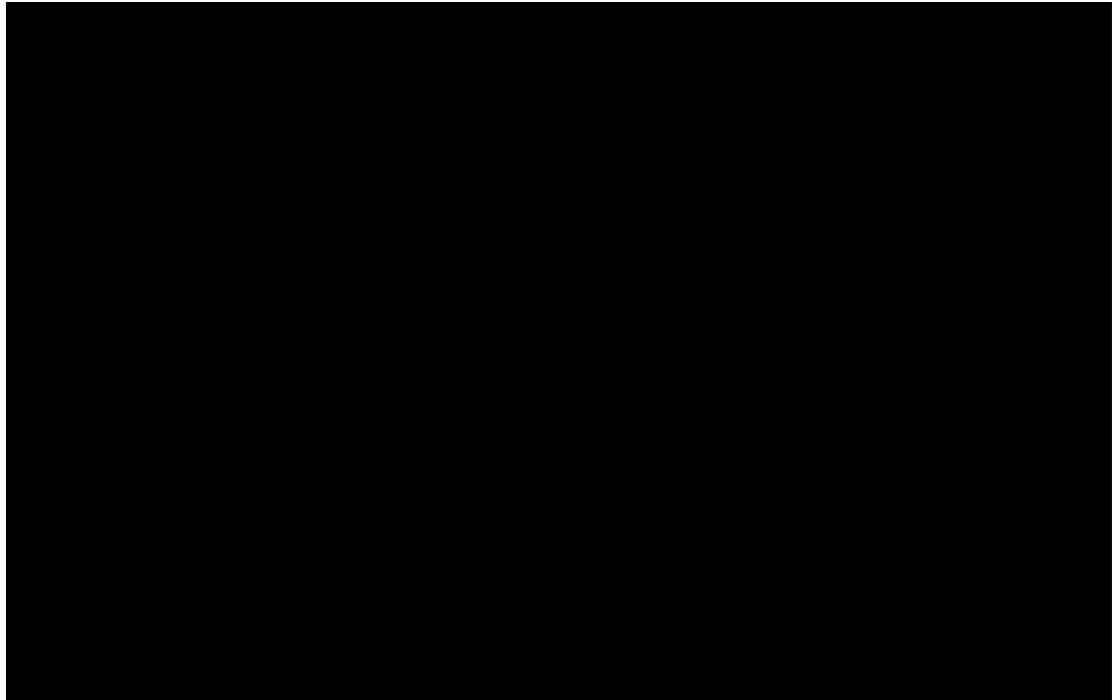




 Figure 2.1-21 presents an overview of the (3)Enterprise web-based billing and invoicing system optimized for applications such as those proposed for Networx. This system currently supports all corporate billing and invoicing 



This integrated systems approach to customer service for the Networx Program accomplishes the 





[REDACTED]. The (3)Enterprise systems depend on a clean, efficient Operations Support System (OSS) which clearly integrates all of the systems and processes for the (3)Enterprise Program. Section 2.10 of Volume 2 of this proposal volume, further details these systems and processes.

In summary, the Level 3 Team will provide a full business-to-business (B2B) interface to support Networkx Program billing and invoicing requirements. The B2B interface will be secure [REDACTED]. The B2B interface will feature capabilities that include but are not limited to [REDACTED].

### 2.1.8.2.3.3 Inventory Management Solution

Level 3 will use our [REDACTED] supported through the (3)Enterprise portal specifically designed to meet the Networkx Program requirements for the OSS. Our [REDACTED] supports the (3)Enterprise with features such as:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

The Level 3 Team uses a [REDACTED] and [REDACTED]. This platform allows for easy enhancements, to meet all GSA Network Program requirements. This flexible architecture also allows continuous upgrades to the functionality as the Network Program's requirements change over time. Due to its [REDACTED] nature, the [REDACTED] platform is easily populated with data elements defined in the [REDACTED] and can be queried by the GSA directly or on behalf of the GSA [REDACTED].

The Level 3 Team's solution caters to a complete inventory including physical and logical perspectives. [REDACTED]

#### 2.1.8.2.3.4 Service Management Solutions

Level 3 brings together the same [REDACTED] to manage the (3)Enterprise network solution. Our network fault management systems, provisioning systems, order management systems, accounting systems, security management, performance management, and associated databases were built [REDACTED]. [REDACTED] provides the company with efficient systems for network

management and customer care, and the tools necessary to continually improve our network.

#### 2.1.8.2.3.5 Network Management

[REDACTED]

#### Fault Management

Our sophisticated network management systems use [REDACTED] to notify users and internal systems of problems and to correlate network alarm information helping isolate trouble. All these functions [REDACTED] that enable us to provide real-time event handling.

Level 3 uses proven, efficient [REDACTED] policies that engage technical and management personnel in a timely fashion to expeditiously resolve issues. Our processes have been further enhanced to manage services with [REDACTED] restoration. Services that have a [REDACTED] receive the highest priority.

The [REDACTED] ensures that all issues are resolved as quickly as possible. [REDACTED] are highly skilled technical professionals trained to address the technical issues of all services in this contract. They clearly understand the importance of maintaining network availability and quick problem resolution, and have the expertise to assist customers with all aspects of Level 3 service. The [REDACTED] are available 24x7. When necessary, [REDACTED] call upon Level 3's dedicated security professionals.

The [REDACTED] goal is to drive continuous improvement into the customer service experience.

To service their customers, [REDACTED]  
[REDACTED]. They then request a [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED] As a result of these activities, the [REDACTED] also owns any issue that arises after an installation is complete, including preventative measures.

Our [REDACTED] model, shown in Figure 2.1-22, is a proven methodology for handling trouble issues and complaints.

Using this model, Level 3 proactively notifies GSA Network users about trouble issues identified by our automated network management systems.

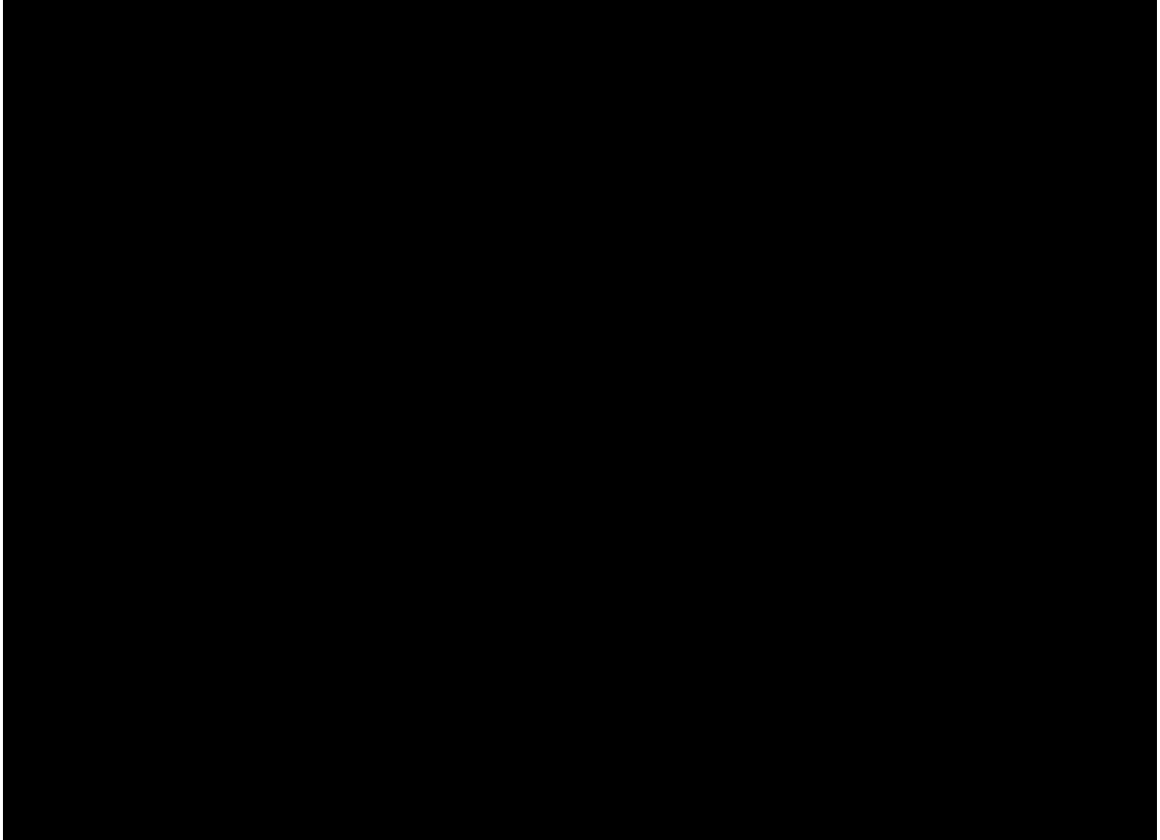
We measure the effectiveness and performance of our trouble support and complaint handling process using metrics that are measured [REDACTED]  
[REDACTED]

### **Performance Management**

The Level 3 focus on exceeding customer expectations results in superior performance for network availability and Time to Restore (TTR). Our total corporate commitment to an operational excellence drives our desire to reach this level of performance. For each service and core process, Level 3

[REDACTED]

Improving performance is a company-wide commitment that is unparalleled in the industry.



**2.1.8.2.3.6 Disaster Recovery**

Disaster Recovery is an essential component of Level 3's core business operating model. Level 3 developed a comprehensive, robust Disaster Recovery Plan to maintain uninterrupted network service whenever possible and, when necessary, to recover from unavoidable service disruptions. This plan sets forth the processes and procedures Level 3 will follow should business be disrupted and a disaster declared.

The Level 3 Disaster Recovery program encompasses three major areas:

- Risk management
- Emergency response
- Business recovery planning

Each of these areas contains a preparedness component, that includes an active test and exercise program. The disaster recovery program provides our (3)Enterprise customers confidence that our services will run with minimal interruptions, regardless of the environmental conditions experienced.


The Disaster Recovery Plan in Section 2.4 addresses each of the areas above to provide the framework and direction necessary to efficiently resolve disasters disruptive to business processes.

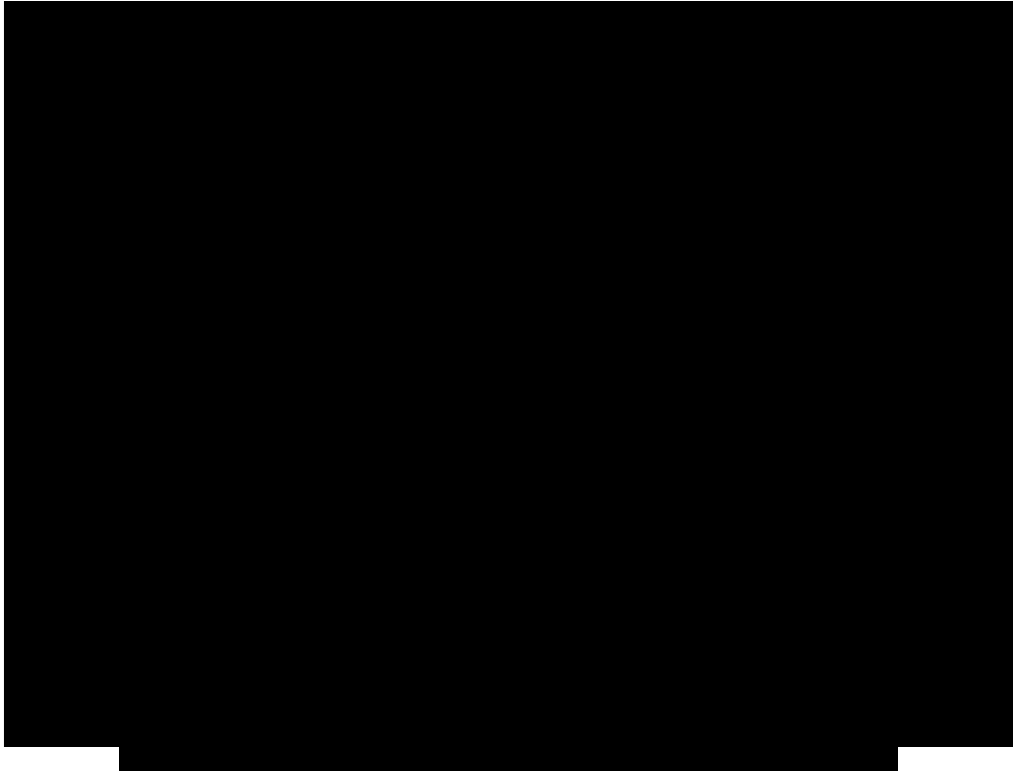
#### 2.1.8.2.3.7 Security Management

Due to the size, complexity, and geographic coverage of the Network Program, Level 3 designed a Network Program Security Organization, depicted in Figure 2.1-23. Central to our security approach [REDACTED] [REDACTED] [REDACTED] to develop and execute a sound security plan fully compliant with the GSA Network Program requirements identified in Section C.3.3.2 of the RFP.

[REDACTED] will be responsible and accountable for the (3)Enterprise Security Program. In this capacity [REDACTED] oversee and ensure that all activities defined in GSA Network RFP Section C.3.3.2.1.1, Security Management Process, are performed. [REDACTED] will be the single Point-of-Contact (POC) for all security management matters within the CPO. The (3)Enterprise Security Program is built on and dependent upon the [REDACTED] The security program includes, but not limited to, such items as changes to



 which impact any aspect of the  
(3)Enterprise security program, coordination on facility security issues,



coordination on periodic testing of the Disaster Recovery Plan, and coordination on the annual budget planning process.

The [redacted] is also responsible for the overall security risk management process, to include the annual self-assessment [redacted]  
[redacted]  
[redacted]

will ensure the continuous improvement of the security program including the identification and deployment of new security technologies, processes, and procedures.

[redacted] is supported by and directs security functional leads who are responsible for providing input to the overall (3)Enterprise security program and executing the security plan within their functional area. The roles and responsibilities for each functional lead are described in the (3)Enterprise.

**2.1.8.3 PROGRAM MANAGEMENT [C.3.2.2.2]**

**2.1.8.3.1 Program Management and Coordination**

***Level 3 Program Office***

The Level 3 CPO will be collocated with our [REDACTED] and will be staffed by dedicated Level 3 personnel, augmented by [REDACTED]. Each functional area will be led by a senior manager who possesses the necessary skills and expertise to perform in his or her assigned area. [REDACTED]

[REDACTED]

This team will be responsible for all aspects of the program and will provide a direct, single-point-of-contact and communications interface between Level 3 and GSA’s Networx Program Manager, Contracting Officer (CO), Contracting Officer’s technical representative (COTR), and program personnel for all matters related to overall implementation and performance. The Level 3 CPO will work in collaboration with the GSA Networx PMO to provide program management and performance monitoring, and ensure contractual compliance in accordance with requirements in Section C.3.2.2 of the Networx RFP.

**2.1.8.3.2 Network Program Manager (PM)**

The (3)Enterprise PM will be the single point of contact to the GSA Networx PMO throughout the life cycle of the program. The PM, [REDACTED] is an executive Level 3 employee-owner [REDACTED]

██████████ will serve as the primary liaison with the Government, in particular the GSA Networkx PM, and will have total responsibility for the contract's technical performance, schedule, budget, and customer satisfaction.

As the (3)Enterprise PM, ██████████ has full authority to acquire and commit corporate resources, define and allocate budgets, and implement any personnel changes required. ██████████

██  
██  
██  
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██

**2.1.8.3.3 CPO Organizational Structure**

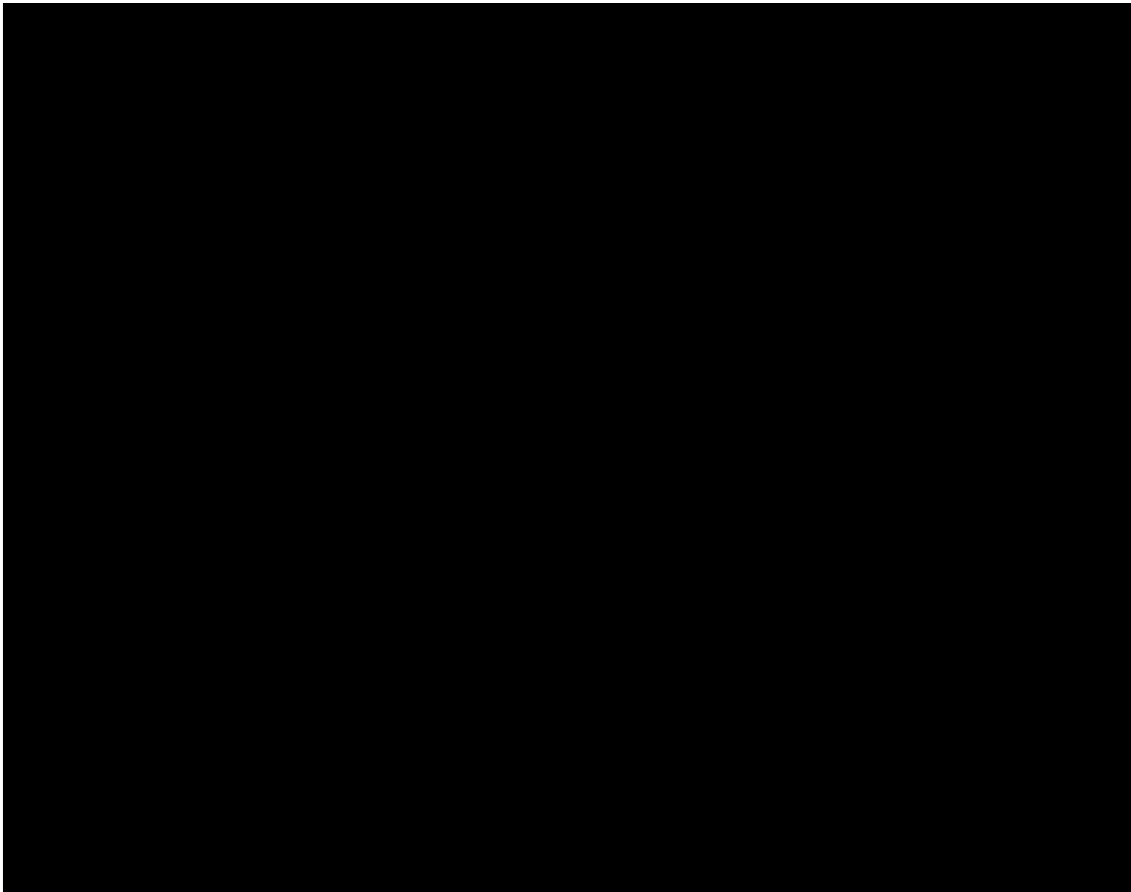
The Level 3 proposed CPO structure shown in Figure 2.1-24 was formed to meet the following key objectives for supporting the GSA Networkx PMO for the duration of the Networkx contract:

██  
██  
██  
██  
██




The CPO structure combines ██████████ management of resources providing GSA and agency subscribers with a single point of accountability for the proactive and responsive management of the GSA Networkx Enterprise Contract.

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The key personnel identified in Figure 2.1-24 were selected in accordance with RFP Section H.12 and Section C.3.2.2.2 and will be updated periodically in accordance with those requirements. Level 3's will draw on other members of the extended team of partners and subcontractors to support various tasks during the life cycle of the contract.



#### 2.1.8.3.4 Program Management Process

The Program Management Process that Level 3 will use to support GSA and agency users is a proven organizational construct   
. Level 3 has used the  process to successfully deliver large projects for Government and commercial clients.

[REDACTED]

[REDACTED] is a proven process that Level 3 uses to service our major clients. Through this combination of [REDACTED] resources, we can efficiently bring the appropriate resources to bear as required to meet or exceed all contract performance requirements.

#### **2.1.8.3.5 CPO Roles, Accountability, and Authority**

Tables 2.1-11 through 2.1-19 expand on the CPO organization diagram providing proposed [REDACTED] for key CPO personnel. The “authority” description maps to the specific requirements of RFP Section C.3.2 ensuring that all required CPO functions are addressed within the organizational design.

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
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- Drive down network expense

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[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	



[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

[REDACTED]

**2.1.8.3.6 CPO Contact Information (H.12.1)**

[Redacted]

[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]
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[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]