VOLUME 2, SECTION 2.1.8:

PROGRAM MANAGEMENT PLAN

(continued)

2.1.8.3.7 Policies and Procedures

Level 3 is a process-driven organization with a culture focused on performance. The CPO will make full use of the broad range of Level 3's codified operational and organizational policies and procedures to support (3)Enterprise and all its related functions. These documents are the foundation that enables a broad based team of experts to support the various requirements of a program such as Networx.

Level 3 documents its processes ████████████████████████

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Required Function C.3.2.2.1.4	Policy and Procedure Location
Network Management	2.1.2.1
Security	2.1.2.1.1
Inventory Management	2.1.2.2
Billing	2.1.2.3
Customer Support	2.1.2.4
Account Management	2.1.2.5
Order Processing and Fulfillment	2.1.2.6
Training and Delivery	2.1.2.7
Analysis and Reporting	2.1.2.8
Network Augments for Infrastructure and Customer Orders	2.1.2.9
Document Change Control	2.1.2.10
Network Configuration Control	2.1.2.11
OSS Change Control	2.1.2.12

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2.1.8.4 Program Plan and Schedule

2.1.8.4.1 Networx Contract Deliverables

Reference	Title	When Req'd	When Revised	Update	To Whom
C.3.8.2.4 ID 10	User Documentation for Secure, Web-based Query Access to Networx Inventory	■		■	■
C.3.9.2.2 ID 1 E.2.1	OSS Verification Test Plan	■	■	■	■
C.3.9.2.2 ID 2.1	OSS Verification Test Results	■			■
C.3.9.2.3 ID 1	OSS Change Management Plan	■		■	■
C.4.2.2	Transition Management Plan	■	■		■

Reference	Title	When Req'd	When Revised	Update	To Whom
C.4.2.5	Transition Inventory Data	███			███
C.5.2.1	NS/EP Functional Requirements Implementation	███		███	██
C.5.2.7	Assured Service in Metropolitan Washington, D.C. Implementation	███		███	██
E.2	Networx Services Verification Test Plan	███			██
C.3.4.3.1 ID 1 H.11	Redacted Contract	███		███	██
H.15	Tariff Filings	███		███	██
H.18	List of Taxes Included in Monthly Invoices	███		███	██

Reference	Title	When Req'd	When Revised	Update	To Whom
H.19	Subcontracting Management Plan, including SF 294 or SF 295 Backup Data	███	███	███	███

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2.1.8.4.2 Project Plan for Program Management Activities

The (3)Enterprise CPO will effectively and responsively plan, control and execute against the GSA Networx Enterprise contract. ██████████

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2.1.8.4.3   Program Schedule Management

To meet the program management needs of the GSA Networx Program the (3)Enterprise CPO will develop a detailed Program Management Schedule that will be used to manage all activities associated with the startup and ongoing management of the program. █████████████████

██████████████████████████

[REDACTED]
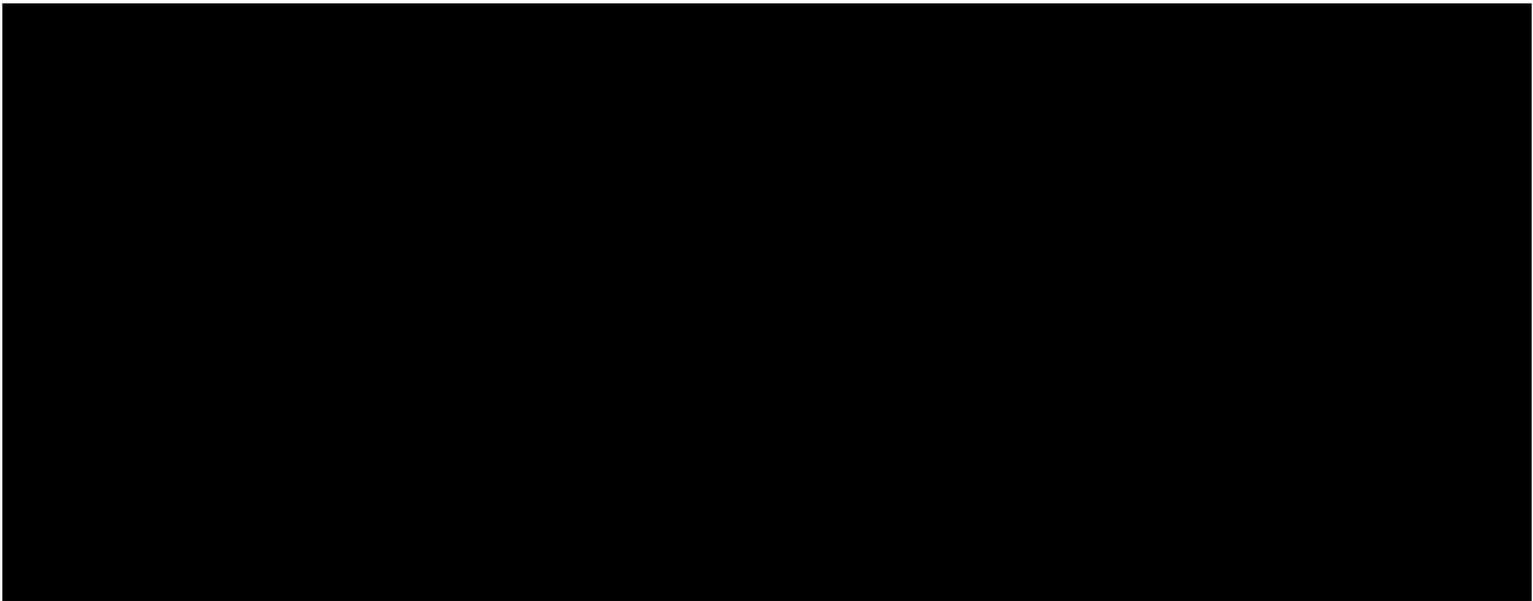
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.4.4   PROJECT LEVEL ACTIVITIES [C.3.2.2.2]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.4.1   Service Project Delivery Planning

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

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Level(3) COMMUNICATIONS
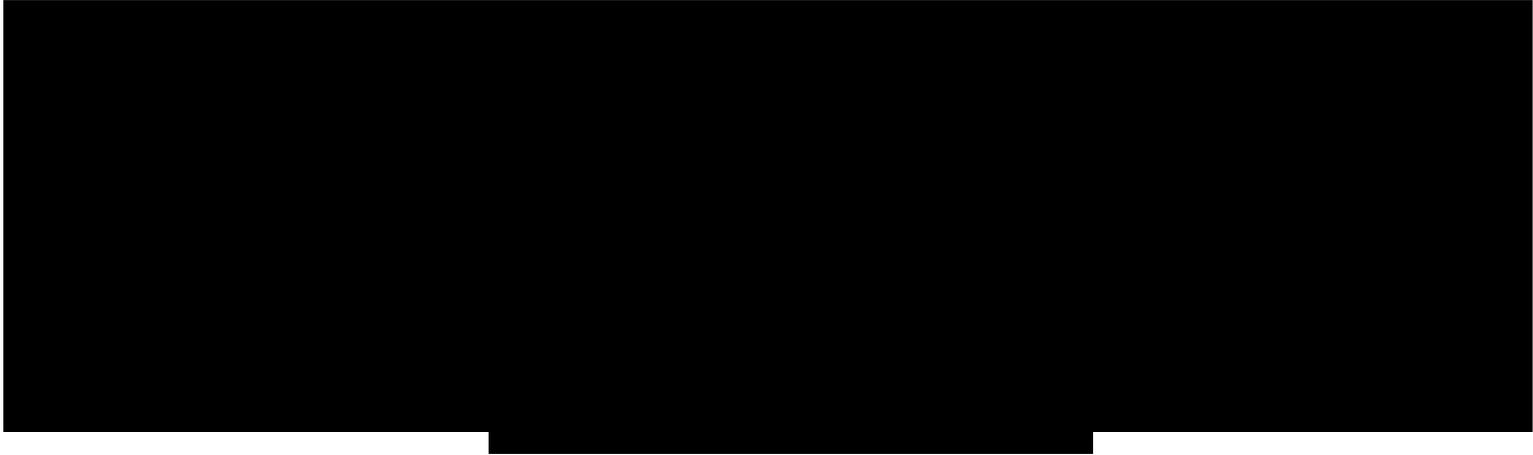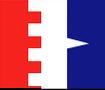
(3)Enterprise SM

2.1.8.5   RESOURCE PLAN

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.5.1   Financial Management

2.1.8.5.1.1   Budgeting, Tracking, and Controlling Costs

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.5.2   Price Management Mechanism Understanding

The (3)Enterprise Team will fully comply with the Price Management Mechanism (PMM) requirements of H.7 of the Networx Enterprise RFP. [REDACTED]

[REDACTED]

[REDACTED]

2.1.8.5.2.1   PMM Phase One

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2.1.8.5.2.2   PMM Phase Two

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2.1.8.5.2.3   Response to Request for Price Reduction

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2.1.8.5.3   Monthly Financial Status Report

Level 3 will deliver a Monthly Financial Status Report per RFP Section
C.3.2.2.4 and C.3.2.4. ████████████████████████████

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2.1.8.5.4 Human Resource Management

A key element of the Level 3 mission statement is to attract and retain industry-leading talent. Much of Level 3's human resources policy and procedure is geared toward this goal. ████████████████████

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2.1.8.5.5 Equipment Management

As a next generation network carrier, Level 3 was founded on the philosophy of using Internet Protocol (IP) as the core technology. To accomplish this, Level 3 first built a national fiber network, [REDACTED] [REDACTED] using state of the art optical fiber: [REDACTED]. We

built our Optical Wavelength Services using ████ Our backbone and core routers are █████████ -- the highest capacity routers available. These routers provide Multi-Protocol Label Switching (MPLS) routing making Level 3 the first national network to do core MPLS routing. At the edge, Level 3 uses ██████████ as IP routers.

Using this technology, Level 3 has leaped to the forefront in IP services, currently carrying over █████████████████████████ per year. In June, 2005, we announced an upgrade of our network for 2.5 and 10 Gig waves to 40 Gig wave capability using ███████████

The growth that Level 3 has experienced in IP traffic over the past 2 years (at over 100% annually) has been an endorsement of our technology and our capabilities. The commercial marketplace has rewarded Level 3 with confidence and orders. ████████████████████████████████ ███████████████████████████████ ███████████████████████████ ████████████

At the edge, we currently manage over █████ elements such as customer premises based routers. █████████████████████ ████████████████████████████████ █████████████████████████████████ ███████████████████████████ ███████████████████████████ ████████████

Generally, we stay within █████████ of the current quarter release available from manufacturers.

In addition, in the IP arena, Level 3 continues to lead the way in IP backbone services. We were first to market with E911 service that meets the FCC requirements.

The Level 3 Team's Quality Control Plan (QCP) describes how our performance will be measured in accordance with the requirements and service levels of Section C of the Networx Program.

This QCP identifies the components of our approach to performance measurements against selected standards. ███████████████

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███████████████████████████████████████ This QCP includes measures and milestones to be used by the Government to determine compliance to this plan.

2.1.8.6   QUALITY ASSURANCE PLAN

This QCP identifies the components of our approach to performance measurements against selected standards. ███████████████

███████████████████████████████████████

███████████████████████████████████████ This QCP includes measures and milestones to be used by the Government to determine compliance to this plan.

The Level 3 Team will implement and administer a Quality Control Program ███████████████████████████████

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In this manner, effective quality control procedures will cascade down through the entire (3)Enterprise.

2.1.8.6.1 Applicable Documents

The following references have been used to prepare this QCP or govern our quality control activities:

- Networx RFP Statement of Work, including relevant portions of Sections C and J

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.6.2 Approach

Level 3 stresses quality in all aspects of our business. Quality control focuses on direct inspection and measurement efforts dealing with overall policy and guidelines for process development and execution.

Our integrated approach to quality will achieve all program objectives,

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2.1.8.6.3   Quality Control Organization

The Quality control (QC) function is organizationally independent of CPO
activities. ██

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.6.3.1   Quality Control Responsibilities

Level 3 QC management responsibilities are specifically organized to be independent of outside influences. The Level 3 QC organization is committed to delivering the highest quality products and services by providing management visibility and oversight of all QC activities including:

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2.1.8.6.3.2 QUALITY CONTROL ROLES

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2.1.8.6.4   Performance Monitoring

The QC organization supports Level 3 performance monitoring through collecting, analyzing, and delivering measurement and metric data ████████ ██ ███████████████████████████████████ ██████████████████████████████

2.1.8.6.5   Quality Control and Contract Performance

The requirements identified as most critical to contract performance are set forth in this QCP. The QCP contains the QC policies and procedures for monitoring compliance with contract requirements and defines satisfactory performance ratings for these critical requirements. The QCP also outlines the QC processes used to sustain a high level of customer satisfaction.

2.1.8.6.6   Transition Phase

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2.1.8.6.7   Scheduling

Our Level 3 QC representative will ensure, ████████████ ████████████ that the transition schedule is met. ████████████ ██ ████████████████████████████████████

2.1.8.6.8   Product Acceptance

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This QC element verifies the completeness and readiness of deliverables and adherence to internal QC procedures.

2.1.8.6.91   Independent Quality Control

As part of our corporate commitment to deliver products and services of the highest quality, we will implement an independent QC program for the GSA Networx Program ████████████████████████████ ████████████████████████████████ To provide the best value to the Networx Program ████████████████████ ████████████

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2.1.8.6.10   Level 3 Quality Improvement Culture

Since our founding, Level 3 has worked to create a fact-based process management culture. ████████████████████████████████

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████████████████████████████████ These methods drive our customer focus and the pursuit of excellence, the same methods we will use to ensure outstanding performance on the GSA Networx Program. The following sections describe Level 3's approach to change management, service management, and monitoring and fault management.

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2.1.8.7   Change Management

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2.1.8.7.1   Customer Notification

[REDACTED]

2.1.8.7.2 Weekly Change Review Meeting

The GCR team meets at least one time per week. The agenda for the meeting includes, but is not limited to, the following:

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Scheduled Maintenance Notification: Operational issues addressed by the change management organization include:

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2.1.8.8   Service Management

Service management provides proactive monitoring and ticket generation on network events and customer notification. ████████████████████████

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2.1.8.8.1   Functional Areas

Level 3 Operations functional area responsibilities within Service Management include:

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2.1.8.8.2   Event Notification Strategy

The event notification process defines notification for events that are outside normal network operations. ████████████████████████ ██████████████████████████████████ ██████████████████████████████████ ██████████████████████████████████ ████████████████████████████████ ████████

2.1.8.8.3   Service Improvement Plan

Level 3 follows the eight-step process listed in Table 2.1-22 in the creation of all Service Improvement Plans (SIPs)

2.1.8.8.4   Proactive Monitoring and Fault Management

Proactive monitoring is conducted ▮▮▮▮▮▮▮, which will work directly with our (3)Enterprise CPO to manage Networx-impacting faults. The Level 3 ▮▮▮▮▮▮▮▮▮▮ and will serve as the fault management interface to Level 3 Network monitors for any Networx-related problems.

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Reason for Outages (RFOs): ▮▮▮▮▮▮▮▮▮

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Irreversible Corrective Actions (ICAs): ▮▮▮▮▮▮

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Performance Measures and Metrics: ▮▮▮▮▮▮▮

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The following describes the QC tasks ███████████████████████

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Level 3's performance will be measured against the set of SLAs defined in
the Networx scope of work in Section C.3.2.2.1.2. ██████████████████

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Level 3 routinely establishes formal service level agreements with its
customers, ██

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███████████████████████████████████ Level 3 stresses quality in all aspects
of our operations and will use a quality control approach to ensure that proper
oversight and review are accomplished without imposing undue levels of
control and bureaucracy on contract performance. ██████████████████
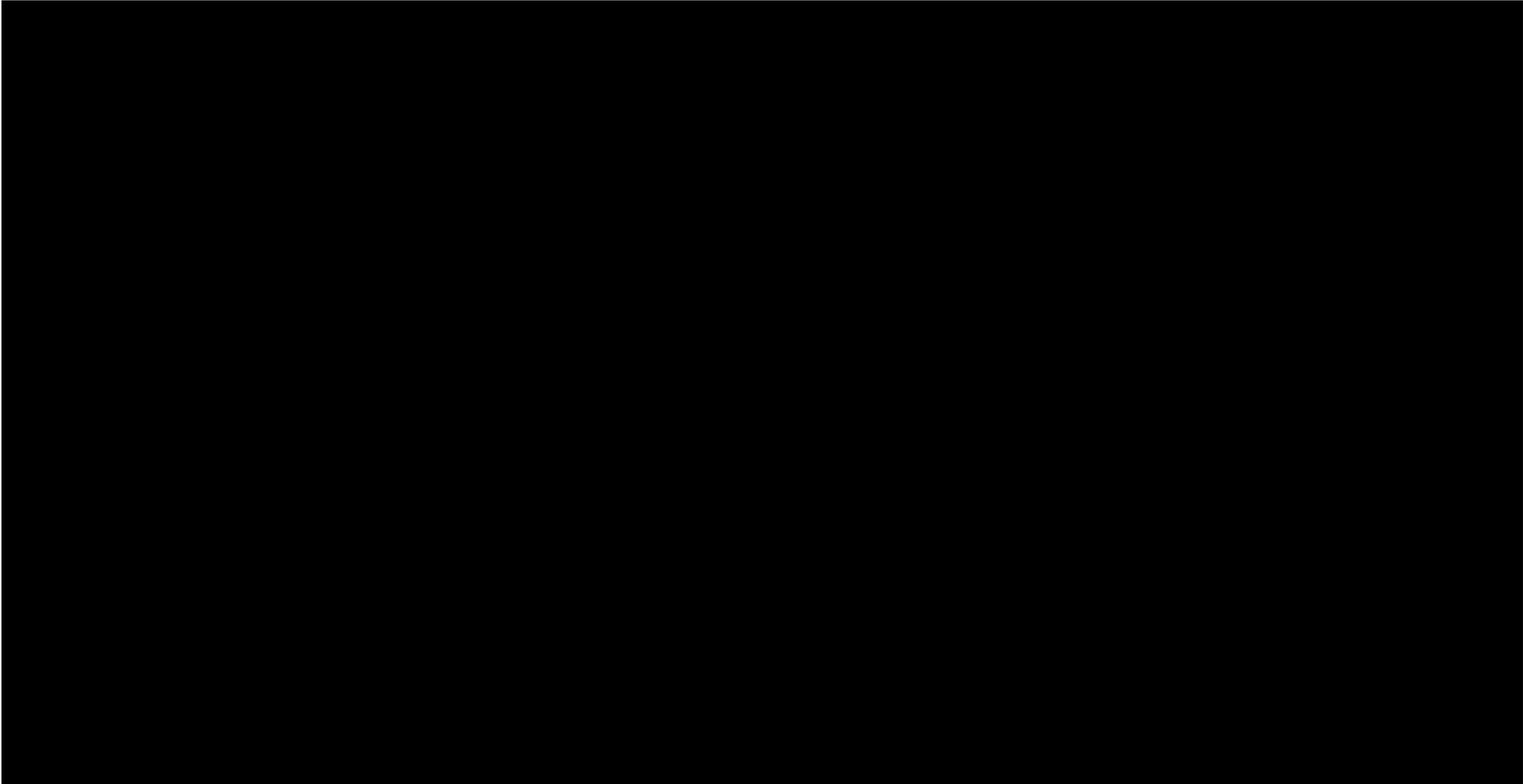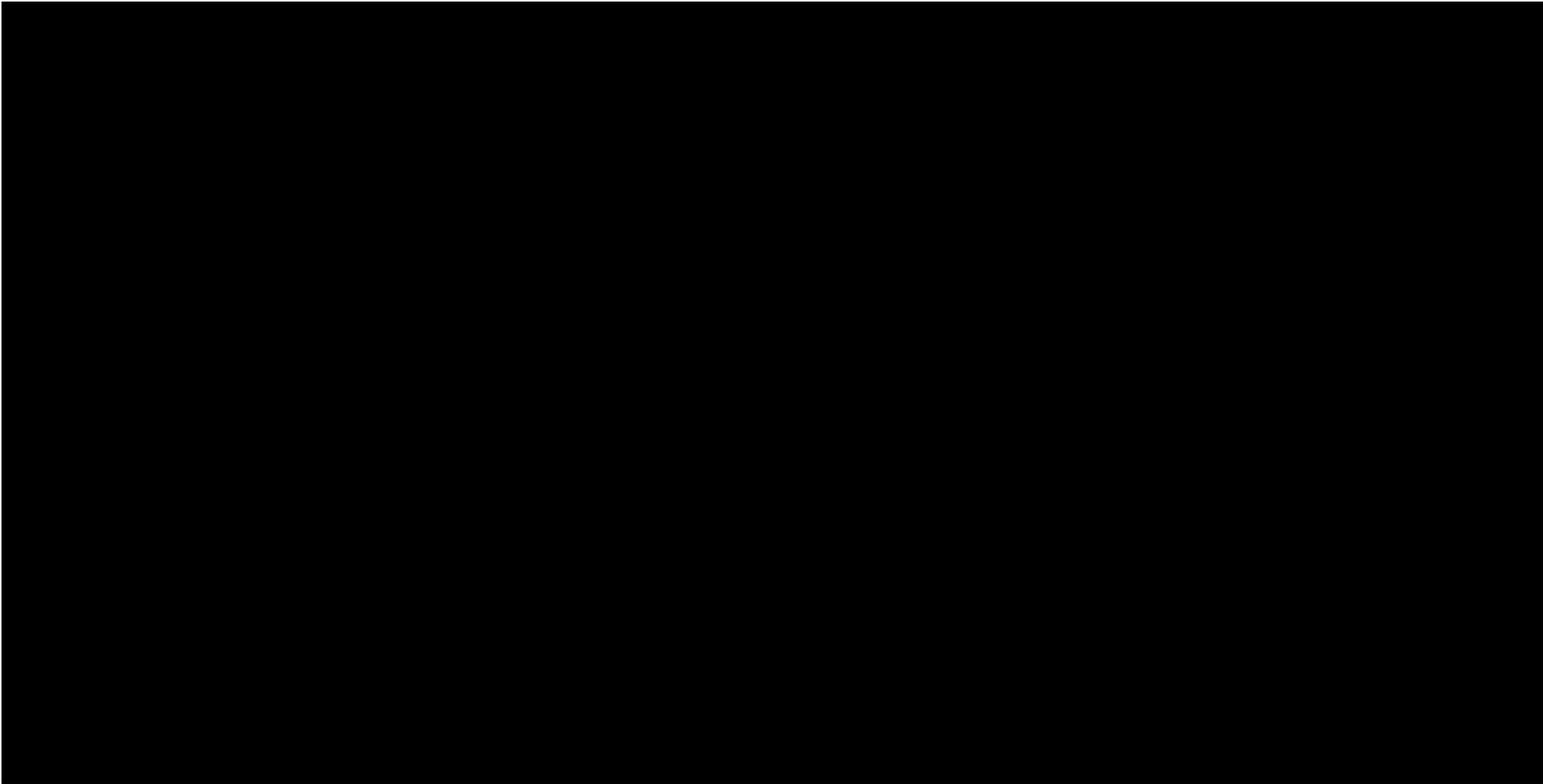
The Level 3's CPO will use a standardized approach to Quality Assurance (QA) that defines exactly how our performance will be measured, in accordance with the requirements and service levels of GSA's statement of work. This QA approach identifies all the components of our approach to performance measurements against selected standards.

Each performance measure has four parts:

2.1.8.9 Technology Plan

Technology planning is a key strength of Level 3. Our (3)Enterprise PMP shows that we will collaborate with GSA's PMO and other agency partners on technology planning throughout the duration of the program.

As part of the Managed Network service offering, Level 3 will facilitate the network communications of each agency,

When a Government agency contracts for telecom services with Level 3, they automatically receive continuing support from a large embedded base of experienced professionals. ████████████████████████

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An important feature of the Level 3 services is a periodic inspection of customer configurations by the Level 3 engineering staff, with a goal of optimization. ████████████████████████████████

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To insure the Level 3 internal network and Customer networks stay current, equipment upgrades are performed on a regular basis, with both software and hardware upgrades. ████████████████████

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In all cases of new design, installation, optimization, support and network changes- the Level 3 team is there to assist the agencies with all of their networking needs.

2.1.8.10 COMMUNICATION PLAN

Communication planning is integral to Level 3's program management and customer service philosophy. This will be an ongoing activity, as shown on the PMP.

The CPO communications plan will include the types, forms (e.g., meeting, conference call, e mail, deliverable, report, briefing, and oral communications), means, participants, and frequency of all important communications. The plan will provide a document hierarchy and a chain of command for reporting and decision-making, and provide guidance on establishing archival, retrieval, and deliverable tracking systems.

The GSA PMO and its agency users will work with the Level 3 CPO for superior customer service and program management.

Some program communications, such as those with incumbent FTS 2001 network operations management and integration contractors, will take place to coordinate between existing and future operations, ensure a smooth transition to the new (3)Enterprise system, and comply with operating standards. Additionally, the program team may need to coordinate Government-directed enhancements.

The (3)Enterprise CPO will also finalize formal requirements for communication with the Government and the schedule for the Government-identified deliverables as identified in Section C.3.2.3 of the RFP, including status reports, contact information, financial reports, and SLA performance reports. The Level 3 CPO will be accountable for ensuring the timeliness and accuracy of all reports and deliverables, as well as for managing all customer relationships █████████

Primary QA and project assurance functions will include:

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This QA group will support the CPO by ensuring the team's performance fully complies with Level 3's quality goals and standards. ███████ ██ ██████████████████████████████████

2.1.8.10.1   Escalation Procedures

At submission of the PMP after contract award, specific escalation procedure and contact information will be provided as part of the communications plan. The escalation plan will contain the names of contact information including office phone, email, pager, and cell phone, for escalation within each functional organization of the CPO.

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2.1.8.10.2   Customer Support Office

Level 3's Customer Support Office (CSO) leverages a unique customer service model whose primary focus is to advocate the customer's needs, from service ordering and service implementation, through technical management of services. ████████████████████████

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2.1.8.11 SUBCONTRACTOR MANAGEMENT AND VENDOR/CARRIER RELATIONS

Subcontractor management is another critical element of Level 3's proven management approach. This activity will also continue throughout the duration of the program.

Good subcontractor performance begins with selecting superior team members that possess complementary and overlapping skills, capabilities, and experience. As shown in Figure 2.1-35, Level 3 has detailed processes in place to identify partners and subcontractors who can extend our capabilities in the most effective manner and work well within our team culture. [BLACK BAR — REDACTED]

[BLACK BARS — REDACTED]

The Level 3 Team includes a cadre of strategically selected small businesses (SBs) and small disadvantaged businesses (SDBs) that will augment our ability to provide the telecommunications systems and services needed to address the full suite of Networx requirements.
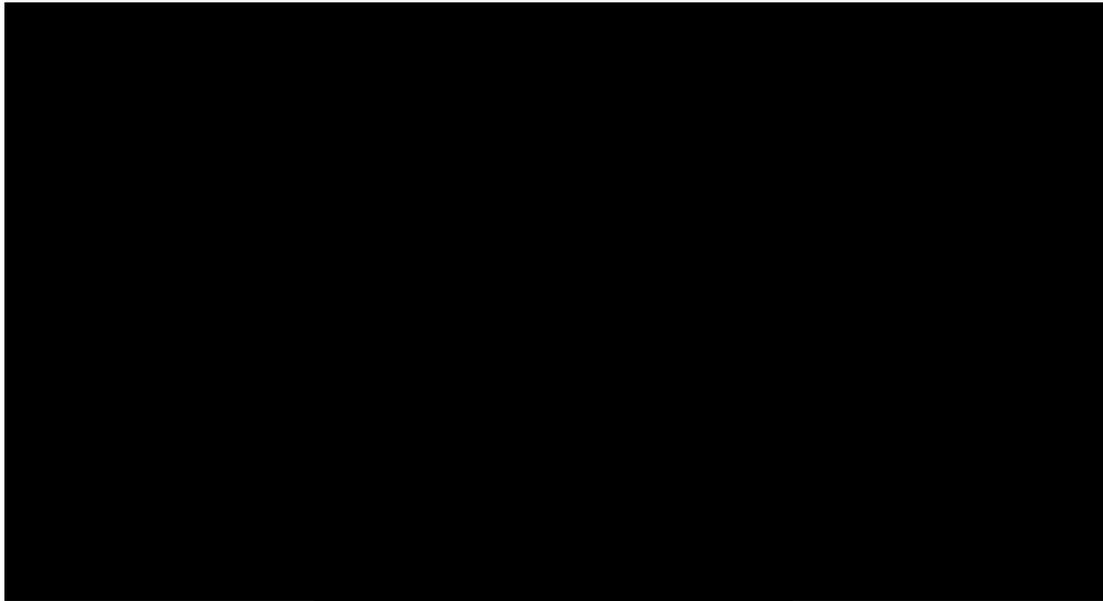
We have completed teaming agreements with all the subcontractors named in this proposal.

Upon contract award to Level 3, we will execute subcontracts structured to ensure maximum responsiveness and flexibility in fulfilling the requirements of GSA's Networx Program.

Like other carriers, Level 3 uses numerous equipment vendors and network access providers to deliver its services. We use a best-of-class Vendor Management Systems and other tools to continually monitor their performance. As a result, we have developed a well-deserved reputation for subcontract management and expertise in project integration. This expertise covers not only inter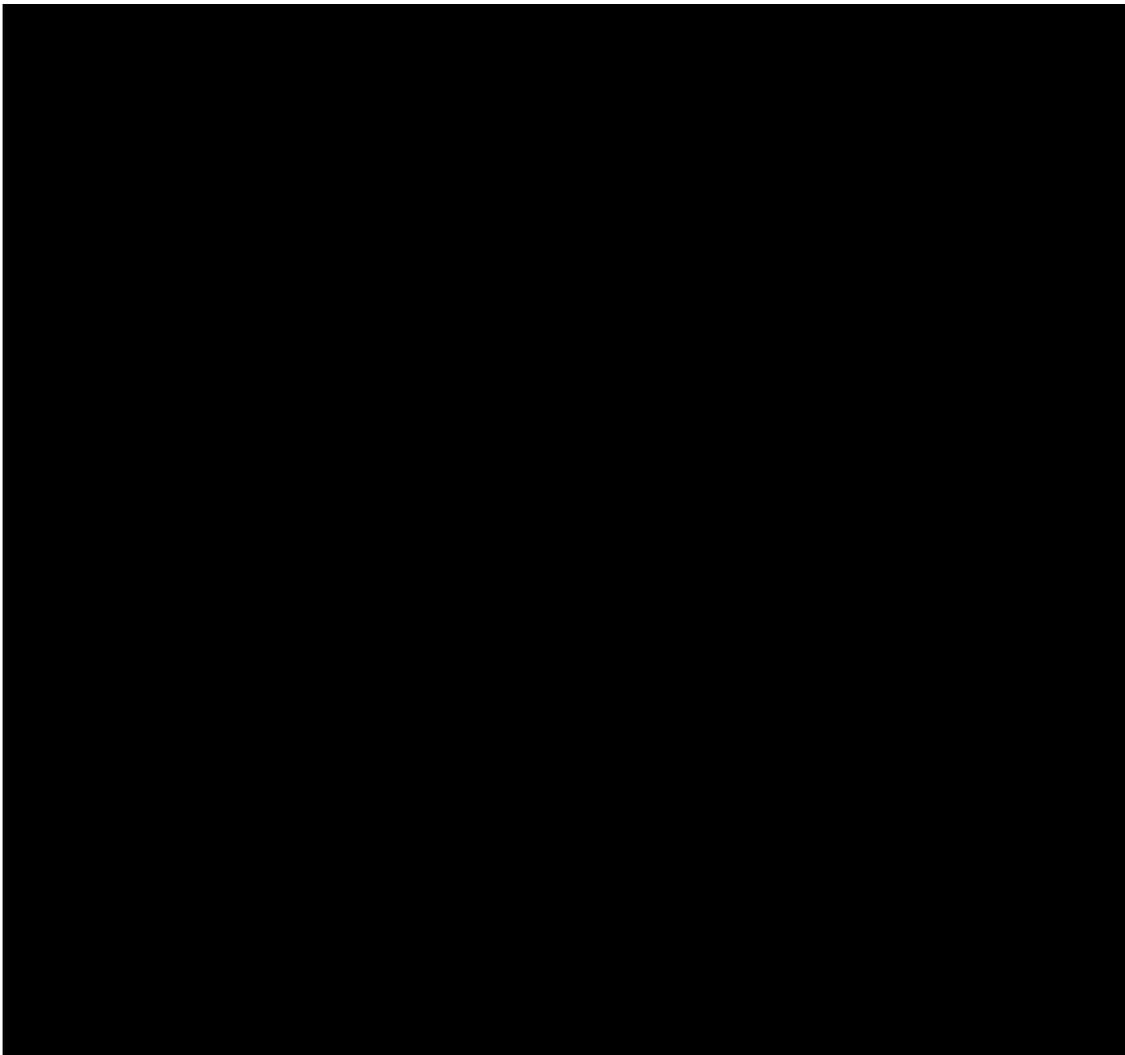nal projects, but also complex network enterprise projects ██ ████████████████████████████████

The Level 3 Subcontracting Manager will be an integral member of the CPO. His primary responsibilities will be ████████████████████████

███████████████████ with our partnering companies to meet GSA's requirements and goals for subcontracting to SBs and SDBs. Level 3's time-proven, metric-driven process for subcontract management is ███████ ███████

███

In addition to the partners and subcontractors on our (3)Enterprise team, Level 3 uses additional vendors to provide access and equipment as part of our standard day to day business. Because of the criticality of these vendor

relationships to our core businesses, Level 3 extends our internal performance culture and metrics to those of our partners ███████████

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2.1.8.12   RISK MANAGEMENT PLAN

Introduction

Risk management and contingency planning are fundamental cornerstones of Level 3's approach for management and services. These related activities will continue throughout the duration of the Networx contract, as shown in our (3)Enterprise PMP for Networx.

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Level 3 understands that risk management is iterative and requires:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The information used in developing the risk management plan is crucial to ensure that the level, type, and visibility of risk management are commensurate with the risk and importance of the program tasks.

For the (3)Enterprise, we will use a planned and structured risk management process that will anticipate, plan for, and mitigate technical, schedule, management and cost risk. We will make risk assessments throughout the program evaluating and changing risk-handling activities and monitoring critical risk areas by using:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.12.1 The (3)Enterprise Risk Management Plan

The RMP for (3)Enterprise is a formal document developed and maintained throughout the life of the program that provides necessary information about the program's objectives and goals, and the CPO's risk management process.

The RMP provides detailed information and direction necessary to effectively manage risk. It enables the PM to define effective risk management methods and processes. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.12.2 Risk Management Process

The RMP defines the standardized, structured process to identify, categorize, analyze, and mitigate risks. The RMP describes methods to determine risk status and measure the progress of risk mitigation efforts.

The RMP contains the process and methodologies to determine:

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

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The CPO's risk assessment analysis is a continuous process throughout the life of a program. It includes:

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The risk management process is continuous. Information obtained from the monitoring process is continually reassessed and evaluated for handling and for action.

2.1.8.13   Information Systems

Level 3 currently maintains and operates a robust customer Web portal

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

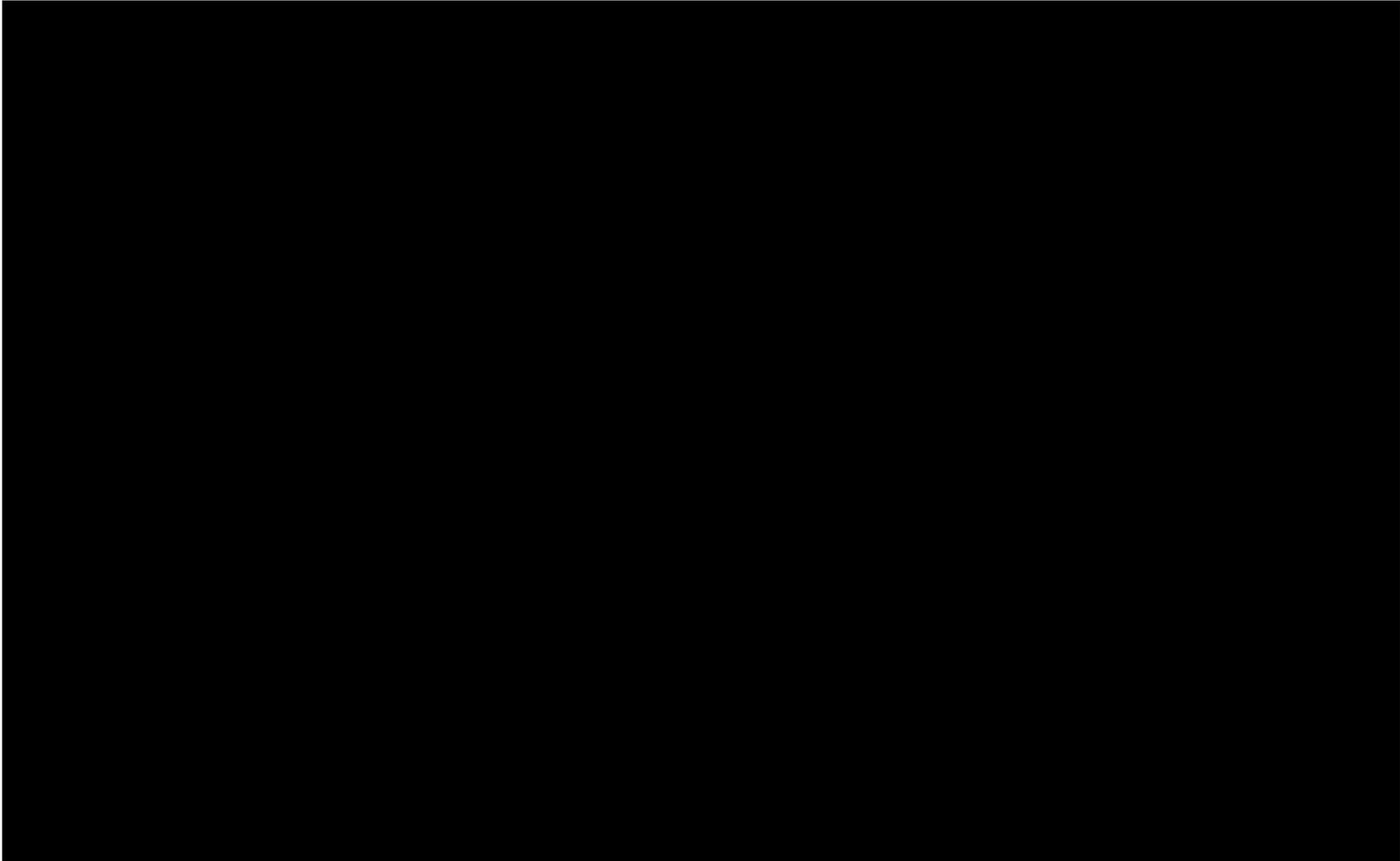[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.1.8.13.1   Level 3's (3)Enterprise Portal

The services and features inherent in Level's 3 customer portal are installed, operated, and maintained at Level 3 facilities [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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The (3)Enterprise portal will provide 24x7 access to a range of data and information, including order status, customer profiles, statistical reports on enterprise performance, the status of repair tickets, and invoice management data.

[REDACTED]

The (3)Enterprise portal supports the Government's requirement for both public and secured areas. [REDACTED]

2.1.8.3.2   Transition Project Planning

Planning for Networx transition projects is patterned after previous transition projects the team has successfully executed for customers [REDACTED]