

VOLUME 2, SECTION 3.1: APPROACH TO CONDUCTING TRANSITION



3.1 APPROACH TO CONDUCTING TRANSITION

The Level 3 team understands the importance of successful transitions to the GSA Network Program for end user agencies. A well planned and managed transition process ensures that the Program's goals and objectives are met with minimum impact to the continuity of day -to-day operations. The Level 3 Team has a proven track record and an industry -leading reputation for implementing successful transitions across a wide range of telecom services.

Since its inception Level 3 has identified transition expertise as a core competency for the company. We have a world -class team that has successfully achieved some of the largest and most complex transitions in the industry. Over the past 5 years Level 3 has successfully transitioned thousands network elements supporting millions of end user customers. This depth of experience, detailed in Section 3.3 of this volume of our proposal, has resulted in Level 3 developing unique process knowledge, tools, and methods in order to consistently implement successful transitions - quickly and efficiently with minimum impact to our customers. Level 3 will leverage our existing transition program management team, and experience gained from other transitions of similar size, scope, and complexity, to smoothly plan, coordinate, and implement all aspects of the Network Transition Program.

Level 3 completed the migration and integration of [REDACTED] assets and customer base to Level 3 in 2003. This transition included more than [REDACTED] domestic and international customers, including [REDACTED]. Our primary objective was to transition these customers' services to the Level 3 Network infrastructure and to "turn down" most of the acquired [REDACTED] infrastructure assets. The challenges Level 3 faced included maintaining data integrity, coordinating with more than [REDACTED]

local exchange carriers (LEC) and third-party carriers, and resolving network technology and equipment compatibility issues. This work on the [REDACTED] transition is one of many examples of Level 3's expertise in network transitions. The original 14-month schedule, while aggressive from the start, was beat, with the entire transition largely completed in 12 months. In the end, the project was conducted on time, within scope, and significantly exceeded network performance and budget expectations.

In a separate recent effort, Level 3 completed the transition of the [REDACTED] [REDACTED] with [REDACTED] worldwide to our Internet Protocol [REDACTED] service.

These lessons learned on multiple, successful transitions make the Level 3 Team a partner the Government can count on to effectively manage any transition from incumbent services. Level 3 is also committed to establishing a relationship with the Network PMO and the end user agencies marked by open communications, superior contract performance, and service excellence. We offer a "best practice"-based approach for low-risk, successful transitions.

Section 3.1 describes our general approach for transition projects and Section 3.2 contains our Preliminary Transition Management Plan, which provides additional details. Our detailed schedule at the end of Section 3.2 provides additional details for the effort. Section 3.3 presents Level 3's past performance on customer transition projects and merger and acquisition transitions. Taken together, these sections illustrate our strategy for using our team's combined experience, tools and processes, and project management approach for ensuring the Network Program the lowest risk solution for complex transition projects. The (3)Enterprise CPO will ensure that all provisions of Section C.4, Transition are met in their entirety with regard to

planning, Government notification, transition execution, and reporting to the Government all transition activities.

3.1.1 TRANSITION PROJECT MANAGEMENT [C.4.1.1.1, M.3.6]

Level 3's Transition Project Management Organization (TPMO) will manage the transition of all services or groups of services designated by the Networx Program as "transition projects." Reporting directly to the Level 3 Program Manager, the TPMO, [REDACTED], will be responsible for all Networx transition project management activities. [REDACTED] brings over two decades of experience in leadership, project management and sales positions. [REDACTED] transition and project management experience on complex telecom projects and his authority at the Director level will bring the requisite level of expertise for all Networx transition project management activities. His responsibilities will include site visits; coordination with Program Management Office (PMO), the end user agency, and incumbent contractors; planning, communication and reporting; issuance of transition notices; subcontractor management; project schedule, cutover, and acceptance. The goal of our TPMO is to meet the Networx Program's goals and objectives with minimum risk, minimum cost, and minimum impact to the day-to-day operations of the end user agency. Level 3's transition program manager has the explicit authority to ensure that the appropriate planning, management, engineering, and field resources are applied to meet the Program's objectives. These resources are inclusive of Level 3, our partners, and our subcontractors. [REDACTED]

[REDACTED]

Level 3 uses a rigorous project management methodology to successfully implement all transition projects. This methodology is based on best practices from the [REDACTED]

As part of our continuous improvement process, this method is supplemented with specific lessons learned from our own past transition projects.

A structured multi-functional approach to initiation and execution is planned to control activities in the Network Program transition operation. The following are performed as key elements in conducting transition operations:

[Redacted content]

The Level 3 Team transition management methodology was built to create a set of processes and standards that enable effective transition execution. This methodology increases project visibility and allows the Level 3 Team and Network program interfaces to make informed decisions with a focus on:

[Redacted content]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted] Level 3's Transition plans are customized to the needs of the end user agency in order to minimize any risk to end user operations.

Level 3 will coordinate and exchange information on transition activities as required by this contract and the agencies , [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] With careful planning and solid communications, the Transition Project Manager will assure smooth effective transition of services.

3.1.2 Transition Planning (Planning and Management)

[C.4.1.1.3, M.3.6(b)]

A service transition as large and complex as those required by the Network Program needs an organization, process, and vision tailored to the customers' desired outcome. Level 3's approach predicts and addresses those service needs, and identifies any potential risks or problems associated with the transition through detailed planning. [REDACTED]

[REDACTED] Level 3 has the capability to transition huge volumes of services across many networks with multiple providers. In previous experience, Level 3 has completed transition operations while ongoing network operations and provider services were still required, with little or no interruption of continuity. These accomplishments in environments with scope and complexity similar to the Network Program demonstrate our ability to provide valuable services toward the success of the Network Program transition.

The Level 3 approach for transition planning and management illustrates our strategy for using our team's combined experience and project management approach for ensuring the Network Program the lowest risk solution to this complex transition. A summary breakdown and general

approach to the Level 3 transition planning methodology is outlined in

[REDACTED]

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

[REDACTED]

3.1.3 Transition Inventory [C.4.1.1.4, M.3.6(d)]

Level 3 will compile and maintain a Transition inventory of all incumbent services that are to be transitioned to Level 3's services. [REDACTED]

[REDACTED]
 [REDACTED]
 [REDACTED] ensures

there is a complete and accurate inventory of all services that are part of the transition project. The Level 3 [REDACTED] provides the data element flexibility and reporting capability needed to manage the transition of incumbent inventory .

[REDACTED]

Level 3 will use the transition inventory data to ensure the detailed scope of the transition project is understood, to ensure continuity between the incumbent service and the replacement service, as a tracking a reporting mechanism to show detailed status of the transition effort from receipt of the [REDACTED] through [REDACTED] of incumbent services following a successful transition.

3.1.4 Transition Orders [C.4.1.1.5, M.3.6]

Transition Orders will be received directly from the end user agency and will be entered into the Level 3 order management system. [REDACTED]

3.1.5 Transition Execution (Cutover) [C.4.1.1.7, M.3.6(c)]

The Level 3 Team will use cutover operations derived from best practices and refined from years of practical experience. [REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Installed equipment will be [REDACTED] at the Level 3 operations center staging area before being shipped. [REDACTED]

[REDACTED]