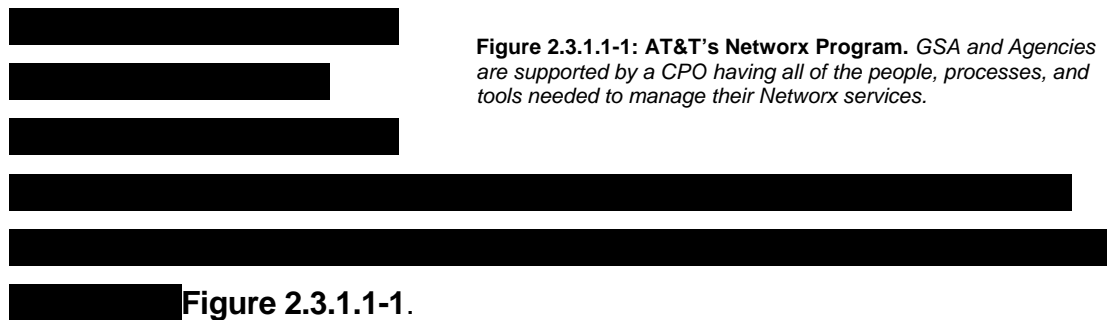## 2.3.1   Program Management [L.34.2.3.1]

Building on the dedicated Program Management support provided to GSA and the Agencies today on the FTS2001 Crossover contract, AT&T's Contractor's Program Organization is structured for ▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ contract oversight. Skilled personnel with experience in meeting the needs of Government customers will support Agency operations from ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ management of their Networx services. Program Management support is governed by comprehensive, efficient, and effective processes developed to consistently exceed requirements.

2.3.1.1   Overview

The Government receives dedicated Networx support through AT&T's Contractor's Program Organization (CPO). The CPO is a highly-visible organization reporting into an AT&T Business Unit 100% dedicated to Government Accounts. The CPO will be in place and operating ▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ ▮▮▮▮▮▮ **Figure 2.3.1.1-1**.

Figure 2.3.1.1-1: AT&T's Networx Program. *GSA and Agencies are supported by a CPO having all of the people, processes, and tools needed to manage their Networx services.*

The CPO coordinates and communicates the Government's Networx needs and interfaces directly with the subscribing Agencies and the GSA Program Management Office (PMO). Functioning as the primary program management support for the GSA and the Agencies, the CPO manages program control, planning at the program and Agency levels, contractor performance, resource management, and revenue management. In addition, the CPO manages reporting and reviews including senior-level communications. AT&T's Networx program supports all the proposed Networx services in a common and consistent manner, giving the Government easy access to a single, full-service vendor.

The AT&T Networx Customer Support Office (CSO), an element of the CPO, is experienced at providing Government customer support. The CSO functions as the Government's primary interface for service ordering and operations support. As illustrated in **Figure 2.3.1.1-2**, Agencies can easily obtain CSO support from a single toll-free number, 1-877-GET-NTWX, anytime, anywhere. Building on existing Agency/AT&T relationships, Customer Agencies will continue to be able to interact directly with their Sales Account Manager or Program Manager to obtain CPO (including CSO) support. For customers preferring to take a self-service approach, comprehensive program and customer service support is available through the AT&T **Business**Direct® secure web based portal, easily accessed via any public Internet connection.

Figure 2.3.1.1-2: Networx Communication. ████████████████████████████████
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Government telecommunications experience to the Networx program. The Government can rely on comprehensive program and operations support for all of their Networx services from the CPO organization for the duration of the Networx contract.

2.3.1.2 Contractor's Program Organization [L.34.2.3.1, C.3.2.2.1.1]

The offeror shall describe the structure and policies and procedures proposed for its Contractor Program Organization (CPO) as required in Section C.3.2, Program Management. This description shall include all aspects of how the CPO will function.

The contractor shall maintain a Contractor's Program Organization (CPO) for program control and management of the Networx contract. [C.3.2.2.1.1]

The CPO shall provide effective and efficient program management through the application of support tools and industry best practices. [C.3.2.2.1.1]

The CPO shall be led by the Networx program director and generally be comprised of leads from each functional area of the contractor's company that have a role in executing against the contract. [C.3.2.2.1.1]

The contractor's CPO shall support a Government PMO and subscribing Agencies that are dispersed domestically and non-domestically. [C.3.2.2.1.1]

The Government receives effective
and efficient program control and
management of the Networx contract
through a dedicated and professional
CPO staff utilizing industry best
practices, support tools and
processes. All Networx Program
needs are directed and addressed by
the CPO making it easy for the GSA
and the Agencies to obtain and
manage Networx services. As shown
in **Figure 2.3.1.2-1,** the CPO is at the
heart of all coordination and
communication between GSA, the

Figure 2.3.1.2-1: CPO at the Center of All Coordination & Communication.

Agencies, other AT&T organizations, and partners and subcontractors. The
CPO performs all program management functions in support of the RFP
requirements in Section C.3.2, including: Document Change Control,
Coordination and Communication, Program Control and Management of
Networx, Quality Assurance and Contract Compliance, Human Resources
Management, and Maintenance and Management of AT&T's Networx Policies
and Procedures. As described in the section below, the Product and Service
Assurance Office within the CPO is constantly reviewing metrics and
performance statistics. Using this information, they perform risk assessments
and root-cause analysis and perform process reengineering as necessary. This
team works with the process organizations within our partner organizations to
keep Policy and Procedure documents up-to-date and in line with Networx
contractual requirements. The CPO is conveniently located near the
Government PMO and the Customer Agencies

██████████████████████████ The CPO is available 24X7 and supports all Agencies regardless of domestic or non-domestic geographic location.

Contractor's Program Organization Structure

████████████████████████████████████ a CPO effectively organized without gaps in coverage. Building on the experiences gained by serving the GSA and the Agencies ████████████

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AT&T ████████████████

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Figure 2.3.1.2-2: AT&T's Networx Program Focus Areas. *Contract compliance and Government needs are fully covered by the focus areas of AT&T's Networx Program.*

Figure 2.3.1.2-2.

The CPO functional organizational chart, illustrated in **Figure 2.3.1.2-3**, identifies the primary functions to be performed in the CPO organization. The CPO comprises five offices dedicated to implementing Networx. They are:

1. Strategic Planning Office (SPO)
2. Customer Support Office (CSO)
3. Transition, Implementation & Migration Office (TIMO)
4. Product & Service Assurance Office (PAO)
5. Business Management Office (BMO)

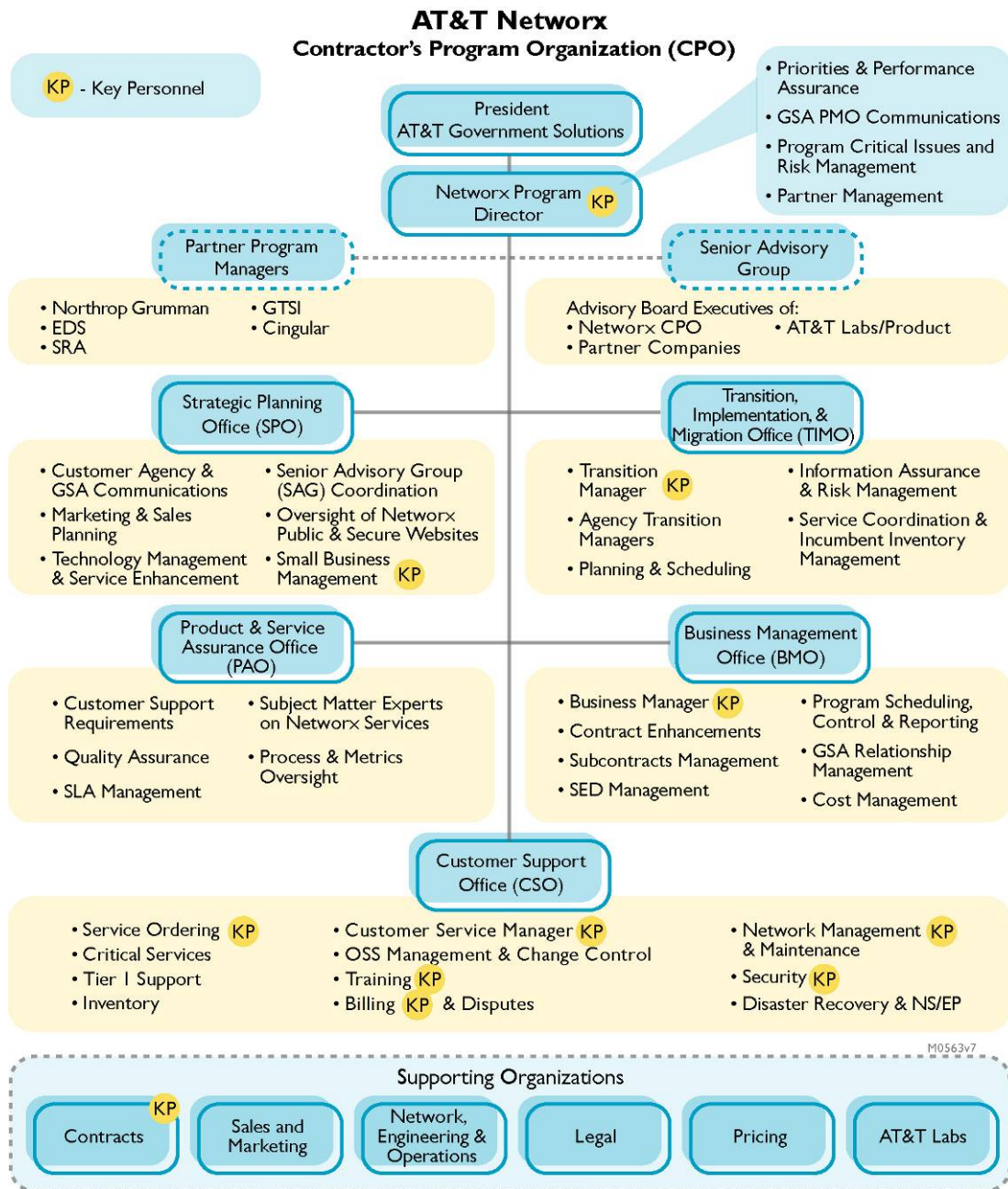Each office is described in the following sections.

Figure 2.3.1.2-3: AT&T's Contractor's Program Organization and Customer Support Office. *A comprehensive Program team provides support to GSA and the Customer Agencies.*

The CPO teams responsible for managing the Networx program are discussed in more detail below and also within the Program Management Plan in Appendix A.

LEADING: Program Direction

The CPO, led by ██████████████ as the Networx program director, is supported by experienced personnel assigned to lead each of the functional areas, ████████████████████████████ contract requirements. ██ ████████████████ years of Government experience ██████████████████ ████████████████████████████████ ████████████████████████████ ████████████████████████████

████████████████████████████████████ AT&T Team ██████████ ████████████████████████████ CPO under the direction of ██ ██████

Networx ██ ██████████████████ reports directly to the AT&T Government Solutions (AGS) President, ████████████████ AGS only supports AT&T's Government clients and specializes in developing and delivering their unique IT and communications solutions working as a systems integrator on many large Government programs today. Within AGS there exists a full array of organizations created for the specialized support and delivery of Government solutions and services. ████████████████████████████ ██ ████████████████████████████████

████████████████████████████████████ AT&T Business Services, ██ ████████████████████████████████████ ████████████████████████████████████ ██████████████ Networx CPO ████████████████████████ **Figure 2.3.1.4-1**, ██████████████████

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████████████████████████████ GSA ████████████████

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██████████████ AGS, AT&T Laboratories, and the principal Networx subcontractors.

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██████████████████████████████████████ GSA and the

Agencies ███

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███████████████████ GSA Networx ████████

PLANNING: Strategic Planning Office (SPO)

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████████████ CPO █████████████ GSA ███████████ Customer Agency ████████

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████████████ Transition, Implementation & Migration Office (TIMO)

████████████████ GSA and Agency █████████████████████████████

████████████████████████████ Transition, Implementation, and Migration Office

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(TIMO). ████████████████ CPO ████████████

████████████████████ Networx ████████████ TIMO ████

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████████████████████████████████ Agency

Transition Managers are easily reached and are on call 24X7 to support Agency needs or concerns.

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TIMO provides a smooth, low-risk transition by assigning SMEs who are qualified to determine appropriate escalation procedures. Transition plans produced and implemented by this team, are built with the knowledge obtained from successfully transitioning large, multi-service Government and Commercial clients with a focus on risk identification, prevention, and mitigation. ████ AT&T ████████████████████████ an approach to managing complex implementations across a variety of business units and services within one overall network transition. This methodology will be used in the development of transition plans, and in managing transitions.

TIMO ██

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Table 2.3.1.2-1.

Transition, Implementation and Migration Support

TRANSITION IMPLEMENTATION MIGRATION OFFICE (TIMO)

CSO Life-cycle Support

Table 2.3.1.2-1 Agency Focus Teams.

Customer Support Office (CSO)

GSA and the Agencies have direct access to the Networx ▮▮▮ personnel, as a single point of contact, whose entire job-focus is addressing Networx-specific needs and ensuring the best possible customer service for the Government. The CSO is led by the Customer Service Manager and includes the functional key personnel critical for providing effective communication and issue resolution to the Agencies. This includes Service Ordering, Billing, Network Management, Tier 1 Support, Critical Services Support, Training and OSS Management and Change Control.

▮▮▮▮▮▮▮▮▮▮ National Security and Emergency Preparedness (NS/EP), ▮▮▮▮▮▮▮▮ Disaster Recovery ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

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Disaster Recovery & NS/EP▮▮▮▮▮▮▮▮CSO, ▮▮▮▮▮▮▮▮▮

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CSO ▮▮▮▮▮▮▮▮▮▮▮▮▮

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▮▮▮▮▮▮▮▮▮▮▮▮ Service Level Agreements (SLAs)▮▮▮▮▮▮

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Government██

████████████████████████████████████CSO████████████████

██████████████AT&T's Quality Assurance (QA) program is implemented through this team utilizing industry methodologies and tools such as the Six Sigma approach to eliminating defects in processes.

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████████████GSA or Agency ██████████████████████████████

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██████████████████████████████████████CSO and TIMO functions.

████SLA ██████████████████████████████████SLA and Key Performance Indicator (KPI)██████████████████████████

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██ **Table 2.3.1.2-2**.

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Table 2.3.1.2-2 CPO Business Management Assignments. ████████████████████████████████████ ███████████████████████████████

AT&T Proprietary

Partner Integration

The Government can purchase the proposed Networx Enterprise services from multiple sources integrated through a single Networx vendor with the AT&T Networx Team. The AT&T Networx Team is a strong and cohesive, well-governed team. Each partner is dedicated to the operational support of the Networx program and provides ▮

▮▮▮▮▮▮▮ CPO, and is fully integrated with the AT&T Team.

Figure 2.3.1.2-4: The AT&T Networx Team. *Major partners are integrated into the CPO to provide a single management structure for all operational needs and task accomplishment.*

The services and capabilities our partners provide are illustrated in **Figure 2.3.1.2-4**. Further detail is provided in Appendix A, Program Management Plan.

Supporting Organizations

AT&T's commitment to the Networx program extends to the supporting organizations within AGS and the AT&T Corporation. Agencies continue to receive excellent support from the Sales Account Managers who are familiar with their service needs as supported on ▮▮▮ Our award winning AT&T Labs organization and the robust network and technical

capabilities of our AT&T Network, Operations and Engineering organization are fully engaged on the Networx program.

Tools and Best Practices

AT&T's CPO is designed to provide effective and efficient program management through the application of support tools and industry best practices. ███ CPO ███████████████████████████████████████

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██████████ CPO ██

████████████ Project Management Professional (PMP) certification as administered by the Project Management Institute. ██████████████████

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██ Six Sigma ██

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██████████████ CPO ██

███ CPO personnel ████

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██████████████████████████████████████Our customer

support platform, **Business**Direct, is also used by the CPO to monitor

program status and communicate directly with GSA and the Agencies through

the collaboration tool █████████████████████████████████████The

CPO ██

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Best practices include employing process, tools and techniques endorsed by

the Project Management Institute (PM I). Examples of adopting the PMI

approach to Project/Program Management include:

- Each Agency Transition will include a **Project Charter** documenting
  evidence of executive organizational commitment to the scope of work.

- Critical project phases will have **Work Breakdown Structures** (WBS)
  decomposing work tasks in order to capture accurate calculations of
  required scope of work to be completed in each phase.

- **Kick-off Meeting Templates** will be used to ensure a repeatable process
  of pre-meeting task completion, leading to successful and productive kick-
  off meetings for each project phase.

The AT&T PMCOE referenced above, provides industry and corporation best

practice guidance, tools and templates for use by program/project teams

throughout AT&T. The Networx CPO will draw on this expertise in setting up

Networx related program management processes and procedures. ████████

CPO

CPO Program Control and Management

At a minimum the CPO shall have the capability and authority to:
(a) Support disaster recovery planning and execution
(b) Resolve interoperability problems
(c) Respond to escalation of service concerns
(d) Participate in contract performance reviews
(e) Participate in contract modification negotiations
(f) Perform basic network management functions in support of the Government's requirements in Section C.3.3., Service Management
(g) Help resolve billing queries and reconciliation issues
(h) Support NS/EP requirements
(i) Provide the Networx PMO with information on customer requirements and customer demographics [C.3.2.2.1.6].

Together the teams outlined in **Table 2.3.1.2-3** form a cohesive CPO with the capability and authority to perform all functional requirements of the Networx contract. The CPO's capability and authority spans from billing queries to disaster recovery execution.

CAPABILITIES AND AUTHORITY	CPO MANAGER OR TEAM
Support disaster recovery planning and execution	Disaster Recovery Manager
Resolve interoperability problems	Product & Service Assurance Managers
Respond to escalation of service concerns	Networx Program Director, Customer Service Manager, TIMO Escalation Team, and Product & Service Assurance Office
Participate in contract performance reviews	Business Management Office
Participate in contract modification negotiations	Business Management Office
Perform basic network management functions in support of the Government's requirements in Section C.3.3, Service Management	Network Manager in the CSO working with the Product & Service Assurance Office
Help resolve billing queries and reconciliation issues	Billing Manager in the CSO
Support NS/EP requirements	Disaster Recovery Manager
Provide the Networx PMO with information on customer requirements and customer demographics	Business Management Office

Table 2.3.1.2-3: CPO Capability and Authority. *The CPO has the capability and authority to meet all of the Networx RFP requirements.*

2.3.1.3   Program Management Plan [L.34.2.3.1, C.3.2.2.2]

The offeror's Program Management Plan shall describe how its program management approach will meet the requirements of Section C.3.2, Program Management, in compliance with Section C.3.2.2.2, Step 2 -- Program Management Plan (PMP) and Section H.12, Key Personnel and Corporate Structure.
The contractor shall deliver a Program Management Plan (PMP), in accordance with Section C.3.2.4, Program Management Report Requirements that details its program management method and implementation plan at a level sufficient to give the Government an understanding of the program management approach. [C.3.2.2.2]
The PMP shall address, at a minimum, the following:
(a) Summary of Contract Requirements, including Government dependencies and assumptions regarding Government services, facilities, and personnel
(b) Summary Description of Service Solution, including methodology to comply with Service Ordering, Billing, Inventory Management, and Service Management requirements
(c) Program Management Schedule
(d) Resource Plan: Management approach to

1. Financial Resources: budgeting, tracking, and controlling costs
2. Human Resources: identifying and retaining qualified personnel and making effective use of their skills
3. Equipment: managing hardware and software assets
(e) Quality Assurance Program: Management approach to formulating and enforcing work and quality standards, ensuring compliance with contractual Service Level Agreements (SLAs), reviewing work in progress, and providing Customer Support services
(f) Technology Plan: Approach to managing the network or service infrastructure, providing recommendations for optimization of services and policies, and procedures to improve service or refresh technology.
(g) Communications Plan: Approach to communicating individual task requirements, resolving technical, service and personnel issues and risks between the contractor's key personnel and the Government, managing communications between the contractor and the Government, including contractor points of contact, and processing lessons learned
(h) Subcontractor Management and Vendor / Carrier Relations: Approach to managing relationships with subcontractors, effective relations with vendors and other service providers, and meeting the requirements of Section H.19
(i) Management Structure, organizations, and roles and responsibilities of each function performing work under this contract: key personnel and subject matter experts
(j) Risk Management Plan: Process for identifying program risks, including risks identified in this statement of work, and actions to mitigate them
(k) Information Systems: Description of OSS employed to implement the requirements of the contract consistent with security plans for precluding unauthorized access to the Government's data and an Agency's access to data belonging to any other Agency, and describing how the contractor shall ensure those systems are available immediately upon Notice to Proceed to meet the requirements of Section C.3.9, Operational Support Systems [C.3.2.2.2]
The contractor shall describe its procedure for measuring and sampling applicable SLA performance for each service awarded in the quality assurance section of the Program Management Plan (see Section C.3.2.2.2, Program Management Plan) and shall comply with the guidance contained in this attachment, Section C.2, Technical Requirements, and Attachment J.13.3, SLA Performance Objectives. [J.13.2]

Plans provide GSA and the Agencies with the detail and assurances needed for decision planning and execution. The Program Management Plan (PMP) describes how the most crucial organization in the Networx program, the CPO, operates and conducts business. AT&T's PMP, in accordance with Section C.3.2.2.2, is contained in Appendix A. The PMP follows the outline described in section C.3.2.2.2 and provides a concise yet comprehensive description of how AT&T proposes to manage and administer the Networx program to meet the requirements of Section C.3.2, Program Management, H.12, Key Personnel and Corporate Structure, and J.13.3, SLA Performance Objectives. The PMP serves as a management tool to define roles and responsibilities and guiding policies and procedures. A summary of the PMP is provided in **Table 2.3.1.3-1**.

SECTION	TITLE	CONTENT
1	**Introduction**	Describes the Purpose, Scope and PMP Document Overview
2	**Program Requirements**	Identifies driving requirements for the AT&T program management approach. These include Government objectives, priorities, and requirements, as well as AT&T business objectives. **Includes summary of Contract/Customer Requirements, and summary description of Service Solution.**
3	**Program**	Describes the AT&T Contractor's Program Organization (CPO) and identifies

	Organizational Structure	the AT&T organizations that will support the CPO in delivery of Networx services. Identifies Key Personnel and primary interfaces to the GSA Program Management Office (PMO) and Customer Agencies. **Includes the Management Structure, organizations, and roles and responsibilities. Lists Key Personnel and escalation procedures.**
4	**Communications and Measurements**	Describes how AT&T communicates with the GSA and end-user Agencies, indicates sources and methods of measuring program results. **Includes the Communications Plan.**
5	**Actions and Milestones**	Identifies major milestones and activities for: 1) pre-award, 2) start-up, 3) steady state, and 4) shutdown. The level of detail will vary for each of the above phases, and address milestones/activities at a level appropriate for the PM to sue in managing activities. **Includes the Program Management Schedule.**
6	**Resource Plan**	Estimates the resource needs based on contract milestones and projected workload, and summarizes how the required resources will be made available to the AT&T Networx CPO. The plan addresses staffing requirements, facilities, and the OSSs that will support the AT&T Networx Program. **Includes all RFP items covered in the Resource Plan and Information Systems.**
7	**Risk Management Plan**	Describes the AT&T Risk Management methodology, including identification and mitigation processes. **Includes the Risk Management Plan.**

Table 2.3.1.3-1: Networx PMP Summary. *The PMP is a reference document for GSA and the Agencies to use to understand our Program Management approach.*

AT&T's procedure for measuring and sampling applicable SLA performance for each service offered is covered in the quality assurance section of the Program Management Plan and is also addressed in section 2.3.1.7.

2.3.1.4 Key Personnel and Corporate Structure [H.12.1, H.12.2, H.12.3]

At the time of contract award, the contractor shall identify individuals by name selected to fill the following contractor key personnel roles:
a. Networx Enterprise Program Manager
b. Contracts Manager
c. Billing Manager
d. Network Manager
e. Security Manager
f. Service Ordering Manager
g. Training Manager
h. Transition Project Manager(s)
i. Customer Service Manager
The contractor shall provide information on each role to include, but not be limited to:
a. Responsibilities
b. Voice telephone number
c. Cell telephone number (if used)
d. Pager telephone number and PIN (if used)
e. Fax telephone number
f. E-mail address
g. Administrative assistant's contact information [H.12.1]
The following instructions address the procedures for substitution of key personnel defined in Section H.12.1:
a. Resumes for substitutions and/or additions to the contractor's key personnel under this contract shall be submitted for the written approval of the CO. Any substitutions and/or additions shall be subject to the terms and conditions of this requirement,

b. During the first 180 days of contract performance, no key personnel substitutions shall be permitted unless such substitutions are due to illness, injury, death, disciplinary action, demotion, bona-fide promotion, termination of employment, or other exceptional circumstances when approved by the CO. In any of these events, the contractor

shall promptly notify the CO and provide the information required by paragraph (d) below. After the initial 180-day period, in accordance with paragraph (d) below, all proposed substitutions and additions of key personnel shall be submitted to the CO in writing 15 calendar days (30 calendar days if security clearance is to be obtained) prior to the contractor anticipated effective date of the proposed substitutions and additions,

c. The CO may consider additional key personnel on an individual basis,

d. For all requests for substitutions and additions, the contractor shall provide a detailed explanation of the circumstances requiring the proposed substitution or addition. A complete resume for each proposed substitute or addition, and any other information requested by the CO shall be provided. The contractor shall certify that the proposed replacement is better qualified than, or at least equal to, the key personnel to be replaced, subject to the penalties in 18 USC 1001. The CO or the CO's authorized representative will evaluate such requests and promptly notify the contractor of the approval or disapproval thereof,

e. The contractors Personnel Plan submitted as part of the proposal and incorporated as part of this contract shall be updated by the contractor within 15 calendar days of the receipt of the CO's approval of a substitution or of an addition to the contractor's key personnel listed above. [H.12.2]

AT&T's Key Personnel have the required skills, competencies and experience to manage the Networx program and fulfill the Government's expectations.

AT&T ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮

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2.3.1.4.1   Key Personnel Requirement

AT&T understands the significance the Government attaches to assignment and retention of key personnel in the successful performance of work under a prime contract. Accordingly, AT&T's procedure for managing key personnel will be as follows:

Resumes

It is AT&T's practice to assign skilled, experienced, professional and/or technical personnel to fill key personnel positions. For a host of reasons, many of which are beyond AT&T's control, such personnel cannot always be retained for the duration of the contract term. Thus, in the course of performance, should key personnel become unavailable, AT&T will provide resumes of proposed substitutes subject to approval of the contracting officer and replace such personnel with personnel of at least substantially equal ability and qualifications.

Key Personnel Substitutions During the Initial 180 Days of Contract Performance

During the first 180 days of contract performance, substitutions of key personnel will be restricted to circumstances involving illness, injury, death, disciplinary action, demotion, bona fide promotion, termination of employment or other exceptional circumstance subject to contracting officer approval. Upon the occurrence of any of the foregoing events, AT&T will promptly notify the contracting officer and provide information as described below in the paragraph entitled Information Submitted with Requests for Substitutions and Additions.

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is subject to the restriction on the title page of this proposal*   **AT&T Proprietary**   **Page 45a of 493**
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Key Personnel Substitutions After the Initial 180 Days of Contract Performance

Under circumstances where key personnel substitutions or additions become necessary after the initial 180 days of contract performance, AT&T will submit all such requests to the contracting officer in writing 15 calendar days (30 calendar days where security clearances are required) prior to the proposed effective date of the proposed substitution or additions together with information set forth in the paragraph below entitled Information Submitted with Requests for Substitutions and Additions.

Information Submitted with Requests for Substitutions and Additions

AT&T will submit the following information with any request for substitution or addition of key personnel: (a) detailed explanation of the circumstances requiring the proposed substitution or addition, (b) a complete resume for each proposed substitute or addition, and (c) any other pertinent information requested by the contracting officer. Additionally AT&T will certify, subject to penalties in 18 USC 1001, that the proposed replacement is better qualified than or at least equal to the individual being replaced.

Personnel Plan Update

AT&T will update the attached Personnel Plan within 15 calendar days of receipt of the contracting officer's approval of a requested substitution or addition to key personnel listed in its plan.

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is subject to the restriction on the title page of this proposal*   **AT&T Proprietary**   **Page 45b of 493**
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NETWORX KEY PERSONNEL

ROLE	RESPONSIBILITIES	NAME / KEY QUALIFICATIONS
Networx Program Director	Leads the Networx Contractor's Program Organization (CPO).	
Customer Service Manager	Leads the Customer Support Office (CSO).	
Transition Project Manager	Oversees the Transition, Implementation, and Migration Teams	
Contracts Manager	Responsible for all contractual issues. Interfaces with the GSA CO.	
Billing Manager	Leads the Networx Billing Team	
Network Manager	Leads the Networx Network Management/ Maintenance Team	
Service Ordering Manager	Leads the Networx Service Ordering Team	
Security Manager	Responsible for Networx Security (physical, personnel, network)	
Training Manager	Leads the Networx training organization	

Table 2.3.1.4-1: Key Personnel. *Networx is supported by an experienced and highly-regarded set of Key Personnel.*

The Government can be confident proposed replacement personnel will be as qualified as the person leaving the position. The documentation is maintained in the CPO post-award as part of the Personnel Plan. Changes to this plan are submitted to the Government within 15 calendar days of the receipt of the CO's approval of a personnel change.

AT&T Corporate Structure (H.12.3)

The contractor shall provide and the contractor shall maintain after award documentation describing its corporate organization. The revised documentation shall be updated within 10 calendar days of any change. [H.12.3]
This documentation shall include, but not be limited to, the following information [see next three cells]:
a. The contractor's, the contractor's subsidiaries, and major subcontractors' organization charts, and descriptive text clearly depicting the areas of responsibility assigned to carry out this contract and flow of authority within each organization.
b. Charts that show the functional relationships among organizational elements and identify the positions of key personnel assigned to carry out this contract.
c. Relationship of the highest ranking individual assigned to this contract to the corporate Chief Operations Officer, President, and Chief Executive Officer.

AT&T has streamlined and flattened its corporate structure in recent years.

Figure 2.3.1.4-1. Networx

Networx

Chief Executive Officer.

Figure 2.3.1.4-1: AT&T Corporate Structure. ██
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Of the six partners described in Section 2.3.1.2, three qualify as major subcontractors, as defined by the RFP. The major subcontractors' organization charts are provided in Appendix S. Areas of responsibility and functional relationships for the CPO were illustrated previously in **Figure 2.3.1.2-2**. ███

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Subcontractor Relationship Structure:

d. Organization charts and plans that clearly depict the areas of responsibility and flow or authority between the contractor and its subsidiaries and/or major subcontractors.

e. Charts and descriptive text indicating the contractual, technical, and administrative interfaces between the Government and the contractor, the contractor's subsidiaries [H.12.3]

AT&T has chosen several Networx subcontractors based on their ability to provide the best possible suite of service offerings to the Government.

Figure 2.3.1.4-2

Further detail on the subcontractor relationship is available in Section 2.3.1.6, Subcontractor Management.

Figure 2.3.1.4-2: Subcontractor Relationship Structure. ███████████████████████████████████████
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Activity coordination with subcontractors (H.12.3)

f. A description of the contractor's, the contractor's subsidiaries, and the major subcontractors' management systems, including the controls and scheduling techniques to be used for ensuring task accomplishment and procedures for ensuring complete coordination of all activities, as well as escalation procedures to be used to ensure task accomplishment. [H.12.3]

The coordination of activities between AT&T and our subcontractors are governed by management systems, controls, and scheduling techniques to provide task accomplishment. AT&T takes either of two paths when acquiring service from subcontractors: ███████████████████████

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██████████████████████ **Table 2.3.1.4-2** ████████████████████

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Table 2.3.1.4-2: Activity Coordination with Subcontractors. ████████████████████

Relationship with the "home" office during transition, migration, implementation, and operations (H.12.3)

g. A description of the relationship of the contractor's, the contactor's subsidiaries', and major subcontractors' organizations, which are responsible for managing both the project and individual activities of the project, to the corporate or "home" office during transition, migration, implementation, and operation. This description shall include a clear definition of the level of authority delegated to the manager of the local organizations(s). A description of any corporate or "home" office resources, including manpower, computers, software, shop, service engineering or service development organization, applied research laboratory, etc., to be committed to this contract on an as-needed basis, and the procedures for using these resources, shall be included. [H.12.3]

AT&T Government Solutions (AGS) is a self-contained business unit with complete and full access to any AT&T resource needed to support Government customers. AGS ███████████████████████████████
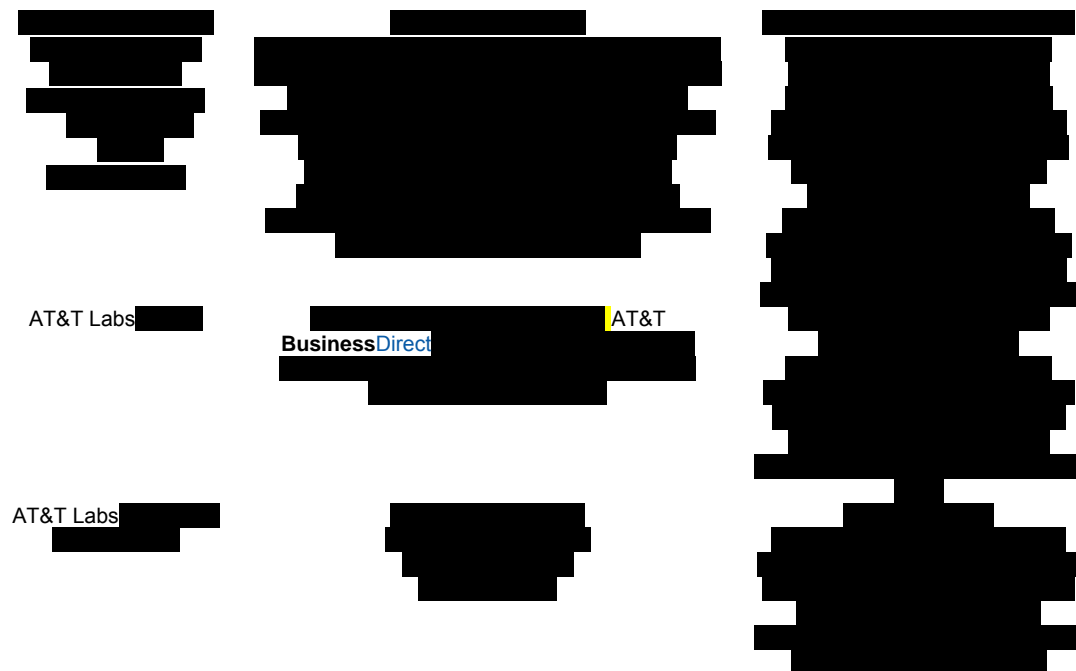
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████████████ **Table 2.3.1.4-3** details the specific AT&T resources readily available to the CPO to support the Agencies during transition, migration, implementation and day-to-day operations on the Networx program.

AT&T Labs████

BusinessDirect

AT&T

AT&T Labs████

AT&T Government
Solutions (AGS)

Table 2.3.1.4-3: Corporate Resources available to support the Networx contract.

Each of our major subcontractors' corporate resources available to support the Networx contract are listed in Appendix S and detailed in our Subcontracting Plan. All partners are structured to work closely with AT&T and the Government both geographically and organizationally.

Escalation Procedures (H.12.3)

h. A description of corporate escalation procedures for resolving critical issues, including points of contact. [H.12.3]

Escalations for resolving critical issues are quick and orderly, and are managed and tracked using a standardized process defined in the FTS Networx Program Management Plan.

Government, the CPO,

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Table 2.3.1.4-4 ██

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Table 2.3.1.4-4: Internal Escalation Contacts for Networx. ██

Table 2.3.1.4-5 displays Escalation Contacts for use by Networx Users. GSA or the Customer Agencies may request an escalation at any time by contacting any of the names presented below, or through their specific sales account manager or program manager as appropriate.

NAME	TITLE	OFFICE PHONE	CELL PHONE
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Table 2.3.1.4-5: Escalation Contacts for Networx. ████████████████████████

If GSA or an Agency needs to escalate an issue, it can be initiated easily with a phone call or email message. AT&T personnel quickly respond to any customer concerns, own the issue, and diligently work through resolution.

2.3.1.5 Policies and Procedures [L.34.2.3.1, C.3.2.2.1.4]

The offeror shall describe its ability to implement a functional organization through the submission of Policies and Procedures (P&P) document(s) including, but not limited to, all the requirements of Section C.3.2.2.1.4, Contractor Policies and Procedures.

The contractor shall develop, implement, and update a Policies and Procedures (P&P) document(s) that provide direction to staff on the methods of performing their Networx responsibilities. [C.3.2.2.1.4]

The contractor's P&P shall outline contractor and subcontractor procedures regarding performance of functions under this contract, including, but not limited to:
(a) Network management, including security
(b) Inventory management
(c) Billing
(d) Customer Support
(e) Account management
(f) Order Processing and Fulfillment
(g) Training Development and Delivery
(h) Analysis and Reporting
(i) Network Augments for Infrastructure as well as Customer Orders
(j) Document change control
(k) Network configuration control
(l) OSS change control [C.3.2.2.1.4].

Management and Operations support for the Networx contract is governed by Policies and Procedures documents to ensure GSA and the Agencies Networx services are flawlessly ordered, implemented, billed, maintained, and inventoried. Policies & Procedures (P&P) documents have been developed in accordance with the RFP requirements and reflect our experience supporting past FTS contracts. These P&P documents provide direction to all Networx staff concerning performance of Networx responsibilities assuring the Government their Networx requirements are

addressed the first time eliminating rework and frustration. They also describe policies regarding staff conduct and security requirements including those associated with our subcontractors. As shown in **Figure 2.3.1.5-1,** the P&Ps cover all aspects of Networx functional support. AT&T ███████████████

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As procedures or policies change, the P&Ps are updated and maintained within the CPO. An initial update will be provided within 15 business days of Notice to Proceed. Semi-annual updates will be provided 30 business days after the end of each period.

Figure 2.3.1.5-1: Policies and Procedures. ████████
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The P&P documents are provided in Appendix B ████████GSA ████████
Agencies ██

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2.3.1.6   Subcontractor Management [L.34.2.3.1, H.19]

The offeror shall describe its approach to managing subcontractors and its working relationships with other vendors, both domestic and non-domestic.
At award, the contract shall include a Subcontracting Plan pursuant to FAR 52.219-9, Small Business Subcontracting Plan (See Contract Section I.1.25). The Subcontracting Plans shall contain a separate part for the basic contract period and separate parts for each option period. The Subcontracting Plan shall be an individual plan

for this contract, not corporate wide. In accordance with instructions on the reverse side of Standard Form (SF) 294, subcontract award data that is reported by prime contractors/subcontractors shall be limited to awards made to their immediate subcontractors. Credit cannot be taken for awards made to lower tier subcontractors. [H.19]

To provide the Government best-in-class solutions for diverse IT and communications services through the Networx contract, AT&T is providing network solution integration and is partnering with multiple subcontractors serving in various capacities. The AT&T Networx Team partners have been selected based on their demonstrated ability to provide solutions or components of solutions for Government customers, with specific emphasis on demonstrated corporate integrity, excellence in service delivery to Government customers, and commitment to process and technology innovation. No matter the size or complexity of the requirement, AT&T engages the partners to help craft the best available solutions for the Government.

All of our subcontractors were chosen after reviewing ███████████████

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██ AT&T's Networx subcontractors

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CPO

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Table 2.3.1.6-1.

APPROACH	DESCRIPTION
Partner approach	
Supplier approach	
Small Business approach	

Table 2.3.1.6-1: Subcontracting Approach.

AT&T strongly believes in the use of small businesses and has an extensive history of success with small business partners. A small sample of the small business vendors we are utilizing on Networx is listed in **Table 2.3.1.6-2**.

SMALL BUSINESS PARTNER	SUPPLIES AND SERVICE
Concert Technologies, Inc.	Network infrastructure deployments, project management, voice, data and video for Government, military and commercial networks
GTSI	Leading provider of hardware, software for networking, enterprise computing,

	wireless, IT security, physical security, storage
Reliable Integration Services	Network Systems Integration, computer, Design, Maintenance, Network, hardware, software
Tech2000	Tech 2000 is an Blended Learning Solutions provider, capable of solving customer problems through an advanced set of dynamic training solutions including, Prescriptive Assessments, 3D simulations, Object based E-learning, Advanced Learning Management Tools, and Engaging Instructor-Led training
Worldwide Information Network Systems, Inc.	IT Services including computer/LAN/WAN networks design, engineering, installation, maintenance, software development, internet services; position mgmt, training, recruiting, & IT staffing & Info Assurance.

Table 2.3.1.6-2: Small Business Partner Sample. *The quantity and breadth of small business partners demonstrates AT&T's commitment to achieving and exceeding Small Business subcontracting goals.*

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▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ AT&T Government Solutions, Inc. was awarded the prestigious Department of Defense Nunn-Perry Award for excellence in our Mentor Protégé program in 2003. In August 2005, the Defense Contract Management Agency gave AGS a "highly successful" rating for our compliance with federal regulations designed to promote use of small and disadvantaged businesses and subcontractors. ▮▮

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The Subcontracting Plan will contain a separate part for the basic contract period and separate parts for each option period. ▮▮▮▮▮▮▮▮▮▮▮▮

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2.3.1.7 Service Level Agreements [L.34.2.3.1, C.3.2.2.1.2, J.13.2, J.13.3.15]

The offeror shall describe how it will manage compliance with Service Level Agreements (SLAs), which are specified in Attachment J.13, Service Level Agreements, including but not limited to the requirements of Section C.3.2.2.1.2,

Quality Assurance and Contract Compliance. The offeror shall describe how it proposes to sample and measure applicable SLA performance and report the results.

The contractor's CPO shall be the single point of interface for SLA information the Government requires. The CPO will deliver SLA data and reports to the Netowrx PMO and others in accordance with the Networx contract. [C.3.2.2.1.2]

The contractor shall establish a process for detailed, monitoring and reporting to enable an accurate assessment of performance against SLAs. [C.3.2.2.1.2]

The contractor's CPO shall resolve all issues concerning SLAs, including those that pertain to subcontractors. [C.3.2.2.1.2]

The contractor shall compile the SLA data from all sources, including subcontractors, into a single SLA Compliance Report, which shall be in a "scorecard" format to allow quick review of all SLAs. [C.3.2.2.1.2]

The contractor shall deliver to individual Agencies an Agency-Specific SLA Monthly Compliance Report that contains only the SLA performance data for that Agency. [C.3.2.2.1.2]

The CPO shall be responsible for monitoring and managing the contractor's performance against all contract performance requirements. [C.3.2.2.1.2]

The contractor shall measure the performance objectives for each applicable SLA and report the results in the monthly SLA Compliance Report, which is part of the contractor's Program Monthly Status Report that is described in Section C.3.2.4 and included in the Agency-Specific SLA Monthly Compliance Report, also described in Section C.3.2.4. [J.13.2]

For each awarded service, the contractor shall show numerically whether the measured results equal or exceed the AQL for that SLA performance objective and comment on any performance deficiencies. [J.13.2]

The CPO plays an important role in assisting the GSA with making Networx a performance-based contract. The key to ensuring the required performance SLAs are tracked and met, resides in the quality assurance and contract compliance steps managed by the CPO.

SLA Management

The CPO is the single-point-of-interface for the required SLA information and reports. The Networx SLA manager, within the CPO performs the functions listed in **Table 2.3.1.7-1** to ensure all contract performance standards are met.

SLA MANAGER RESPONSIBILITIES

Responsibility	Benefit

Table 2.3.1.7-1: SLA Manager Responsibilities. CPO GSA and the Agencies

FORRESTER®

"AT&T offers the complete package …… tier one operations and management support and a new set of SLAs that are the best in the industry."

Forrester Research, September 2004 Report Evaluating Managed IP VPN Svcs.

The SLA Manager continually monitors network performance and analyzes root-causes. If the SLA Manager discovers a critical service-impacting event, the Government Networx PMO is notified immediately and the event is tracked in the

system. In accordance with AT&T's existing security and access practices and procedures, the CPO works with the PMO to resolve any defects and will assist the Government in diagnosing and resolving the problem. The Root Cause Analysis (RCA) is identified as soon as possible to allow the CPO team to take ██

██████████████ "downstream" effect. ████████████████████████

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██████████████████████ Effective RCA provides these benefits to the Networx Program for the Government:

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The SLA manager actively participates in the entire spectrum of service delivery, providing oversight and guidance and confirms actions are taken to increase effectiveness and efficiencies by implementing ████████

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SLA Process

The SLA Manager works closely with AT&T's Global Network Operations Center (GNOC) and with subcontractors to capture the performance data needed to calculate the required SLA measurements. ████████████

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██████████████████████████████████ GSA and Agency ████████

████████████████ AT&T **Business**Direct portal. ████████████████

██ **(Table 2.3.1.7-2).**

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Table 2.3.1.7-2: SLA Metrics. ████████████

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██ **Table 2.3.1.7-4.**

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Table 2.3.1.7-4: Action Plan to deliver SLA Compliance. ████████████████████

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████████████████████████ This report is part of the Program Monthly Status

Report and is included in the Agency-specific SLA Monthly Compliance

Report and is available to the Government in all required media formats

including the web-based secure access portal, AT&T **Business**Direct. ████

████████████████████ **Table 2.3.1.7-5**.
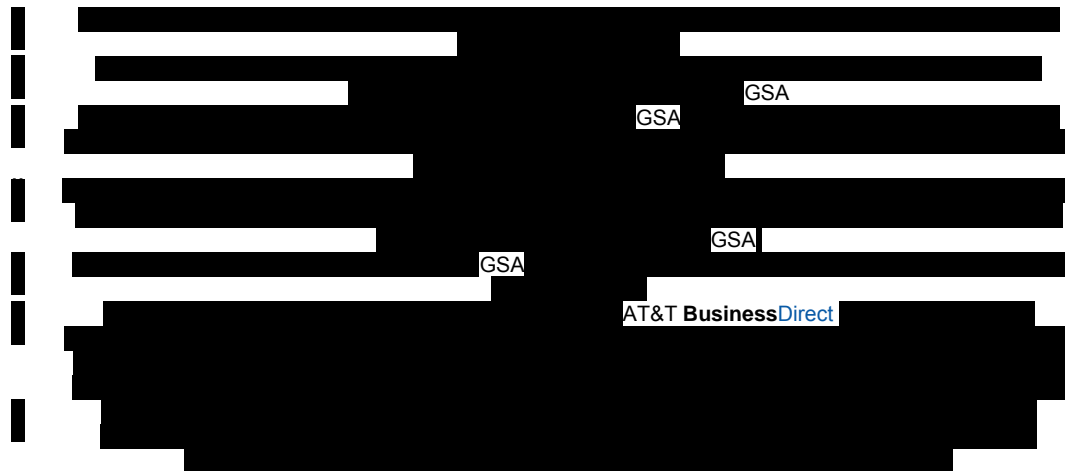
SLA REPORTING PROCESS

Table 2.3.1.7-5: SLA Reporting Process. *GSA and the Agencies*

2.3.1.8   Program Monthly Status Report and Reviews [L.34.2.3.1, C.3.2.2.6]

The offeror shall describe its planned form/format for its Program Monthly Status Report in accordance with Section C.3.2.4.1.3, Program Monthly Status Report, including its template for the SLA Compliance Report.
The contractor shall support periodic meetings and user forums based on program needs to discuss topics of interest and answer questions. [C.3.2.2.6]

GSA receives regular information concerning program activities through Program Reviews and monthly reports. AT&T's prior experience supporting the ▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮ contracts user forums and program meetings enables AT&T to have a complete understanding of these forums and the topics of interest to the Agencies. Samples of the Program Monthly Status Report and the SLA Compliance Report detailing their formats are in appendices J and L. Based on program needs, we support periodic meetings and user forums, as needed, to discuss topics of interest and answer questions.

2.3.1.9   Financial Management [L.34.2.3.1, C.3.2.2.4]

The contractor shall furnish the PMO and the GSA Contracting Officer (CO) with a Monthly Financial Status Report. [C.3.2.2.4]
The offeror shall describe its planned form/format for its Monthly Financial Status Report in accordance with Section C.3.2.4.1.5, Monthly Financial Status Report.

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The Government's effort for price management is supported through the Monthly Financial Status Report delivered to the PMO and the GSA Contracting Officer (CO). The report includes the requirements in Section H.7 and a sample of this report is provided in Appendix K.

2.3.1.10   Master Project Plan [C.3.2.2.3]

The contractor shall establish a master Project Plan for all program milestones and deliverables required to comply with the contract throughout its life. [C.3.2.2.3]
The Project Plan shall provide a means of scheduling and directing work, defining predecessor relationships for tasks, determining required human resources, and tracking variance to a baseline and current schedule. [C.3.2.2.3]

So that GSA can focus on serving their customers and executing its mission, the CPO management team controls, and executes all plans for the Networx contract. Specific project planning for delivery of complex services or unique circumstances is achieved through the ███████████████████████████████ ██████████████ **Figure 2.3.1.10-1,** ████████████████████████████ ██

CPO, ███████████████████████████ subcontractors, vendors, other service providers, and internal departments such as marketing, legal, finance, sales, provisioning, network management, billing, engineering and program control.
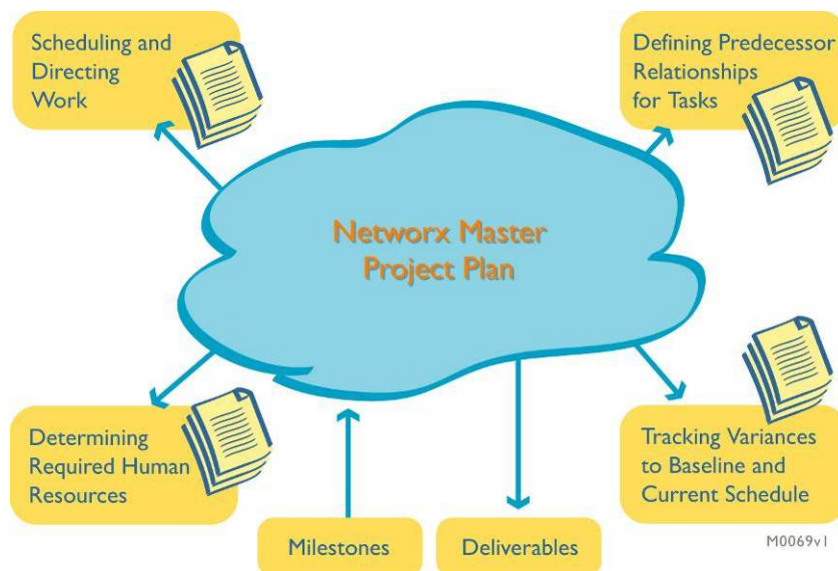

Figure 2.3.1.10-1: Networx Master Project Plan. ███ ██

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2.3.1.11   Transition at Contract Expiration [C.3.2.2.11]

The contractor shall provide the Government with accurate and current inventories of services in accordance with Section C.3.8 Inventory Management. [C.3.2.2.11]

GSA needs to plan for transition of services from Networx to a follow-on vehicle to maintain service continuity. To support the planning effort, AT&T provides information to and coordinates with the Government to facilitate the movement and billing activity of Networx services. AT&T ████████████ █████████████████████████████

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██████████████ Section C.3.5, Service Ordering and in association with the terms in Attachment J.12.3, Service Provisioning Intervals.

As illustrated in **Figure 2.3.1.11-1**, AT&T supports the entire lifecycle of the Networx Program.

Figure 2.3.1.11-1 Networx Contract Responsibilities. *The Government's Networx needs are met by AT&T through the life of the contract.*

2.3.1.12   Price Management Mechanism

Additionally, at the Government's request, the contractor shall supply the replacement of a comparison contract in cases where it does not contain sufficient price elements to match the Networx service traffic. The replacement(s) of the rejected contract(s) shall be selected in accordance with the requirements listed above. For example, a contract submission that offers only 56/64 kbps private line prices would be unsuitable for a PLS comparison if the Networx service traffic had a significant number of circuits at other speeds. [H.7.2]

AT&T will support the Government's efforts related to the Price Management Mechanism as this clause is an important risk reduction factor in the Networx program. Additionally, at the Government's request, AT&T will supply the replacement of a comparison contract in cases where it does not contain sufficient price elements to match the Networx service traffic. The replacement(s) of the rejected contract(s) will be selected in accordance with the requirements listed above.

2.3.1.13 Summary

GSA and the Agencies can fully meet and execute their Networx program goals by working with a single, responsive, full service vendor with an established well-structured CPO to lead Networx Management and Operations and Transition support. AT&T's experienced team provides full worldwide coverage and support to the Government on all activities. High quality service, proven processes and outstanding operations support systems, including the secure web portal, AT&T **Business**Direct, are available to provide accurate and timely access to data and management information.

Yankee Group analyst Bryan Van Dussen found that AT&T had exceptionally well-developed integration with its network of tools. "AT&T is set apart from others offering online customer service and support." , stated Van Dussen.

Highly skilled personnel within the CPO develop, implement, and update Policies and Procedures documents outlining Networx responsibilities and the

steps required to fulfill them. The CPO is the single point of contact for SLA information and supports, monitors, reports and resolves all issues to reinforce performance-based measurements. Task accomplishment is tracked through the use of a Master Project Plan created as a WBS in Microsoft Project.

Outstanding subcontractor management provides the Government the capability to work through a single one-stop shop to acquire and manage their Networx services. A summary of the features and benefits of AT&T's approach to supporting the Networx program are listed in **Table 2.3.1.13-1**.

FEATURES	BENEFITS
In-place, knowledgeable and well-structured CPO with four focus areas: Planning, Executing, Monitoring, and Managing Experienced Key Personnel	• Able to quickly "hit the ground running" and get Networx services transitioned and installed • Easier contractor communication knowing there is a single-point of contact with clear escalation paths and full issue coverage and clear paths for quick issue resolution • Relevant linkages between key organizations to minimize risk and potential for breakdowns in communication • Existing knowledge of Government and FTS contracts along with knowledge of the Networx RFP provides quicker initiation of the Networx program and better life-cycle support to GSA and the Agencies.
Award-Winning Business Direct Portal for Agency Interface	• Collaborative tools to enhance Government to AT&T communications • Easier management supported by secure, user friendly, authenticated access to Networx program and Agency data
High-level WBS included within the Program Management Plan	• Communicates the detail behind a Master Project Plan to provide a clear picture of how AT&T coordinates activities within the organization • Allows for better understanding and the opportunity to increase communication for GSA and Agency needs
Fully compliant, easily accessible, and well-organized Data, Reports, and Meetings	• Confidence the information and resources needed to efficiently acquire and manage telecommunications services are at GSA and Agency fingertips • Commitment to two-way, on-going communication to work through risks before they become issues

Table 2.3.1.13-1: Features and Benefits of AT&T's Networx Program. *An experienced, well-structured CPO leads a Networx Program structured to exceed the Government's requirements.*

The CPO is at the heart of the Networx program and is critical to managing and organizing the flow of information and communications with the Government. Working with the CPO, GSA and the Agencies can look forward to partnering with an organization consistently exceeding the functional requirements of the Networx RFP. AT&T is an effective, pro-active, supportive partner guiding the Government to a future of converged services and on-line servicing tools.