

2.3 Management & Operations [L.34.2.3]

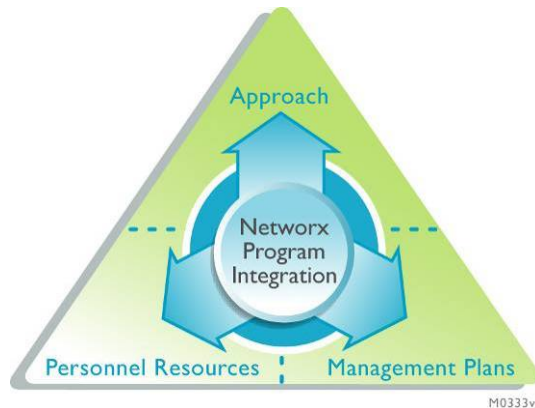
The GSA and Agencies will spend less time, effort and money managing telecommunications with AT&T as a Networx partner providing simple yet comprehensive Management and Operations support. AT&T's experienced and professional program management approach offers an accountable, responsive and effective management solution for successful Networx implementation and operations.

Approach, Personnel Resources, and Management Plans [L.34.2.3]

The offeror shall describe its approach, personnel resources, and specific management plans with which it proposes to satisfy the Government's requirements in Section C.3, Management and Operations.

Introduction

The key to a thriving Networx program lies in the selection of a partner who has the experience, professionalism and organizational maturity to successfully manage this sophisticated program over the long run. AT&T has a demonstrated ability to fulfill diverse and demanding Agency requirements while keeping costs low and satisfaction high, utilizing an expanded suite of service offerings that will evolve over 10 years. Both the GSA and the Agencies will be able to work effectively with AT&T during all phases of the program's life cycle, especially during transition. As illustrated in **Figure 2.3-1**, our approach, personnel resources, and plans combine to form an integrated Networx program.



Operations Support is one of the main GSA Networkx goals. AT&T's approach, personnel resources, and management plans consistently provide expected Operational results.

Figure 2.3-1: Networkx Program Integration. AT&T's Approach, Personnel Resources, and Management Plans are based on experience and proven methodologies from our support to prior FTS contracts.



AT&T Approach: An integrated solution under one leadership team

In preparing for Networkx, AT&T examined the record of our performance in supporting the predecessor contracts. We consulted our documentation and spoke with customers, suppliers, Government officials and industry experts. We solicited input from the people in our company who directly support FAS today, and from our internal suppliers, as well as conferred with our Networkx subcontractors. The result of our investigations led to the development of a management approach built on the people, skills, organizational models, management practices and automation tools that have proven their effectiveness over the years.

As a consequence, we offer Agencies the benefit of relying on the personnel, processes and systems that are [REDACTED] and ready for action within both our corporate and Government-focused operations. To assure progress under the increased demands of Networkx, our approach is to:

1. Augment these proven capabilities with a comprehensive and dedicated program office, staffed by individuals with deep experience in their respective areas of responsibility

2. [REDACTED] systems to meet the new requirements of Networkx
3. Provide GSA and the Agencies with easy-access points into AT&T including our on-line AT&T **BusinessDirect**® portal
4. Offer Agencies a one-stop-shop for service continuity and emerging services through our deep pool of AT&T corporate capabilities, supplemented by our partnerships with industry-leading telecommunications suppliers and IT integrators

The organization developed for Networkx management and execution is the Contractor's Program Organization (CPO) (as shown in **Figure 2.3-2**).



Figure 2.3-2: Overview of CPO. A clearly accountable organization with the ability to manager and control the support the Government needs for the program.

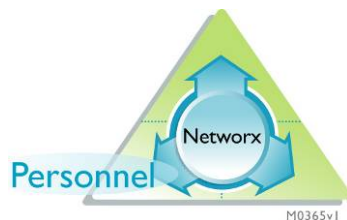
The CPO is the dedicated management organization within AT&T responsible for all aspects of the Networkx program, having ultimate accountability to both the GSA and AT&T for the successful performance of all program activities. The CPO provides GSA and the Agencies functional program support encompassing everything needed to manage the Networkx program from end-

to-end. AT&T's CPO approach assures the Agencies that managing their Networkx services will be easy and consistent whether it is the initial Service Order or the integrated, fully compliant Networkx invoice.

The CPO is part of AT&T's Government Solutions segment, an organization that has been dedicated solely to Federal Government service for decades. Our Government segment supplies agency-specific account managers who will market and sell Networkx services to individual agencies, [REDACTED]

[REDACTED] AT&T's corporate entities – especially those whose primary responsibility is the management of network infrastructure, AT&T products/services and the AT&T Labs – are a significant source of on-going program support. Finally, our partner subcontractors are actively participating in the Networkx program. All of these ancillary organizations either report directly to or take their direction from the CPO to ensure program value and efficiency.

Further detail about the CPO is contained in Section 2.3.1, Program Management.



Personnel Resources: Experience with a single-focus on Networkx

To consistently meet the Government's needs, the Networkx Program is supported by Key Personnel with an average of [REDACTED] years industry experience and [REDACTED] years Government experience. The dedicated CPO is a multi-talented team – all with significant prior experience in supporting Government customers and many currently assigned to AT&T's [REDACTED]. [REDACTED] Personnel have been drawn from AT&T as well as from our industry-leading partners and subcontractors. As a consequence, the team will be immediately prepared to offer GSA and Agencies a full suite of solutions under one easy-to-access and managed contract vehicle.

Each person's [REDACTED]
[REDACTED]
[REDACTED] All CPO personnel have been empowered by AT&T's executives to lead all of the company's Networx efforts. They have ready access to AT&T's leadership for guidance, governance, resource allocation, service support, and issue escalation/resolution.



Management Plans:

The diagram shows a blue circle labeled "Network" with three arrows pointing outwards. To its right is a light blue oval labeled "Plans". A curved arrow points from "Plans" back to "Network". Below the "Plans" oval is the text "M0364v1".

The initial versions of the management plans are included as Appendices A through O of our proposal, and they describe how AT&T intends to manage the key functions of the Network program. All plans are designed to be:

Specifically, AT&T has provided draft plans in the areas [REDACTED]
[REDACTED]
[REDACTED] GSA and Agencies
can find further evidence of our preparedness for Networx in the [REDACTED]
[REDACTED] in our appendices, along with support

documentation for [REDACTED] as required by the RFP.

Management of Networkx Services [L.34.2.3]

The offeror shall describe in detail its organization and systems, processes, and procedures proposed to manage the delivery and ongoing operation of Networkx services, both domestically and non-domestically.

Organization

GSA and the Agencies can confidently transition their services to AT&T's Networkx program knowing it is built on existing organizational structures and systems used to [REDACTED] while being enhanced with dedicated CPO personnel and updated processes and tools.

Contractor's Program Organization

The CPO oversees all Networkx program operations in the U.S. and abroad, and manages all of the required people, resources, and systems necessary to provide continuous, seamless service to the GSA. It provides program direction to all support functions, maintaining contract compliance and assuring superior performance over the life of the contract.

As depicted in **Figure 2.3-3**, the Networkx CPO will report directly to the President of AT&T Government Solutions (AGS). AT&T Government Solutions contains additional Networkx supporting organizations such as sales and contracts.

Figure 2.3-3: All of the resources of AT&T can be applied to Networkx. *Networkx is directly supported within AGS and indirectly supported by the entire AT&T organization.*

The CPO is organized to provide an end-to-end focus to the Networkx Program as described in **Table 2.3-1**.

END-TO-END FOCUS OF AT&T'S CPO:	
Leadership	[REDACTED]
Planning	[REDACTED]
Executing	[REDACTED]
Monitoring	[REDACTED]
Managing	[REDACTED]

Table 2.3-1: AT&T's Network Program Focus Areas. Contract compliance and Government needs are fully covered by the focus areas of AT&T's Network Program.

The CPO includes program managers from each of our partners and a Senior Advisory Group (SAG). The SAG will support the AT&T Networkx Program Director in formulation of long-term strategies for enhancing Networkx services, improving service delivery and increasing the value of the GSA Networkx program to Agencies. At the invitation of the Program Director, the group will meet [REDACTED] and will include senior management, technical and business development leadership from AT&T Government Solutions, AT&T Laboratories, and the principle Networkx partners.

The importance of the CPO focus areas as managed and controlled by the key CPO personnel is discussed in more detail in Section 2.3.1, Program Management, and in our draft, Program Management Plan, in Appendix A.

Customer Support Office

The CSO is [REDACTED] for all of AT&T's Networkx customers.

It is organized [REDACTED]
[REDACTED] from initial order placement to billing and network management/maintenance. The CSO is part of the CPO to ensure achievement of both program and Agency objectives.

AT&T Government Solutions

The Networkx CPO reports directly to the President of AT&T Government Solutions (AGS), which is structured to support Government accounts.

AGS is able to quickly scale to meet Government needs. With [REDACTED] percent of our employees holding Government clearances, AT&T is well positioned [REDACTED]

All AGS employees receive regular briefings pertaining to conduct and interaction with the Government. The privacy of Government information is maintained through the [REDACTED] and certification process.

AT&T Business Services

AT&T's Government Solutions is part of AT&T's Business Services (ABS) organization, which is a peer to the corporate entities that are responsible for all of AT&T's other major business functions, in the U.S. and globally. As an organizational peer, AT&T Business Solutions has direct access to all of the corporate resources required to support the Networkx program. In fact, many of these other corporate entities [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] Networkx receives top priority among their traditional duties.

Partners/Subcontractors

To complete and continually refresh our Networkx service offerings, the integrated AT&T Networkx program will rely on the resources of numerous subcontractors. Our partners are listed in **Table 2.3-2**.

AT&T NETWORKX TEAM:

Northrop Grumman	Provider of technologically advanced and innovative solutions in systems integration, defense electronics and information technology.
EDS	Supplier to the Government for 35+ years in the areas of information-technology, applications and business process services
SRA	Provider of information technology services and solutions, including strategic consulting; systems design, development and integration; and outsourcing and managed services.
GTSI	Twenty-year track record assessing, designing, implementing, and maintaining complex Government solutions for networking, enterprise computing, IT security, physical security
Cingular	The largest wireless company in the U.S., with more than 50 million subscribers
Global Crossing	The Global Crossing network provides services in more than 500 cities in 50 countries across six continents, and includes transoceanic fiber capacity that reaches the U.S., Europe, Central and South America, and Asia-Pacific. In addition, Global Crossing operates 37 metro fiber networks worldwide.

Table 2.3-2: The AT&T Networkx Team. *The AT&T Networkx Team has a strong presence in all sectors and levels of Government, and has demonstrated experience and domain knowledge in supporting both infrastructure and business/mission applications.*

Each of the partners has assigned a Networkx program manager (PM) to the AT&T CPO. These PMs work in conjunction with the CPO's Strategic Planning Manager for identification of sales/marketing efforts and of service/technology enhancements within their areas of expertise. Finally, executives from the partner companies will participate in the CPO's Senior Advisory Group in order to provide their unique perspectives, experiences and inputs to the overall direction of the AT&T CPO. Of our six partners, three (Northrop Grumman, EDS, and Cingular) qualify as 'major subcontractors' per the RFP definition. Information about these three corporations is available in Appendix S.

Our Government suppliers and systems integrators were selected for their ability to meaningfully support, expand or enhance AT&T's offering of Networkx services. The AT&T Networkx program includes many other leading small and medium-sized subcontractors, such as Tech2000, a small woman-owned firm that will supply training development and delivery. Interfaces with the subcontractors and/or partners who are providing telecom services will be integrated into our Networkx systems and processes.

Systems

AT&T's OSS Architecture. The Government benefits from an AT&T solution that leverages and integrates the service offerings and tools used by some of the world's largest commercial customers such as [REDACTED]

The Networkx contract will be supported by AT&T's world-class network and systems. In the past three years, AT&T has invested in capital expenditures to enhance both.

[REDACTED] and [REDACTED] We continue to invest in our network to incorporate innovative service offerings and in our operational systems to enable us to deliver the best services at the best service levels in the market.

Much of our systems funding serves a key corporate goal to transform separate systems and processes into a single, integrated service platform that we call 'Concept of One.' This initiative is permitting us to develop and deliver capabilities that can be more easily and quickly applied to multiple services and applications. This significantly increases the impact of improvements that were formerly incremental in nature, benefiting more customers more rapidly. **Figure 2.3-4** illustrates just some of the customer benefits of our drive to execute our Concept of One.

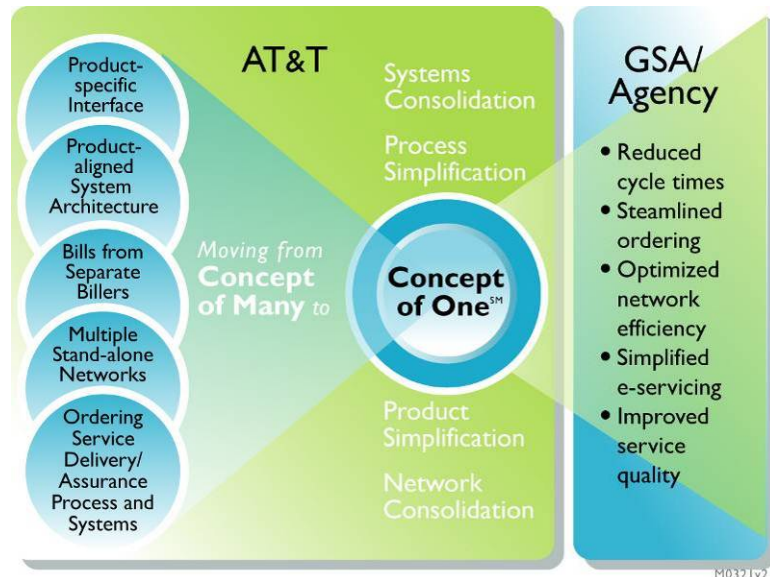


Figure 2.3-4: AT&T's Concept of One. The Government benefits from the improved ordering, provisioning, maintenance and billing processes resulting from the Concept of One.

Our Concept of One initiatives already paid off in decreased cycle times, fewer errors due to less human involvement, and greater accuracy from reliance on a single, common database of record. Specifically, [REDACTED]

[REDACTED]

[REDACTED] AT&T's suite of Networx-tailored operational support systems (OSS) is an important component of AT&T's Concept of One initiative. This permits us to continually lead the way in offering new systems capabilities and applications to both GSA and Agencies while making the

[REDACTED]

[REDACTED] These [REDACTED]

[REDACTED]

[REDACTED] include:

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

We believe these systems will [REDACTED]

[REDACTED]
[REDACTED]

[REDACTED] Subcontractor and partner services are also

[REDACTED]

This common experience across services and subcontractors is exemplified by AT&T **BusinessDirect**[®], the tool that the Government will rely on to manage daily Networkx services and

information. AT&T **BusinessDirect** is a suite of electronic servicing tools presented as a Web portal that allows customers to manage their services/accounts at any time from any

*Government data is secure and private. AT&T **BusinessDirect** requires user authentication and ensures the user can only access authorized account(s) and only perform approved functions.*

Internet-capable personal computer. Currently supporting 25 million transactions annually, it is used by a majority of AT&T's commercial and Government customers. In many cases, these applications have been

[REDACTED] providing the Government [REDACTED]

[REDACTED] while [REDACTED]

[REDACTED]

Table 2.3-3 highlights some of the benefits for Agencies using AT&T **BusinessDirect** for service ordering, service management, inventory management, trouble ticketing, billing, customer support, and other programmatic and operational activities. More detail on this central Networkx

management tool is available in Section 2.3.13, Operational Support Systems.

AT&T BUSINESSDIRECT™ FEATURES AND BENEFITS:	
User Authentication	Allow GSA and Agency customers to control access permissions
Online Service	• Improve order accuracy • Shorten provisioning intervals
Ordering	
Transition Reports	View and track transition information through real-time updates
Trouble Reporting	Speed trouble resolution by creating and tracking trouble tickets online
AT&T BusinessDirect Map application	Optimize network efficiency by monitoring their own network and administering changes to optimize capacity
Inventory Tool	Save administration time by investigating inventory updates online
Online Billing detail	Access billing information easily and quickly
Billing Disputes Tool	Save time by viewing and submitting billing inquiries and disputes (point and click to select inquiries).

Table 2.3-3: AT&T BusinessDirect Benefits. Managing Networkx services will be easy and efficient with a single online portal that can be accessed anytime, anywhere.

AT&T is committed [REDACTED]

[REDACTED] Through the use of AT&T BusinessDirect, the Government has access to secure, convenient electronic management resources to simplify communication and data exchange while reducing time spent on paperwork and calls. [REDACTED] R includes a fold-out “roadmap” of AT&T BusinessDirect applications available to the Government on the Networkx contract.

GSA and the Agencies will be able to confirm our [REDACTED] capabilities further during verification testing. The [REDACTED] and the [REDACTED] described above [REDACTED]

[REDACTED] Additional Networkx customization for all offered services [REDACTED] Notice to Proceed [REDACTED] for the [REDACTED] Verification tests.

Processes and Procedures

Delivery of Networkx services are supported by both established corporate procedures and the prudent use of Networkx-specific processes. In many cases, [REDACTED]

[REDACTED]

[REDACTED] At other times, the [REDACTED]

[REDACTED] When N [REDACTED]

[REDACTED] All our

subcontractor partners are expected to [REDACTED]
[REDACTED]
[REDACTED]

More information describing how AT&T proposes to [REDACTED]
[REDACTED]

[REDACTED] Policies are regularly evaluated for [REDACTED]

[REDACTED] As a leader in the telecommunications business for over 100 years and having supported FTS customers for more than 15 years, AT&T has the knowledge of the business itself and the Government's requirements [REDACTED]

[REDACTED] Table 2.3-4 [REDACTED]
[REDACTED]
[REDACTED] CPO.

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

[illegible]

Table 2.3-4: AT&T Process and Procedure Infrastructure.

CPO personnel receive training in

Network allow for common processes among multiple service offerings to leverage economies of scale. The more common processes are, the easier they are to use and implement.

Worldwide coverage

The GSA and Agencies have access to a global network connecting virtually every country and territory around the world (see **Table 2.3-5**), including remote access from approximately [REDACTED] dial-up locations in [REDACTED] countries and dedicated data access from over [REDACTED] points of presence in [REDACTED] countries.

AT&T'S GLOBAL PRESENCE

Country	Relative Scale of Presence (approximate bar length)
United States	100%
Canada	85%
United Kingdom	75%
France	65%
Germany	55%
Italy	45%
Spain	35%
Japan	25%
Australia	15%
South Africa	10%
India	5%
Brazil	3%
Argentina	2%
Chile	1%
Colombia	1%
Venezuela	1%
Peru	1%
Ecuador	1%
Guatemala	1%
Honduras	1%
Nicaragua	1%
Costa Rica	1%
Panama	1%
Dominican Republic	1%
Jamaica	1%
Trinidad and Tobago	1%
Barbados	1%
Grenada	1%
St. Vincent and the Grenadines	1%
St. Lucia	1%
Dominica	1%
Antigua and Barbuda	1%
Belize	1%
Suriname	1%
Guyana	1%
Paraguay	1%
Uruguay	1%
Chad	1%
Niger	1%
Mali	1%
Sudan	1%
Egypt	1%
Syria	1%
Lebanon	1%
Israel	1%
Jordan	1%
Palestine	1%
Yemen	1%
Oman	1%
UAE	1%
Saudi Arabia	1%
Qatar	1%
Bahrain	1%
Kuwait	1%
Uzbekistan	1%
Kazakhstan	1%
Kyrgyzstan	1%
Tajikistan	1%
Turkmenistan	1%
Azerbaijan	1%
Georgia	1%
Armenia	1%
Azerbaijan	1%
Belarus	1%
Poland	1%
Czech Republic	1%
Slovakia	1%
Hungary	1%
Slovenia	1%
Croatia	1%
Serbia	1%
Bosnia and Herzegovina	1%
Montenegro	1%
Albania	1%
Macedonia	1%
Bulgaria	1%
Romania	1%
Greece	1%
Turkey	1%
Cyprus	1%
Malta	1%
Portugal	1%
Spain	1%
France	1%
Germany	1%
Italy	1%
United Kingdom	1%
Canada	1%
United States	1%

AT&T'S GLOBAL PRESENCE

Table 2.3-5: The World's Networking Company Working for Networx. AT&T is the only service provider to make it into the Gartner magic quadrant as a 'leader' for every region of the world.

Underpinning this communications network is a mature global organization that has provided sales, service delivery, maintenance/monitoring and billing outside the U.S. for decades. Worldwide service centers are staffed with in-country personnel who quickly address troubles, provide maintenance, and answer service questions [REDACTED]

International operations staff is located in-country, as are sales and administrative support functions. To assure the GSA and Agencies of effective Networx operations worldwide, the key global interface partners for Networx [REDACTED] will be [REDACTED]

[REDACTED]
[REDACTED]

Overall Management Qualifications [L.34.2.3]

The offeror shall provide a description of its overall management qualifications to provide the range and magnitude of mandatory and optional services.

Supporting the GSA goals of continuity of service, complete operations support and full service delivery is a top priority for the entire company, with

[REDACTED]
[REDACTED]

Having supported FTS contracts for over 15 years, AT&T is fully qualified to manage the proposed services on the Networx contract.

The CPO is structured as an integrated team supporting all Networx services whether they are core AT&T services, enhanced management and applications services, or provided by subcontractors.

Gartner

AT&T remains the only Network Service Provider (NSP) to be listed in the "Leader Quadrant" in all four of Gartner's NSP Magic Quadrants covering Europe, Asia Pacific, U.S. and Worldwide NSPs.

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This same CPO structure is used for other contracts involving a large range of services, such as:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The [REDACTED] contracts demonstrate our qualifications to manage the range of Networx services. Both are currently servicing satisfied customers.

Experience Managing Complex Telecommunications Services [L.34.2.3]

The offeror shall indicate its level of experience managing complex communications services and how this experience will be applied to meet the Government's goals, objectives, and requirements for Management and Operations.

The Government can rely on AT&T as a proven integrator who confidently manages complex programs. As a consequence of our demonstrated success in implementing complex programs, integrating vast network resources, leveraging corporate assets across partners, providing best-in-class professional services, and deploying innovative technologies from AT&T Labs and best practices from industry-leading partners, GSA can count on us as a trusted partner to help meet the goals, objectives and requirements for Networx. AT&T also has significant experience in disaster recovery, national security/emergency preparedness, systems design and

engineering, training, cyber security, continuity of operations, and continuity of government.

As business requirements increase in complexity, so has the need to enforce a worldwide management methodology to provide a consistent framework for managing large projects, especially those involving many subcontractors.

AT&T [REDACTED]
[REDACTED]
[REDACTED]

[REDACTED] The methodologies employed are based on AT&T-specific process and procedures and best-practice industry standards. Application of these standards has consistently permitted AT&T to successfully perform in complex and demanding Government, commercial and international projects and programs, summarized in **Figure 2.3-5**.

Figure 2.3-5: AT&T's Experience.

Special Qualifications and Innovative Approaches [L.34.2.3]

The offeror shall describe any special qualifications or innovative approaches to exceeding the Government's unique requirements.

If an Agency has a need that differs from or exceeds the Networkx RFP requirements, AT&T is able to respond. Whether we need to offer new services not anticipated by the original RFP, modify our management tools or adapt processes to meet those requirements, the CPO leads the effort to make the alteration. Our confidence in our ability to fine-tune the Networkx program to meet special needs is based [REDACTED]

[REDACTED] the depth and breath of our service offerings; the capabilities that our subcontractor partners bring to our team; and the flexibility of our systems. Our OSS development organization is [REDACTED]

[REDACTED] Our CPO staff members are experienced in modifying the current contract to accommodate new or enhanced needs. Current examples of customized solutions include:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

As illustrated in **Figure 2.3-6**, a customized Agency solution begins with a statement of work (SOW). [REDACTED]

[REDACTED]

[REDACTED]

Figure 2.3-6: Customized Solution Development Process. [REDACTED]

[REDACTED]

[REDACTED] available to Networkx agencies because of the flexibility built into the [REDACTED] OSS and AT&T's experience supporting Government contracts and understanding of Agency needs. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Overview of Components and Plans [L.34.2.3]

The offeror shall provide its management response with the following components and plans, corresponding with the structure of Section C.3.

- (a) Program Management, including Policies and Procedures and Program Management Plan
- (b) Network Management
- (c) Security Management, including Security Plan
- (d) Disaster Recovery, including Disaster Recovery Plan
- (e) Customer Support
- (f) Trouble and Complaint Handling
- (g) Business Relationship Management
- (h) Service Optimization
- (i) Service Ordering, including Data Dictionary Package for Ordering
- (j) Billing, including Data Dictionary Package for Billing
- (k) Training, including draft Training Plan

(l) Inventory Management, including Inventory Management User Documentation
(m) Operational Support Systems, including OSS Verification Test Plan and OSS Change Management Plan

The AT&T Network Management and Operations response is provided in the order outlined in the RFP, and includes compliant and descriptive responses for the requirements listed in sections L.34.3 and the narrative-general and service-specific requirements of C.3. Detailed descriptions of how AT&T manages the various components of the Networkx program are documented in individual management plans, provided as appendices to our proposal. These plans document our management objectives and implementation processes to meet or exceed Government requirements, as outlined in Section C.3. The elements of our Management and Operations response are described in **Table 2.3-6**.

MANAGEMENT AND OPERATIONS RESPONSE:	
(a) Program Management, including Policies and Procedures and Program Management Plan	Program management is addressed in Section 2.3.1 and describes how AT&T's CPO is organized, how it functions, and how it interacts with the GSA and the Agencies. The Program Management Plan is included in Appendix A and provides a concise yet comprehensive view of management activities for the Networkx program, post-award.
(b) Network Management	Section 2.3.2 and describes our Networkx network management, configuration management, accounting management, fault management, and network services monitoring and management.
(c) Security Management, including Security Plan	Section 2.3.3 addresses security management. A detailed Security Plan is provided in Appendix B, providing a full description of the management, technical, and operational controls required for successful security management.
(d) Disaster Recovery, including Disaster Recovery Plan	Disaster recovery is addressed in Section 2.3.4. The Disaster Recovery Plan in Appendix C provides a description of capabilities for ensuring business continuity.
(e) Customer Support	Customer support information is presented in Section 2.3.5, which describes the management, technical, and operational capabilities we apply to these requirements.
(f) Trouble and Complaint Handling	Trouble and complaint handling details are addressed in Section 2.3.6, which highlights AT&T BusinessDirect , along with our Networkx management, technical, and operational capabilities.
(g) Business Relationship Management	Business relationship management is described in Section 2.3.7, which describes the Networkx Internet site along with the Networkx subscriber site and the information contained within it that will support the Networkx contract.
(h) Service Optimization	Section 2.3.8 addresses service optimization for the Networkx services.
(i) Service Ordering, including Data Dictionary Package for Ordering	Service ordering is addressed in Section 2.3.9, and details the service ordering systems, processes, and intervals for Networkx. It also describes subcontractor management to provide end-to-end service delivery. The data dictionary package (Appendix M) documents the information needed to submit orders and receive notices from AT&T.
(j) Billing, including Data Dictionary Package for	Billing is addressed in Section 2.3.10 and describes a single-

MANAGEMENT AND OPERATIONS RESPONSE:	
Billing	biller approach to Networkx that encompasses subcontractor data with AT&T originated data. The Data Dictionary Package for Billing (Appendix N) provides the billing data needed to receive electronic billing.
(k) Training, including draft Training Plan	Training is addressed in Section 2.3.11 and describes Networkx training classes, media, and approaches. The draft Training Plan is located in Appendix E.
(l) Inventory Management, including Inventory Management User Documentation	Inventory management is detailed in Section 2.3.12 and describes a common inventory tool and our approach to managing inventory data.
(m) Operational Support Systems, including OSS Verification Test Plan and OSS Change Management Plan	OSS is addressed in Section 2.3.13 and provides the Government with a clear description of the systems to be used in support of Networkx. The OSS Verification Test Plan details are provided in Appendix F, including OSS verification tests that must occur within 60 calendar days of Notice to Proceed. Appendix G contains the OSS Change Management Plan.

Table 2.3-6 Management and Operations Support. AT&T's Management and Operations response is fully compliant with RFP requirements and provides a comprehensive and compelling description of the people, processes, and tools AT&T commits to support the Networkx Program.

Summary

The Government saves effort, time and money through the simple and effective management of their communications services when supported by AT&T's Networkx approach, personnel, and plans. **Table 2.3-7** highlights some of the key features of our management and operations response to illustrate just a few of the benefits we expect to bring to the Networkx Program.

FEATURES	BENEFITS
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
Award-winning Business Direct portal for Agency interface	• Portal is in-place and in-use today, and recognized for its quality/dependability/ease of use • Easy-to-use direct interface for automated end-user self service • Shorter cycle times, with improved end-to end service
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Table 2.3-7: AT&T's Networkx Features and Benefits. Government Agencies gain numerous varied benefits from the features of AT&T management capabilities.

GSA and the Agencies can be assured that with AT&T they have a single full-service provider who is a financially stable partner committed to meeting their current telecommunication needs and future technology solutions. AT&T is ready to handle special Agency requirements through [REDACTED]

[REDACTED] Our Networkx management structure is in place in preparation for contract award, and all Networkx systems will be fully demonstrable through OSS verification tests.