
APPENDIX A



Networx Enterprise Program

Contract Number TQC-JTB-05-0001

Program Management Plan

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COMPLIANCE MATRIX

This Program Management Plan is structured in accordance with standard AT&T practices, and is designed for use during the post-award period. A mapping of the Section C RFP requirements into the draft document is provided below.

RFP REF.	PROGRAM MANAGEMENT PLAN (PMP) CONTENT REQUIREMENTS FROM SECTION C.3.2.2.2	PMP SECTION
1	The contractor shall deliver a Program Management Plan (PMP), in accordance with Section C.3.2.4, Program Management Report Requirements that detail its program management method and implementation plan at a level sufficient to give the Government an understanding of the program management approach.	1.0
1(a)	Summary of Contract/Customer Requirements, including Government dependencies and assumptions regarding Government services, facilities and personnel.	2..2.2
1(b)	Summary Description of Service Solution, including methodology to comply with Service Ordering, Billing, Inventory Management, and Service Management requirements.	2.5
1(c)	Program Management Schedule.	5.0
1(d)	Resource Plan – Management approach to:	6.0
1(d).1	Resource Plan – Management approach to Financial Resources: budgeting, tracking, and controlling costs.	6.2.1
1(d).2	Resource Plan – Management approach to Human Resources: identifying and retaining qualified personnel and making effective use of their skills.	6.2.2
1(d).3	Resource Plan – Management approach to Equipment: managing hardware and software assets	6.2.4, 6.2.5
1(e)	Quality Assurance Program: Management approach to formulating and enforcing work and quality standards, ensuring compliance and contractual Service Level Agreements (SLAs), reviewing work in progress, and providing Customer Support services.	4.3
1(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	4.4
1(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	4.1
1(h)	Subcontractor Management and Vendor /Carrier Relations: Approach to managing relationships with all subcontractors, effective relations with vendors and other service providers, and meeting the requirements of Section H.19	4.6
1(i)	Management Structure, organizations, and roles and responsibilities of each function performing work under this contract; key personnel and subject matter experts.	3.0
1(j)	Risk Management Plan: Process for identifying program risks, including risks identified in this statement of work, and actions to mitigate them	7.0
1(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	6.3

1 INTRODUCTION

This Program Management Plan (PMP) describes the organizational and management approach AT&T will apply to delivery of telecommunications and information technology services under the GSA Networx Program. The PMP identifies the AT&T management team, the expected primary working interfaces established upon award, and the approaches by which program objectives and priorities will be jointly established. The document introduces our management approach to prospective Networx Agencies considering acquisition of AT&T Networx services.

This PMP will be revised to reflect Government comments on this initial submittal, and will be updated annually throughout the contract period to reflect the continuing evolution of Networx Program requirements.

1.1 Scope

As required by RFP Section C.3.2.4, this PMP provides sufficient detail for the Government to assess the adequacy of the planned approach and methods.

RFP SECTION F.2 DATA ITEM	PLANNING DOCUMENT
#33	Security Plan and Risk Assessment
#38	Disaster Recovery Plan
#81	OSS Verification Test Plan
#83	OSS Change Management Plan
#84	Transition Management Plan
#101	Personnel Plan
#105	Subcontracting Management Plan

Table 1.1-1: Subordinate Planning Documents to this PMP.

Subordinate planning documents describe the management and technical approaches employed for key elements of the program. Specific methods of execution of elements of this PMP are documented in Networx Program Policies and Procedures (see C.3.2.4.1.2, Data Item #21), and are not detailed in this PMP.

1.2 Document Overview

The PMP identifies the objectives and requirements considered by AT&T in the development of the approach to managing the Networkx Program, and describes the organization, roles, and responsibilities of the AT&T Networkx Contractor's Program Organization (CPO) and supporting organizations. The Plan is summarized in **Table 1.2-1**.

SECTION	TITLE	CONTENT
1	Introduction	Scope and Document Overview.
2	Program Requirements	Identifies objectives and requirements considered as the AT&T program management approach was defined. These include Government objectives, priorities, and requirements, as well as AT&T business objectives.
3	Program Organizational Structure	Describes the AT&T Contractor's Program Organization (CPO) and identifies the AT&T organizations that will support the CPO in delivery of Networkx services, and identifies key personnel and primary interfaces to the GSA Program Management Office (PMO) and Customer Agencies. Lists Key Personnel and escalation procedures.
4	Communications and Measurements	Describes how AT&T communicates with GSA and end-user Agencies. Indicates sources and methods of measuring program results.
5	Actions and Milestones	Identifies major milestones and activities for the Networkx Program. The level of detail is appropriate for coordinating major program milestones. Detailed activity plans will be developed in coordination with the PMO and Customer Agencies during the contract period.
6	Resource Plan	Describes the resources that will be employed in executing the Networkx Program, including human resources, facilities and the operational support systems (OSS) that will support the AT&T Networkx Program.
7	Risk Management Plan	Describes Risk Management methodology, including identification and mitigation processes.

Table 1.2-1: AT&T's comprehensive PMP content summary. All aspects of a comprehensive program plan are addressed to provide superior program performance.

2 PROGRAM REQUIREMENTS

2.1 General

The AT&T program management approach and plan is designed to respond to Government goals, objectives, and requirements. These management plans reflect key AT&T strategies for effective conduct of the Program and efficient delivery of Networkx services.

2.2 GSA Requirements and Objectives

2.2.1 GSA Program Goals

AT&T acknowledges and has considered all of the stated goals for the Networkx Program as presented in Section J. Those with the most significant impact on the program management approach are addressed below.

2.2.1.1 Full Service

The Networkx Program is envisioned by GSA as the vehicle of choice for a wide range of reliable telecommunications and information technology services, supplemented with a comprehensive set of network security and information assurance services. The AT&T CPO is authorized and prepared to continuously enhance and expand the initial set of services; the AT&T program management approach provides a focal point to include evolving AT&T commercial offerings and to define customized services from principal subcontractors to meet unique requirements of Customer Agencies. These offerings, in conjunction with engineering, design, and management services make our Networkx Program truly a “full service” source.

2.2.1.2 Expanded Utilization of Networkx

The Networkx Program can be used by all sectors and levels of the Government, including authorized State and Local Governments.

AT&T has already taken initial steps to support this GSA objective by partnering with leading systems integration corporations and government-focused service providers and small businesses. The resulting team has a strong presence in Government and has demonstrated experience and domain knowledge in supporting both Agency infrastructure and business/mission applications. Our approach includes aggressive joint marketing activities to leverage this strength, automated support tools for end-users, and training programs to improve end-user knowledge and awareness of products and services available via the Networx contracts. We intend to update the contract to ensure it continues to provide a one-stop, end-to-end solutions capability for the end users.

2.2.1.3 Transition Support

The success of the Networx Program demands low risk, minimum impact transition of services from expiring FTS contract vehicles. In addition, AT&T believes this need extends to migration of services from non-FTS contract vehicles to Networx and to continuous introduction of new technologies and service enhancements.

The design of the AT&T CPO reflects the criticality of this objective to overall program success. We will establish a Transition, Implementation and Migration Office (TIMO) with dedicated account staff for each Customer Agency. The TIMO, under the direct management of the Program Director includes transition project teams specifically tasked to identify and address transition issues and risks early and effectively, then to manage AT&T and Agency activities to ensure timely and effective transition to Networx services. The TIMO uses AT&T standards-based tools and techniques to provide consistent and repeatable transition support to Federal customers. This common approach allows the TIMO to draw from other AT&T transition

resources as necessary, resulting in an extremely scalable model for large volume transitions. An additional advantage of the AT&T approach is the inclusion of subcontractor staff in transition teams to leverage their customer domain knowledge, transition experience, and ability to assist in coordinating transitions ranging from basic telecommunications infrastructure through critical business/mission applications.

2.2.2 Contract Requirements

AT&T acknowledges and will comply with the full scope of contract requirements. The high-level requirements are outlined in the following section.

2.2.2.1 Geographic Coverage

The Networkx Enterprise contract requires extensive and ubiquitous coverage for service offerings in the United States, US territories and possessions, and foreign countries. The global extent of this coverage requirement presents both a challenge and an opportunity for any telecommunications provider.

AT&T meets this challenge with comprehensive services support for domestic and international locations, and includes service coverage area augmentation from our team of service provider partners, the availability of already-existing and extensive service agreements with incumbent and competitive local exchange carriers (ILEC/CLEC), and the readiness to add necessary providers to the team.

2.2.2.2 Count and Complexity of Program Requirements

The Networkx contract and RFP includes over 50,000 discrete requirements governing the standards and specifications for services and methods for delivery of those crucial services to the quality of delivered services. When coupled with commitments to meet/exceed service level agreement (SLA)

thresholds and extensive reporting requirements, these extensive requirements represent a significant management challenge.

AT&T meets this challenge by establishing a dedicated program organization, and by assigning specific quality, compliance and SLA management responsibilities to management staff within that organization.

2.2.2.3 Scope of Requirements

The Networkx Program represents a significant expansion in scope relative to previous GSA telecommunications services contracts. The program offers comprehensive information technology services and associated network security and information assurance services, and includes provisions for customer-specific design, engineering, implementation, and management of services to meet customized and unique requirements of Customer Agencies.

The AT&T team includes world class systems integration subcontractors to augment our in-house capabilities to design and engineer custom solutions, supported further by small business and small disadvantaged businesses (SB/SDB) to provide niche expertise and services.

2.2.3 Assumptions Regarding Government Services, Facilities, and Personnel

The AT&T Networkx Program is not dependent on the use of any specific Government services, facilities, or personnel. It is assumed that Agencies will support the delivery of products and services ordered from the AT&T Networkx Program, as delineated in **Table 2.2.3-1**.

PRODUCTS/SERVICES	AGENCY SUPPORT
Wiring/ Circuits	Physical access to facilities by AT&T technicians for installation of access circuits and premise wiring for delivery of Networkx services.
Site, I&T Services	Access to facilities for pre-installation site surveys, and installation, maintenance and upgrades of premise equipment required for service delivery.
Storage	Floor space, power and HVAC consistent with premise-installed Service Enabling Devices.

PRODUCTS/SERVICES	AGENCY SUPPORT
Unique Transition Requirements	Any unique needs to support a transition project will be identified in the Transition Project Specific Plans (Data Item #86).
LGC	Local Government Contacts (LGCs) to coordinate services at Customer Agency locations.

Table 2.2.3-1: Assumptions Regarding Government Services, Facilities, and Personnel. *The purpose of our assumptions is to facilitate the efficient delivery of products and services.*

It is also anticipated that custom engineered and designed solutions may require direct use of Customer Agency facilities as dictated by the specific RFP and task order agreements.

2.2.4 GSA Networx Program Milestones

Certain near-term GSA schedule milestones are also drivers for the AT&T program management approach and actions, summarized in **Table 2.2.4-1**.

MILESTONE	AT&T ACTION
OSS Ready	The AT&T OSS, supported by the AT&T BusinessDirect ® portal, will be pre-tested and ready for demonstration and verification testing upon Notice to Proceed.
Fair Opportunity Process Period	AT&T will provide sales and marketing materials and plans to support Agency decisions during the Fair Opportunity process period.
Transition	The milestones for transition of services from expiring FTS contract vehicles are critical. AT&T will provide fully integrated transition planning and implementation teams and requisite staff capacity to minimize transition schedule risk.
Migration	Migration of services from expiring non-FTS contract vehicles is also of crucial value, especially to the overall growth of the Networx Program. AT&T is preparing marketing and sales plans to pursue and provide this business, so that potential Agencies can consider AT&T Networx services immediately upon Notice to Proceed. The program management and transition/migration teams are designed to add capacity as needed to capture and complete these additional service delivery projects.

Table 2.2.4-1: Near-term GSA Milestones and AT&T Actions. *GSA requirements drive AT&T's management approach to scheduling the work.*

2.3 Agency Requirements and Objectives

An important factor in the success of the Networx program is the ability by both AT&T and GSA to respond to specific requirements from end-users, creating solutions that meet Agency needs in a timely and cost-effective manner, while supporting the particular mission needs of the Agency. Our CPO is designed to support Agencies in delivery of services through GSA.

2.4 AT&T Management Strategy

The AT&T program management approach is driven by key strategies designed to achieve GSA goals, comply with contract requirements, comply

with AT&T standards and practices, and achieve AT&T business objectives.

The fundamental tenets of our strategy include:

- **Dedicated CPO Staff** – All staff assigned to the Contractor's Program Organization (CPO) will be fully dedicated to the Networkx Program.
- **Unified Program Office** – AT&T has submitted proposals for both the Universal and Enterprise components of the GSA Networkx Program. If both Universal and Enterprise contracts are awarded to AT&T, the CPO will be structured and staffed to direct both contracts, a consolidation benefiting the Government through coordinated use of common procedures, methods and tools.
- **Leveraging AT&T's Government-specific Infrastructure** – as a current provider of telecommunications and IT products and services to the Federal Government, AT&T developed and operates facilities and IT infrastructure with specific government features. Our Networkx solution builds on this investment, using this infrastructure as a baseline for Networkx enhancements.
- **Leveraging AT&T Product Portfolio and Delivery Infrastructure** – AT&T's proven existing and evolving portfolio of telecommunications, network security, and information technology services and supporting delivery and management processes are ready for use by the Networkx Program, benefiting the Government by avoiding costs and schedule risks of establishing new products and delivery.
- **Using Strategic Subcontractors** – AT&T has established teaming agreements with leading systems integration corporations, best-in-class service providers, and government-focused small businesses to enable rapid extension of Networkx services beyond those already provided by FTS contracts, increasing the overall benefits to the Government in interoperability, cost-efficiency, scope, and scale.

- **Soliciting Advice From Experienced Executives** – our Senior Advisory Group, comprised of senior industry executives from within AT&T and our Strategic Subcontractors with Government experience, is a fundamental part of our CPO's strategy development and tactical operations.
- **Obtaining Input and Feedback from Our Customers** – perhaps the most important part of a successful program is constant and effective communications with our customers, both GSA and the Agencies.

2.5 AT&T Service Solution

All Networkx services are ordered, billed, inventoried, and managed in a consistent and documented process. Our tailored [REDACTED] systems handle Networkx services and management requirements, beginning with our on-line AT&T **BusinessDirect**® portal, a controlled access-point to GSA and Agency service information. AT&T's Service Solution Methodology is summarized in **Table 2.5-1**.

TASK	DESCRIPTION
Ordering	Agencies can order services via all of the required RFP methods. This includes entering orders on-line, accessing order forms on-line, contacting their Account Manager, or emailing or faxing in order information. All order processes accommodate the Networkx-specific ordering fields and will be processed by a single team within the Networkx Customer Support Office (CSO). Depending on the service, provisioning will be supported by other AT&T organizations or subcontractors.
Billing	GSA and the Agencies will receive a single, integrated and compliant Networkx invoice. Utilizing the same flexible, high-quality billing system and methodology used on FTS2001 Crossover, the [REDACTED] has been modified to handle new Networkx requirements. The CSO is committed to issuing orders accurately the first time producing a quality bill. If a dispute should arise it will be quickly resolved by a team of billing associates dedicated to the Networkx program.
Inventory Management	At the heart of the service ordering and billing processes is an inventory tool [REDACTED] Networkx services. This tool is the [REDACTED] record' controlling order information as it is received and developed throughout the provisioning process, then tracking the service elements throughout their contract life. The data in this tool is utilized to generate the service order notices and is fully synchronized with final billing data. GSA and subscribing Agencies can securely access their inventory through the [REDACTED] in AT&T BusinessDirect .
Customer Service	The CSO will serve as a single focal point to coordinate effective delivery of Networkx services to the Agencies. Based In Oakton, VA, it serves as the front end for accessing ordering and billing services for AT&T Government Solutions. The CSO Integrates all support process, whether from other AT&T provisioning and maintenance centers or from subcontractors. Agencies, can reach the CSO directly, 24x7, by all common means of communications: telephone (on the single Networkx toll-tree number 1-877-GET-NTWX), fax, email, Postal Service and TDD (Telecommunications Device for the Deaf). The CSO may also be accessed via AT&T BusinessDirect .
Transition	The main transition requirements involve moving a customer's service from an existing contract to Networkx before the existing contract expires. This includes transitioning from the [REDACTED]

TASK	DESCRIPTION
	<p>contract, and migrating from other contracts. The goal is to minimize transition expenses while expediting the availability of enhanced services without loss or major interruptions in service.</p>
Network Management	<p>Network services are supported by network management capabilities that lead the telecommunications industry. They include the Global Network Operations Center (GNOC) located in Bedminster, NJ, AT&T's Network Control Centers (NCC) and Global Customer Service Centers (GCSC). These Centers perform operation and management of Network services using AT&T's systems, processes and professional support staff. GSA and the Agencies will be provided with 24x7 surveillance and repair with notification of scheduled outages and emergency changes. The Government will also be provided with direct access to network management information and the ability to monitor the Network configuration via the AT&T BusinessDirect Map application. The Map function provides real-time network management oversight of an Agency's Network services, and the ability to make real time configuration changes to their services in order to realize immediate optimizations.</p>
Disaster Recovery	<p>AT&T's Network Disaster Recovery (NDR) Program forms the backbone of a superior disaster recovery capability for Network. Throughout a recovery effort, the Network program Disaster Recovery Plan in Appendix D of the Management Volume will establish clear lines of authority and prioritize work efforts and key objectives as described below:</p> <p><u>Disaster Recovery Priorities</u></p> <ul style="list-style-type: none"> • Continue critical business operations • Minimize the duration of a serious disruption to operations and resources • Establish management succession and emergency powers • Provide guidelines for coordinating recovery tasks
Security	<p>Protection of information is one of the fundamental pillars of AT&T's network services. The Network basic security goals and methodologies, and the resulting benefits, are summarized below:</p> <ul style="list-style-type: none"> • <u>Availability</u>: Maintains the availability of services 24x7 • <u>Integrity</u>: Safeguards the integrity of the network and support systems as well as the stored information in the support systems through redundant systems at two separate sites • <u>Confidentiality</u>: Preserves the confidentiality of both business and personal information available on the networks and stored in the support systems through rigorous access protocols • <u>Fraud Prevention</u>: Prevents the fraudulent use, or theft of services through sophisticated intrusion controls. • <u>Protection from 'Threats'</u>: Protects all services, information, and information processing resources against threats, attacks, or failures of systems in accordance with best commercial practices. <p><u>Other Controls, Procedures, Methodologies and their benefits.</u></p> <ul style="list-style-type: none"> • Prevent viruses by vendor software. • Create processes and systems for the operations in the network that are certified ISO-9000 compliant to improve quality. • Isolate network operations traffic onto a dedicated network that carries only our network operations traffic that is isolated via firewalls. Eliminates Network intrusions. • Require authorization to access network elements and the supporting operations systems. Authorized users are authenticated via logins and passwords. Once authenticated, users are subject to access controls, which restrict them to authorized activities. Eliminates intruders. <p>The Network Security Plan describes the policies, processes and procedures administered by AT&T's security organizations worldwide. These security organizations continually review and assess industry developments, as well as changes in regulatory and business requirements to determine the need for improvement and to ascertain Network services meet security requirements.</p>
Customer Training	<p>AT&T fully complies with the training requirements of teaching Government professionals to support the development, delivery, and monitoring activities of the Network program. The training program requires a variety of flexible delivery methodologies. AT&T has chosen to form a partnership with Tech 2000, a custom training and development firm headquartered in Herndon Virginia with a solid history of teaching in the IT field.</p>
Pricing	<p>AT&T complies with the GSA provided pricing models, pricing tables and CLINs. Our quotes</p>

TASK	DESCRIPTION
	follow commercial pricing standards and use fixed prices, with price levels that vary based on location, bandwidth, capacity, and urgency of performance level. AT&T-allowed charges are one-time (non-recurring), fixed monthly recurring, and/or usage-based.
SLAs and Service Management	AT&T complies with the service-specific SLAs to meet or exceed service specific performance levels, consistent with the appropriate technical requirements. AT&T also complies with service-independent SLAs, with regard to service quality, provisioning intervals and billing detail records. In conjunction with SLA credits, AT&T provides credits for incident-based Unacceptable Service Quality, for not meeting aggregate-based Service Specific Objectives, and credits based on the results of Research of Commercial and Government SLAs.

Table 2.5-1: A complete service solution methodology for a complex program. *The AT&T CPO will effectively manage all aspects of the Networx program.*

3 PROGRAM ORGANIZATIONAL STRUCTURE

Within AT&T, responsibility for the execution of GSA contracts has been assigned to AT&T Government Solutions under the leadership of [REDACTED] [REDACTED] AT&T Government Solutions. This group has the primary business objective of providing comprehensive telecommunications and information technology services to the US Government.

AT&T has established a dedicated Networkx CPO with responsibility for execution of the Networkx contracts, drawing from other AT&T organizations as necessary, and receiving internal guidance from a standing group of senior advisors – the Senior Advisory Group (SAG).

The CPO includes a number of Key Personnel as identified in the RFP. Section 3.1.7 maps the RFP Key Personnel requirements to the operational structure of the CPO.

As illustrated in **Figure 3-1**, [REDACTED] has assigned [REDACTED] as the Networkx Program Director, directing all efforts in support of the GSA Networkx Program. The CSO, as defined by the Networkx RFP, operates as a part of the CPO and provides operational support for all aspects of the Networkx program from initial order placement to billing and network management/maintenance. Government Solutions includes agency-specific program managers who are responsible for Agencies' day-to-day program activities.

Figure 3-1: Networx CPO and CSO are centrally located within AT&T. *The Networx program will receive the attention and resources it merits.*

The primary organizational roles in support of the GSA Networx Program are summarized in **Table 3-1**.

PROGRAM	DESCRIPTION
AT&T Government Solutions (AGS)	<ul style="list-style-type: none"> Provides dedicated support to the Federal Government for telecommunications and IT solutions. Serves as an executive-level point of contact for the GSA Networkx Program Manager. Provides executive oversight of the Networkx CPO and supporting organizations Provides functional support to the CPO including: sales and marketing, legal services, contracts and supplier management, human resource management, facilities.
Contractor's Program Organization (CPO)	<ul style="list-style-type: none"> Responsible to the GSA for execution of the program, inclusive of the Networkx Universal and Networkx Enterprise contracts (as awarded), and any tasks issued there under. Sets goals, priorities, and direction for the AT&T Networkx Program. Acts as primary management interface to the GSA and Customer Agencies.
Customer Support Office (CSO)	<ul style="list-style-type: none"> Part of the CPO responsible for implementing and operating Networkx services. Places orders for AT&T network, IT, and security services from AT&T care centers and Networkx subcontractors, and coordinates delivery to Customer Agencies. Provides direct support to Networkx Customer Agencies, including ordering, billing and customer support services.
AT&T Laboratories	Provides engineering and technical services at the request of the CPO for problem analysis and resolution, assessment of evolving technologies, development and maintenance of the OSS, and development of additional, enhanced services in support of the GSA Networkx Program.

Table 3-1: Key AT&T support organizations. People all across AT&T are ready to support Networkx. Supporting organizations, including AT&T Labs, are described in the Management Volume.

3.1 Contractor's Program Organization (CPO)

AT&T has formed a Contractor's Program Organization (CPO) to serve as the primary interface to the Government for Networkx Program activities. The CPO directs activities for all Networkx-related contracts and task orders, and is responsible to the GSA Networkx Government Program Management Office (PMO) for all aspects of the Networkx Program, including program planning and control, planning and execution of Agency projects for service transition and implementation, delivery of highest quality services in accordance with specifications and service level agreements (SLAs), program reviews and status reporting.

This section of the PMP defines AT&T's compliance with the Networkx RFP requirements for the CPO.

For each CPO lead manager, tables are provided that summarize areas of responsibility, applicable contract and RFP requirements, the range of activities involved, and related contract data and reporting requirements. **Figure 3.1-1** illustrates the functional components of the CPO for the Networkx program, and

identifies the positions of the Key Personnel in the CPO. Also included in this figure are representations for supporting organizations: assigned program managers from each major teaming partner, the Senior Advisory Group, and a number of functional support organizations from elsewhere in AT&T. Our Key Personnel are full-time, exempt employees of AT&T at the appropriate management grade level to be commensurate with the scale, scope and responsibilities of the Networx contract. They have significant prior leadership experience with large scale, multi-year, multi-location telecommunications contracts, and will be evaluated annually against the contract performance. The reassignment of individuals is subject to the key personnel requirements Clause H.12.2, Substitutions and Additions of Contractor Key Personnel. Additional contact information for each individual is provided in Contract Deliverable Data Item #101 – Personnel Plan, Key Personnel.

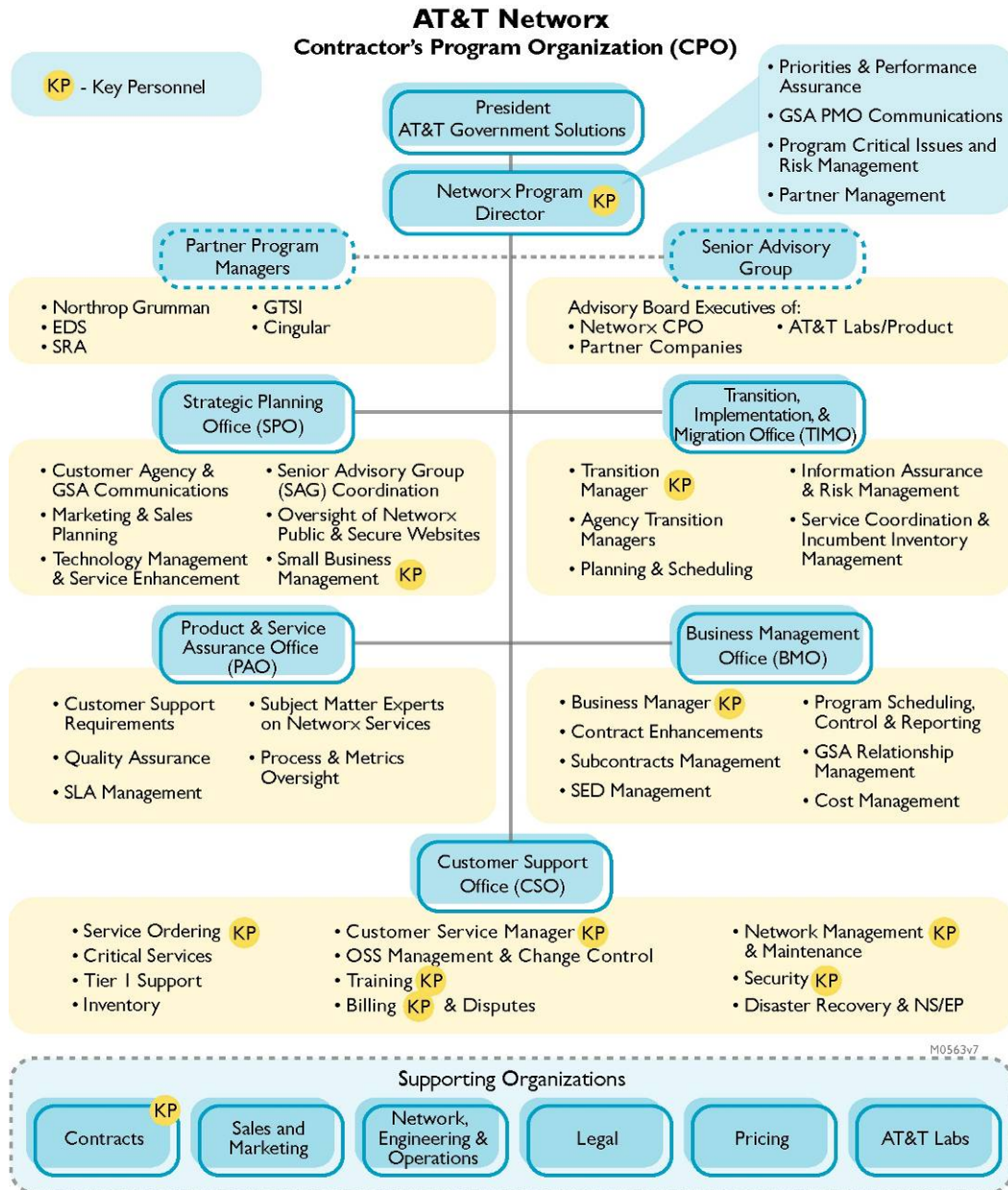


Figure 3.1-1: AT&T's Networkx CPO. The CPO includes a complete organization to support the breadth and scope of the Networkx program.

3.1.1 Program Direction

The AT&T Program Director serves as the primary point of contact for the GSA Program Management Office (PMO), and provides overall direction for the Program. Responsibilities are detailed in **Tables 3.1.1-1** through **3.1.1-3**.

FUNCTION: PROGRAM DIRECTION	
Manager	Program Director
Supporting Organization(s)	<ul style="list-style-type: none"> AT&T Government Solutions AT&T Network, Engineering and Operations AT&T Laboratories
RFP References	<ul style="list-style-type: none"> C.3.2 Program Management C.3.2.2 Program Management Functional Requirements C.3.2.2.1 STEP 1 Contractor's Program Organization C.3.2.2.2 STEP 2 – Program Management Plan C.3.2.2.1.1 Contractor's Program Organization
Summary Description	Overall responsibility for the definition and management of the Networkx Quality Assurance Program in accordance with contract requirements and AT&T policies. Direct Networkx verification testing and OSS and Networkx Services. Monitor quality requirements flow to external service providers and monitor quality of delivered services.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Primary management interface to the GSA Program Management Office Directs all AT&T Networkx activities, including both Universal and Enterprise contracts, as awarded. Acquires resources from AT&T functional organizations and principal subcontractors for conduct of the AT&T Networkx Program Updates the Program Management Plan (PMP) annually or as needed.
Contract Deliverable Data and/or Reports	Data Item 18 (see RFP Section F.2) – Program Management Plan (PMP)
Summary Approach	<ul style="list-style-type: none"> The AT&T Networkx Program Director will manage a dedicated team to accomplish both the Universal and Enterprise subcontracts, as awarded. The members of this dedicated team are assigned areas or responsibility that fully encompass the contract RFP, coordinate completion of contract activities by functional organizations and/or principal subcontractors. The planning, control and reporting function remains within the CPO to make sure that all contract actions are assigned, monitored and reported.

Table 3.1.1-1: Allocation of Functional Responsibility for Program Direction.

FUNCTION: SUBCONTRACTOR AND SB/SDB MANAGEMENT	
Manager	Program Director
Supporting Organization(s)	AT&T Global Strategic Sourcing (GSS)
RFP References	<ul style="list-style-type: none"> C.3.2.2.2 (h) Subcontractor Management and Vendor/Carrier Relations Section H.19 (Small Business/Small Disadvantaged Business – See Data Item 105)
Summary Description	<ul style="list-style-type: none"> The Program Director is the primary management level interface with the principal subcontractors; Northrop Grumman, EDS, SRA, Cingular, GTSI, Global Crossing, Bechtel National and numerous other providers. The SB/SDB Manager, a key person, is the primary management level interface with Small Business, Small Disadvantaged, Women-Owned, HUBZone, and SDVO business and is responsible for facilitating compliance with the Networkx RFP targets through the Program Director and GSS.
Major Activities, Milestones,	<ul style="list-style-type: none"> Establishes subcontract agreements with principal subcontractors for Networkx Program support and/or products/services Monitor subcontractor compliance with teaming and subcontracting agreements.

FUNCTION: SUBCONTRACTOR AND SB/SDB MANAGEMENT

and Processes	<ul style="list-style-type: none"> Establishes priorities for joint market development, product/service enhancement. Resolves performance issues as needed.
Contract Deliverable Data and/or Reports	Data Item 18 – Program Management Plan (PMP) – Updates as necessary
Summary Approach	<ul style="list-style-type: none"> AT&T selected principal subcontractors and numerous service providers to augment the AT&T Government Solutions team for the GSA Networx Program. These teaming agreements establish primary roles for each subcontractor, and provide a basis for fully negotiated subcontracts with each. Subcontractors are to provide a range of professional services and/or products/services on a task order or product/service order basis. Each principal subcontractor provides a Subcontractor Program Manager to serve as a primary point of contact, and to fully comply with subcontract agreements. AT&T will also subcontract in Networx with other suppliers and vendors through GSS. Additionally, AT&T will subcontract with some [REDACTED] Small Businesses/Small Disadvantaged Business with exceedingly diverse capabilities and meet the Networx targets. AT&T is committed to the principles and spirit of Public Law 95-507 which establishes certain requirements for subcontracting with SB/SDB, and has in existence an aggressive Mentor/Protégé Program to assist development of disadvantaged business.

Table 3.1.1-2: Allocation of Functional Responsibility for Principal Subcontractors and SB/SDB Management.

FUNCTION: NETWORX PROGRAM ISSUE AND RISK MANAGEMENT

Manager	Program Director
Supporting Organization(s)	Customer Support Office (CSO)
RFP References	<ul style="list-style-type: none"> C.3.2.2.1.6 Coordination and Communication C.3.2.2.2 – (h) Risk Management Plan
Summary Description	AT&T recognizes the importance of addressing Program-level issues in a timely manner, and in identifying and mitigating risks to program objectives. The Program Director retains responsibility for managing program-level issues and risks using program-wide methods.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Capture issues that affect program objectives and contract requirements as they are identified by the GSA PMO, Customer Agencies, or internal AT&T organizations. Direct analysis of the issue and alternative resolutions, and recommend a resolution and associated actions. Provide summary status reports in monthly and quarterly reviews. Proactively identify risks that may impact program-level objectives or contract requirements, assess the likelihood that the risk event will occur and the potential consequences if the event does occur. Analyze alternatives for managing the risk, select an appropriate approach, and monitor status of mitigation actions. Report status at monthly and quarterly reviews.
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> Data Item 22 – Program Monthly Status Report (Issues and Risks) Data Item 23 - Quarterly Program Management Review (Issues and Risks)
Internal Data and Reports	<ul style="list-style-type: none"> Issues Database – Program Level Risk Database – Program Level
Summary Approach	<ul style="list-style-type: none"> Issues and risks will be managed at several levels using standard processes. The CPO retains responsibility for program-level issues and risks. Issues – Identified issues will be analyzed and tracked until resolution. Upon completion of any required actions to resolve the issue, the issue material will be archived and retained for future reference. Risks – The AT&T [REDACTED] fosters early identification of risks, starting with risk analysis during the development of the customer's requirements. Identified risks will be analyzed and ranked as to likelihood (levels 1 to 5) and consequence (levels 1 to 5). The Program Director and direct report staff will consider each risk and select a management approach (monitor, mitigate, accept, document in the database) and identify appropriate actions. Where appropriate, the PMO will be consulted

FUNCTION: NETWORKX PROGRAM ISSUE AND RISK MANAGEMENT

prior to the selection of the management approach. Status will be reported during periodic coordination sessions and in the monthly/quarterly reports.

- All mitigation plans are monitored for proper execution; follow-through and follow-up for making sure that the risk does not recur. Process or procedural changes, including purchase and installation of new systems (hardware or software), training and any other process steps are documented in the risk database to make sure benefits of this experience are not lost.

Table 3.1.1-3: Allocation of Functional Responsibility for Issues and Risk Management.

██████████ has been appointed to serve as the Director of the AT&T Networkx CPO. ██████████ and ████████ direct reporting staff are fully dedicated to the Networkx Program. ████████ is designated a Key Person, and is subject to key personnel requirements of the Networkx contract.

As Program Director, ██████████ reports directly to the President of AT&T Government Solutions.

The Program Director has complete responsibility for all aspects of AT&T's performance under the GSA Networkx contracts, and is responsible for the establishment of the CPO, direction of all CPO activities, and meeting contract requirements, as summarized in **Table 3.1.1-4**.

FUNCTIONAL RESPONSIBILITY	DESCRIPTION
Primary POC for GSA	Serves as the primary point of contact for the GSA Networkx Program Manager, coordinates AT&T response to GSA priorities, and provides periodic reports on AT&T Program status, progress, and plans.
Program Direction	<ul style="list-style-type: none"> • Sets priorities and assigns responsibility for Networkx activities. • Ensures compliance with contract requirements, and directs corrective actions as necessary. • Obtains support and resources from AT&T Government Solutions, AT&T's product management organization or other corporate resources, and from AT&T Laboratories as necessary for the Networkx Program.
Strategic Subcontractor Management	<ul style="list-style-type: none"> • Establishes roles and priorities for subcontractors and service providers in support of the AT&T Networkx Program. • Monitors compliance with subcontract requirements, and directs corrective actions as necessary.
Program Issue and Risk Management	<ul style="list-style-type: none"> • Directs aggressive response to Networkx Program issues, whether identified by the GSA, Customer Agencies, or AT&T – providing proper analysis, resolution, and response. • Directs proactive identification of risks to GSA Networkx Program objectives, plans or requirements - for proper analysis, mitigation, and status reporting.

Table 3.1.1-4: Primary responsibilities for the CPO Program Director. *A single point of accountability within AT&T to ensure program success.*



3.1.2 Customer Service

The Customer Service Office (CSO) is the operational engine for all of AT&T's Network customers. It is organized around the standard functions of delivering Network services to Agencies, 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, and includes functional organizations responsible for service ordering, billing, network service management, training, security, and disaster recovery as described in **Table 3.1.2-1**.

CSO FUNCTIONAL RESPONSIBILITY	DESCRIPTION
Customer Service	[REDACTED] 1-877-GET-NTWX. [REDACTED]
Service Ordering	Process Agency orders for Networkx services, manage provisioning actions, and maintain the service inventory for each Agency.
Network Management & Maintenance	Manage network assets, provide product/service support, perform periodic service optimization, and manage Networkx service enabling devices (SEDs). [REDACTED]
Billing & Disputes	Provide billing for all Networkx services, support resolution of billing issues, CSO metrics, and access capacity and planning.
Agency Training	Provide customer training services in accordance with RFP requirements.
Security Program	Establish and maintain practices for management of the Networkx Security Program, including establishment of network security policies and procedures, oversight of delivered security services, and direction of security risk assessment and mitigation activities.
DR and NS/EP Programs	Respond to Networkx contract requirements for DR and NS/EP and support Customer Agency's preparation and execution of DR and NS/EP strategies.
OSS Management & Change Control	Establish and maintain policies and operational procedures for customer support, service ordering, provisioning, billing, engineering, service management, and training. Define and coordinate modifications of the AT&T BusinessDirect and OSS in support of the Networkx Program, and conduct verification testing in accordance with the Networkx RFP.

Table 3.1.2-1: Customer Service Functional Responsibilities. *The AT&T organization has the experience, extensive staff and dedicated management to drive all Network operational activities.*

The Customer Service Manager is responsible for management of the CPO, reporting directly to the Program Director, and has a primary role in operation of services under the Networx Program. Responsibilities are presented in **Table 3.1.2-2**.

FUNCTION: CUSTOMER SERVICE	
Level 2 Manager	Customer Service Manager
Supporting	<ul style="list-style-type: none"> AT&T Government Solutions and A&T the subcontractor's customer care

FUNCTION: CUSTOMER SERVICE

Organization(s)	organizations <ul style="list-style-type: none"> AT&T Network, Engineering and Operations
RFP References	<ul style="list-style-type: none"> C.3.2, Program Management
Summary Description	Responsible for day-to-day execution of the Contract, management of the Customer Support Office, including Service Ordering, Billing, Network Management, Tier 1 Support, Critical Services Support, Training and OSS Management and Change Control. Responsible for oversight of security and disaster recovery programs and for NS/EP support. Interacts with GSA PMO and Agency customers to ensure services are delivered according to contract requirements.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Monthly reports to GSA PMO and Agencies, as required Execution of the Program Management Plan
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> C.3.2.4 - Program Monthly Status Report C.3.2.2.1.2 - Agency-Specific SLA Monthly Compliance Reports
Internal Data and Reports	<ul style="list-style-type: none"> Real-time and historical data available through BusinessDirect® and other operational systems.
Summary Approach	<ul style="list-style-type: none"> The Customer Service Manager runs the CSO and is responsible for all aspects of service delivery under the contract.

Table 3.1.2-2 Allocation of Functional Responsibility for Customer Service

FUNCTION: SECURITY MANAGEMENT PROGRAM

Level 3 Manager	Security Manager
Supporting Organization(s)	<ul style="list-style-type: none"> AT&T Government Solutions AT&T Labs AT&T Network Engineering and Operations AT&T Corporate
RFP References	C.3.3.2 Security Management
Summary Description	Compliance with Networkx security requirements includes risk and vulnerability assessments and mitigation actions, personnel security, physical security, procedural security, and fraud detection/reporting.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Prepare and maintain the Security Plan and Risks Assessment Analyze and report violations, security breaches and fraud incidents in accordance with contract requirements and the approved security plan Establish, maintain, and enforce compliance with Program Security policies and practices
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> Data Item 32 - Network Fraud Performance Measurements Report Data Item 33 - Security Plan and Risks Assessment Data Item 34 - Security Breach Notification Report Data Item 35 - Security Breach Detection Report Data Item 36 - Non-domestic Services Security Notification Report Data Item 37 - Fraud Incident Notification Report
Summary Approach	<ul style="list-style-type: none"> The CPO includes a dedicated Security Manager, designated a key person, to serve as a focal point for all security-related matters. The Security Manager will establish security policies for the Networkx Program in accordance with contract requirements and AT&T standard practices. The Security Program will be conducted in accordance with the approved Security Plan and Risks Assessment (Data Item 33). The Security Manager will establish working liaison with Government security personnel to monitor Networkx policies and practices remain consistent with Government requirements. Further detail on the approach for Security Management is presented in the draft Security Plan and Risks Assessment document, Appendix C.

Table 3.1.2-3: Allocation of Functional Responsibility for Security Program.

FUNCTION: DISASTER RECOVERY AND NS/EP PROGRAMS	
Level 3 Manager	Disaster Recovery NS/EP
Supporting Organization(s)	<ul style="list-style-type: none"> • Customer Support Office (CSO) • AT&T Network Engineering and Operations • AT&T Laboratories
RFP References	<ul style="list-style-type: none"> • C.3.3.3 Disaster Recovery • C.5 National Security and Emergency Preparedness (NS/EP)
Summary Description	Overall responsibility for supporting Customer Agency disaster recovery planning and NS/EP programs
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> • Appointed [REDACTED] as Disaster Recovery Liaison officer • Support AT&T Network efforts for Networkx Disaster Recovery requirements. • Prepare and maintain the AT&T Networkx Disaster Recovery Plan per RFP requirements, and provide yearly briefings on disaster recovery issues trends and technologies. • Collaborate with Government as to DR capabilities in response to Networkx services • Conduct yearly disaster recovery exercises and report results, and take any corrective actions necessary to correct deficiencies • Monitor continued compliance with RFP C.5 NS/EP requirements. Establish, monitor, and enforce compliance with procedures to meet such compliance.
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> • Data Item 2 – Policies and Procedures (P&Ps) • Data Item 38 – Disaster Recovery Plan • Data Item 92 – NS/EP Functional Requirements Implementation • Data Item 93 – Assured Service in Metropolitan Washington DC Implementation
Summary Approach	A Disaster Recovery Liaison Officer has been appointed in accordance with RFP requirements.

Table 3.1.2-4: Allocation of Functional Responsibility for Disaster Recovery and NS/EP Programs.

CSO management, as defined by the Networkx RFP requirements, is assigned to [REDACTED], and is responsible for the order processing, provisioning, maintenance, customer and user support, and billing functions required for Networkx.

As Customer Service Manager, [REDACTED] reports to the Networkx Program Director. [REDACTED] is designated a Key Person, and is subject to key personnel requirements of the Networkx contract.

[REDACTED] has been appointed Service Ordering Manager for the Networkx Program. [REDACTED] is dedicated to the Networkx Program, reports directly to the Customer Service Manager, and is subject to the key personnel requirements of the Networkx contract.

[REDACTED] has been appointed Network Manager for the Networkx Program. [REDACTED] dedicated to the Networkx Program, reports directly to

the Customer Service Manager, and is subject to the key personnel requirements of the Networx contract.

██████████ has been appointed Billing Manager for the Networx Program. ████████ dedicated to the Networx Program, reports directly to the Customer Service Manager, and is subject to the key personnel requirements of the Networx contract.

██████████ has been appointed Training Manager for the Networx Program. ████████ dedicated to the Networx Program, reports directly to the Customer Service Manager, and is subject to the key personnel requirements of the Networx contract.

██████████ has been appointed Security Manager for the Networx Program. ████████ dedicated to the Networx Program, reports directly to the Customer Service Manager, and is subject to the key personnel requirements of the Networx contract.

██████████ has been appointed the DR and NS/EP Manager, and reports to the Customer Service Manager.

3.1.3 Strategic Planning Office (SPO)

Strategic Planning encompasses the continuing analysis of GSA objectives and Customer Agency requirements for telecommunications services and formulation of strategic plans to satisfy those needs. The responsibility includes communication with the GSA and Agency leadership, preparation of coordinated marketing and sales plans, and formulation of long range plans for introduction of additional and enhanced Networx service offerings, as summarized in **Table 3.1.3-1**.

FUNCTIONAL RESPONSIBILITY	DESCRIPTION
Strategic Planning	Prepare and maintain a strategic plan for the AT&T Networx Program that reflects GSA

FUNCTIONAL RESPONSIBILITY	DESCRIPTION
	objectives and projected Customer Agency needs.
Business Communications	Establish and maintain the business relationships with current and prospective Customer Agencies, comply with RFP requirements for periodic reporting and communications.
Marketing and Sales Planning	Establish and maintain marketing and sales plans that support GSA and AT&T objectives for extending the use of Networx services across the Federal, Civil and Department of Defense (DoD) market, and serve as a focal point for coordination of AT&T and principle subcontractor marketing and sales efforts.
Technology Management and Service Enhancement	Forecast needs and define plans for technology refresh and service enhancement, and coordinate introduction of new/enhanced services by AT&T Networks and Networx subcontractors.
SAG Coordination	On behalf of the Program Director, coordinate the Strategic Advisory Group (SAG), formulate agenda, coordinate participation, and capture recommendations regarding new and enhanced Networx services and delivery approaches.

Table 3.1.3-1: Primary responsibilities for the Strategic Planning Manager. *Continual planning will provide on-going program flexibility and growth.*

The Manager for Strategic Reporting reports directly to the Program Director, and has a primary role in communications between the CPO and the GSA PMO and Customer Agencies. Responsibilities are presented in **Tables 3.1.3-2** through **3.1.3-6**.

FUNCTION: CUSTOMER AGENCY & GSA COMMUNICATIONS	
Level 2 Manager	Strategic Planning Office
Supporting Organization(s)	Customer Support Office (CSO) in the CPO
RFP References	<ul style="list-style-type: none"> • C.3.2.2.1.6 – Coordination and Communication • C.3.2.2.2 -1 (g) Communications Plan • C.3.2.2.5 STEP 6 – Program Launch Meeting • C.3.2.2.6 STEP 7 – Deliver Program Reviews
Summary Description	Coordinate all aspects of regular and ad hoc communications between the CPO and GSA PMO, and between the CPO and Customer Agencies. Monitor lines of communications between corresponding working level organizations are established and remain effective.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> • Coordinate the Program Launch Meeting • Coordinate Program Reviews • Monitor coordination across working interfaces are established with each Customer Agency and remain effective • Establish and coordinate mechanisms to address issues and risks with key Government personnel, and leverage of “lessons learned” from continuing operations.
Contract Deliverable Data and/or Reports	Data Item 22 - Program Monthly Status Report Data Item 23 - Quarterly Program Management Review Program Management Deliverables identified in Table 5.7-1.
Internal Data and Reports	Ad Hoc Queries and Status Reporting; Daily Operations Call; Weekly Transition Review; site surveys; Access line notification information; Equipment shipment notification, Installation and Transition Notification.
Summary Approach	The Manager for Strategic Planning will take a lead role in establishing and maintaining effective communications with GSA PMO and Customer Agencies via a program-wide communications methodology. This will include conduct of the Program Launch Meeting and subsequent meetings with Customer Agencies, facilitating the initiation of working interfaces with new/prospective Customer Agencies, and preparation of monthly and quarterly program management reviews.

Table 3.1.3-2: Allocation of Functional Responsibility for Agency and GSA Communications.

FUNCTION: MARKETING & SALES PLANNING

Level 2 Manager	Strategic Planning Office
Supporting Organization(s)	AT&T Government Solutions – Marketing Business Management Office (BMO) in the CPO
RFP References	<ul style="list-style-type: none"> • C.3.2.2.1.6 Coordination and Communication • RFP Section G.8 Sales and Marketing
Summary Description	Overall responsibility for the definition and management of the Networkx Quality Assurance Program in accordance with contract requirements and AT&T policies. Direct Networkx verification testing and OSS and Networkx Services. Monitor that quality requirements flow-down to external service providers and monitor quality of delivered services.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> • Preparation and presentation of formal presentations to prospective Customer Agencies • Provide marketing materials (brochures, pamphlets, visual aids, etc.) to enhance program and service visibility • Support trade shows and/or exhibitions • Coordinate the sales and marketing efforts of principle subcontractors
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> • Data Item 41 - New/Prospective Business Information List • Data Item 42 - New Orders Information List
Internal Data and Reports	<ul style="list-style-type: none"> • Marketing Materials • Briefing Materials – Prospective Agency Presentations • Internal Marketing Plans
Summary Approach	<ul style="list-style-type: none"> • The Strategic Planning Manager will coordinate closely with the GSA PMO staff, and utilize both AT&T and principle subcontractor marketing and sales organizations to monitor that prospective Customer Agencies are aware of the range of Networkx services offered by AT&T, and the advantages of using the Networkx Universal or Enterprise contracts. • A standard briefing materials set will be prepared and updated as needed, to support timely and tailored presentations to prospective customers. • The marketing and sales activity status will be reported in monthly/quarterly progress reports.

Table 3.1.3-3: Allocation of Functional Responsibility for Marketing and Sales Planning.

FUNCTION: TECHNOLOGY MANAGEMENT AND SERVICE ENHANCEMENT

Level 2 Manager	Strategic Planning Office
Supporting Organization(s)	<ul style="list-style-type: none"> • Product and Service Assurance Office (PAO) in the CPO • AT&T Networks and Laboratories • Principle Subcontractors
RFP References	<ul style="list-style-type: none"> • C.3.2.2.2-1(f) Technology Plan • C.3.2.2.1.6 Coordination and Communication
Summary Description	Overall responsibility for periodic review of current Networkx offerings and evolving technology to identify enhancement, upgrade and retirement of products/services. Includes soliciting input from the GSA PMO and Customer Agencies regarding evolving requirements for new/enhanced services and communicating the AT&T technology management plans.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> • Coordinate periodic technology reviews with AT&T product line managers and principal subcontractors to discuss potential enhancement of current service offerings, projection of the impact of evolving technologies, and introduction of new service offerings. • Identification of service upgrades and technology refresh actions, communication of optional/mandatory changes to the GSA Program Office and Customer Agencies, and coordination of any required corresponding contract modifications. • Identification of future discontinuance of product/service offerings or features. • Define and maintain program policies and procedures for technology refresh, selection and introduction of new/enhanced services, and discontinuance of features and products/services.
Contract Deliverable Data and/or Reports	As Required, in Contractor format
Internal Data and Reports	Input to Quarterly Program Review

FUNCTION: TECHNOLOGY MANAGEMENT AND SERVICE ENHANCEMENT

Summary Approach	<ul style="list-style-type: none"> The Manager for Strategic Planning will conduct periodic and ad hoc reviews with AT&T product line managers, principal subcontractors and Customer Agencies to identify candidate and pending service enhancements and/or new product/service offerings. Key elements of AT&T's management approach to improving Service and Refresh Technology include, but are not limited, to the following: <ul style="list-style-type: none"> Architecture; Converging Optical/IP/MPLS Network and OSS Systems; Standardized Service over IP Infrastructure (SOIP); Standardized Network Application Infrastructure; Standardized Delivery Platform; AT&T BusinessDirect. Candidates will be categorized according to the change level required: <ul style="list-style-type: none"> <u>Critical</u>: Potentially Service Impacting, where modification to the network is required immediately. Change cannot wait for scheduled maintenance windows. <u>Moderate</u>: Adding additional features, where modification to the network is required; change can wait until maintenance window. <u>Low</u>: Non-Service Affecting, where modification can be scheduled at any appropriate maintenance window. Actions planned for technology management and service enhancement will be reported in the quarterly program review. Changes that may affect service delivery will be announced as far in advance as possible and in accordance with contract requirements.
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Table 3.1.3-4: Allocation of Functional Responsibility for Technology Management and Service Enhancement.

FUNCTION: SENIOR ADVISORY GROUP (SAG) COORDINATION

Level 2 Manager	Strategic Planning Office
Supporting Organization(s)	<ul style="list-style-type: none"> AT&T Laboratories Principal Subcontractors
RFP References	C.3.2.2.1.6 Coordination and Communication
Summary Description	The Manager for Strategic Planning will coordinate the semiannual meetings of the SAG.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Prepare invitations and agenda for semiannual meetings of the SAG Conduct the semi-annual SAG meeting, and capture findings and recommendations
Contract Deliverable Data and/or Reports	None
Internal Data and Reports	<ul style="list-style-type: none"> SAG Recommendations Input to Monthly/Quarterly Program Reviews
Summary Approach	<ul style="list-style-type: none"> The Strategic Advisory Group (SAG) will be made up of senior management and technical personnel from AT&T Government Solutions, AT&T Laboratories, and principal subcontractors. The GSA PMO and Agencies will also be invited to participate. The group will be assembled semi-annually to discuss program-level issues and provide input to the AT&T Networx Program strategy for new/enhanced service offerings. The findings, recommendations, and resulting actions will be incorporated into monthly and quarterly Program Reviews

Table 3.1.3-5: Allocation of Functional Responsibility for Senior Advisory Group Coordination.

FUNCTION: SMALL BUSINESS MANAGEMENT

Level 2 Manager	Strategic Planning Office
Supporting Organization(s)	<ul style="list-style-type: none"> Small Business/Small Disadvantaged Business Manager
RFP References	H.19 Small Business Contracting Plan
Summary Description	Responsibility encompasses management of Small Business/Small Disadvantaged Business (SB/SDB) objectives.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Establish and negotiate agreements with SB/SDBs for products/services, and monitor performance. Manage subcontracting against SB/SDB objectives, and report status.

FUNCTION: SMALL BUSINESS MANAGEMENT

Contract Deliverable Data and/or Reports	Small Business Plan updates
Summary Approach	<ul style="list-style-type: none"> With support from the AT&T Government Solutions Global Strategic Sourcing, the Networkx Strategic Planning Manager will establish effective working relationships with Small/Small Disadvantaged Businesses for incorporation into AT&T's products and services.

Table 3.1.3-6: Allocation of Functional Responsibility for Small Business Management.

3.1.4 Product and Service Assurance Office (PAO)

The Performance Assurance Manager reports directly to the Program Director, manages the Product and Service Assurance Office (PAO), and has a primary role in communications between the CPO and the GSA PMO and Customer Agencies. The Performance Assurance manager provides oversight and guidance to enable the delivery of products and services in a consistent, high-quality manner, as reflected by Customer Satisfaction. Responsibilities are presented in **Tables 3.1.4-1 through 3.1.4-2**.

FUNCTION: CUSTOMER SUPPORT REQUIREMENTS MANAGEMENT

Level 2 Manager	Performance Assurance Office
Supporting Organization(s)	<ul style="list-style-type: none"> AT&T Government Solutions Organizations: Engineering; TIMO; Training; CSO OSS Development
RFP References	<ul style="list-style-type: none"> G.4 Ordering G.4.5 Statement of Work C.3.4.1 Customer Support C.3.4.2 Trouble and Complaint Handling C.3.4.5 Service Optimization C.3.5 Service Ordering C.3.6 Billing C.3.7 Training C.3.8 Inventory Management C.3.9 Operational Support Systems (OSS)
Summary Description	Define Networkx tasking and project workload requirements for the Customer Service Office (CSO), monitor customer satisfaction, and coordinated corrective actions, as needed.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Coordinate analysis of customer RFPs for customized, unique, or ICB-priced services, for comprehensive and timely preparation of a comprehensive technical, management and pricing proposals in response Establish, maintain, and oversee processes for Service Ordering, Billing, Customer Training, Inventory Management Oversee service inventories for each Customer Agency, and manage identification of optimization opportunities Establish priorities for OSS modifications and upgrades
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> Data Items 30 & 31 – Voice/Data Traffic Reports Data Item 43 – Candidate Locations Optimization Report Data Items 44 to 52 – Ordering Deliverable Data Items 54 to 65 – Billing and Invoicing Deliverables Data Items 66 to 71 – Dispute Deliverables

FUNCTION: CUSTOMER SUPPORT REQUIREMENTS MANAGEMENT

Summary Approach	<ul style="list-style-type: none"> Data Items 72 to 76 – Training Program Deliverables
	<p>The primary functions of order processing, provisioning, invoicing, customer training and user support will be provided by the CSO. The CPO Performance Assurance Manager will coordinate with the Customer Service Manager (CSM) to make certain all Networx RFP requirements have been allocated to support organizations and the processes comply with contract requirements.</p>

Table 3.1.4-1: Allocation of Functional Responsibility for Customer Support Requirements Management.

FUNCTION: QUALITY ASSURANCE PROGRAM

Level 2 Manager	Performance Assurance Office
Supporting Organization(s)	Customer Support Office
RFP References	<ul style="list-style-type: none"> C.3.2.2.1.2 Quality Assurance and Contract Compliance C.3.2.2.1.4 Contractor Policies and Procedures C.6 Section 508 Compliance RFP Section E Inspection and Acceptance
Summary Description	<p>Overall responsibility for the definition and management of the Networx Quality Assurance Program in accordance with contract requirements and AT&T policies. Direct Networx verification testing and OSS and Networx Services. Monitor that quality requirements are flowed to external service providers and monitor quality of delivered services.</p>
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Monitor compliance of AT&T Networx services against Service Level Agreements (SLA) thresholds and direct corrective actions as necessary. Establish and maintain Networx policies and procedures, monitor effectiveness and direct process improvement as necessary. Establish requirements for, and monitor performance against customer service Key Performance Indicators and metrics. Conduct root cause analyses and address process improvements, as needed. Monitor compliance with RFP Section E Inspection and Acceptance requirements, including Networx services verification and OSS verification test planning and conduct. Monitor Section 508 compliance.
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> Data Items 3 through 17 - Service Performance Reports Data Item 21 - Policies and Procedures (P&Ps) Data Item 27 - Agency-specific SLA Monthly Compliance Report Data Item 28 - Trouble Management Performance Summary Report Data Item 29 - Trouble Management Incident Performance Report Data Item 81 - OSS Verification Test Plan Data Item 82 - OSS Verification Test Results Data Item 95 - Networx Services Verification Test Plan
Summary Approach	<ul style="list-style-type: none"> GSA and the agencies will benefit from AT&T's approach to quality with a governance structure that drives operational excellence and reporting of results. Tools, process, and metrics are implemented throughout the Quote-to-Bill model to assure and improve quality, people performance, contractual SLA requirements, operational effectiveness, and customer support services. <i>Automated Tools.</i> AT&T utilizes automated workflow management tools to process, track and manage all order activity; create and distribute individual customer care work lists; and provide on-line status to all internal users. These tools enable customer service supervisors to follow work and quality standards, review work in progress, address any deviations, and manage work activities to meet the Networx SLA commitments. <i>Quality Process and Planning.</i> Operational plans and Service Delivery processes are developed for both standard services as well as to meet an Agency's unique requirements. These plans and processes are rationalized to provide quality, effectiveness and scalability throughout the AT&T service delivery model. <i>Key Performance Indicators & Metrics.</i> Key Performance Indicators are established throughout the AT&T Quote-to-Bill process to measure quality, track cycle time and publish error rates. Supporting metric reports are produced on a daily, weekly and monthly basis to measure each customer support service function. Based on these reports, operational reviews and associated root cause analysis are performed on a

FUNCTION: QUALITY ASSURANCE PROGRAM

	<p>regular basis for ordering, provisioning, billing and maintenance functions to address gaps, improve cycle time performance, and direct process improvement.</p> <ul style="list-style-type: none"> • <i>SLA Methodology.</i> AT&T complies in Appendix T, SLA Methodology by Service, with the requirement to 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). AT&T also complies in Appendix T with the guidance contained in Section C.2, Technical Requirements, and Attachment J.13.3, SLA Performance Objectives. [J.13.2]. • With the utilization of tools, process and metrics, quality gates are established throughout AT&T's service delivery model to measure performance, make process improvements, and meet Networkx requirements to provide superior customer support.
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Table 3.1.4-2: Allocation of Functional Responsibility for Quality Assurance Program.

Responsibilities of the Performance Assurance Manager include assignment and management oversight of functions performed by the CSO, the monitoring of Service Level Agreements (SLAs), and direction of Networkx Quality Programs, as summarized in **Table 3.1.4-3**.

FUNCTIONAL RESPONSIBILITY	DESCRIPTION
Customer Support Requirements Management	Define Networkx tasking and project workload requirements for the CSO, monitor customer satisfaction and coordinate corrective actions, as needed. Scope includes service engineering and management, service delivery and optimization, customer training, service ordering and billing, and customer support.
Quality Assurance Program	Establish, maintain, and direct Networkx Program quality assurance activities and comply with Networkx contract requirements and AT&T quality standards. Scope includes definition and enforcement of Networkx Program policies and procedures, reporting against SLA metrics, and analysis of quality problems and deficiencies, direction of corrective actions, and coordination of process improvement activities.

Table 3.1.4-3: Primary responsibilities for the Performance Assurance Manager. *Providing CSO oversight for Networkx prioritization and accountability.*

3.1.5 Transition, Implementation, and Migration Office (TIMO)

The Manager of the Transition, Implementation and Migration Office (TIMO) has the primary responsibility for all service transition and migration activities. The responsibilities are detailed in **Tables 3.1.5-1** and **3.1.5-2**.

FUNCTION: AGENCY PROJECT ENGINEERING, PLANNING AND IMPLEMENTATION COORDINATION

Level 2 Manager	Transition, Implementation and Migration Office (TIMO)
Supporting Organization(s)	<ul style="list-style-type: none"> • Customer Support Office (CSO) • AT&T Network Engineering and Operations • Business Management Office (BMO)
RFP References	<ul style="list-style-type: none"> • C.4 Transition • C.3.2.2.7 STEP 8 Service Delivery Project Plans

FUNCTION: AGENCY PROJECT ENGINEERING, PLANNING AND IMPLEMENTATION COORDINATION

Summary Description	Full responsibility for planning and execution of Agency-level and transition/migration projects is assigned to the Manager of the Transition, Implementation, and Migration Office. The responsibility includes formulation of planning and implementation processes, interaction with prospective Customer Agencies, preparation of Agency-specific plans and project-specific plans, end execution of projects in accordance with approved plans.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Analyze customer service requirements and prepare a comprehensive Service Delivery Project Plan (SDPP) in accordance with contract RFP and the approved Transition Management Plan Conduct Site Surveys, as requested Establish and maintain an inventory of the "incumbent" inventory of services to facilitate transition to AT&T Networkx services Complete the SDPP, report status weekly, and coordinate with the Customer Agency as needed.
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> Data Item 26 – Service Delivery Project Plans Data Item 53 – Site Surveys Data Item 84 – Transition Management Plan Data Item 85 – Agency-level Transition Plan Data Item 86 – Transition Project Specific Plan Data Item 87 – Transition Inventory Data Data Item 88 – Transition Action Notice Data Item 89 – GO/NO GO Transition Notice Data Item 90 & 91 – Weekly Transition Planning/Execution Reports
Summary Approach	The Manager of the Transition, Implementation, and Migration Office (TIMO) is responsible for the planning and execution of projects for Customer Agencies. Project requirements will be analyzed, and a comprehensive Service Delivery Project Plan will be prepared for Customer Agency approval. As appropriate, dedicated project teams will be formed to complete the project in accordance with the approved plan.

Table 3.1.5-1: Allocation of Functional Responsibility for Project Engineering, Planning and Implementation Coordination.

FUNCTION: AGENCY PROJECT ISSUE AND RISK MANAGEMENT

Level 2 Manager	Transition, Implementation and Migration Office (TIMO)
Supporting Organization(s)	<ul style="list-style-type: none"> Customer Support Office (CSO) AT&T Network Engineering and Operations Business Management Office (BMO)
RFP References	C.4 Transition
Summary Description	The TIMO will manage project-level issues and risks in accordance with Program-wide practices, and report the status of issue resolution and risk mitigation activities both to the Customer Agency and through the Monthly Program Status Report.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Conduct risk analysis for each Customer Agency and transition/migration project Analyze risk mitigation alternatives, and provide recommendations to the Agency as needed. Provide status of risk mitigation actions in weekly planning/action reports
Contract Deliverable Data and/or Reports	Input to weekly project planning and execution reports (Data Items 90 and 91)
Summary Approach	<ul style="list-style-type: none"> Proactive and expedited treatment of transition/migration issues is crucial to the timely and effective transition to new services. The TIMO Manager and transition team will analyze project requirements and identify issues as part of the project plan development. These issues, and any that arise subsequently, will be resolved with appropriate interaction with the Agency, and documented in the weekly project planning/execution reports. Proactive identification of transition/migration risks is essential to maintaining no loss of services to Agency sites during project execution. The TIMO Manager and project teams will analyze the existing and target service configurations, identify risks to security, service continuity, and delivery schedule requirements, assess the likelihood and consequences of specific risk events, and recommend a risk management approach to the Customer Agency. A joint risk management plan will

FUNCTION: AGENCY PROJECT ISSUE AND RISK MANAGEMENT

be incorporated into the Agency-level and transition project-specific plans, and status will be reported in the weekly transition planning/execution reports.

Table 3.1.5-2: Allocation of Functional Responsibility for Agency Project Issue and Risk Management.

██████████ serves as the Manager of the Transition, Implementation, and Migration Office (TIMO). In this capacity, ██████████ directly to the Program Director and is fully dedicated to the AT&T Networkx Program. ██████ is designated a Key Person, and is subject to key personnel requirements of the Networkx contract.

The TIMO is the focal point for analysis of Agency service requirements and development and execution of comprehensive project plans for service implementation, whether the project involves transition from an existing FTS contract, migration of services from a non-FTS provider, or implementation of additional services for an existing AT&T Networkx Agency, as summarized in **Figure 3.1.5-1** and shown in the Transition Plan.

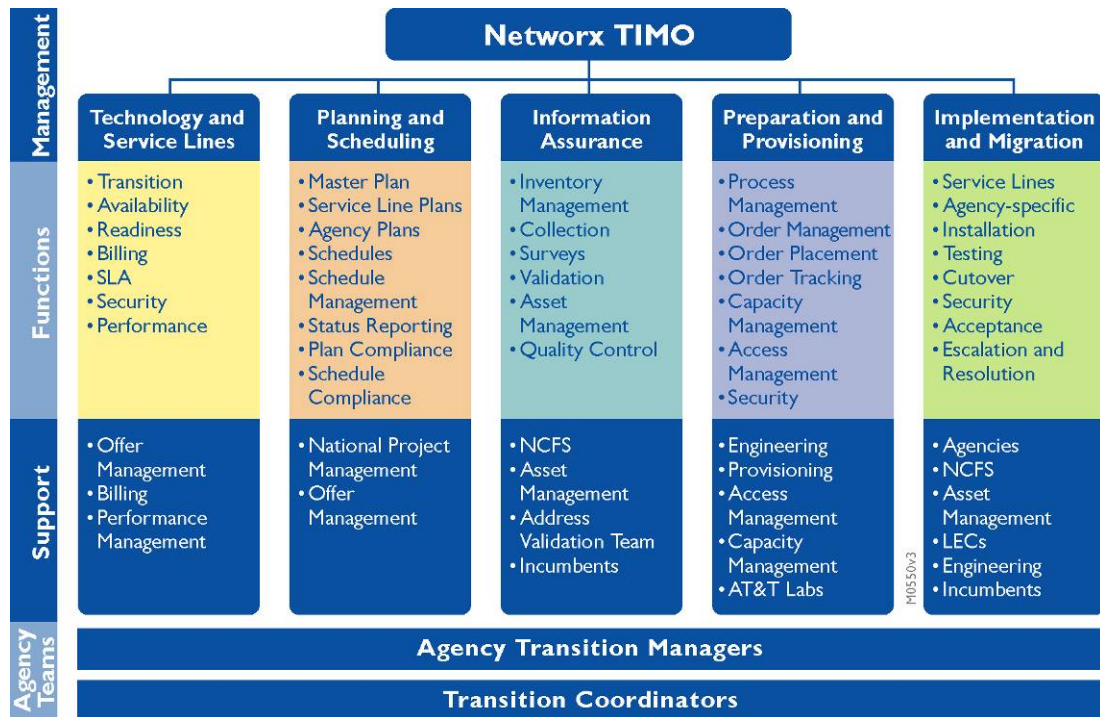


Figure 3.1.5-1: Primary responsibilities for the Transition, Implementation, Migration Office Manager.
Providing the experience and dedication to achieve smooth, efficient transitions.

3.1.6 Business Management Office (BMO)

The Business Manager leads the Business Management Office (BMO), responsible for managing the business relationship with the GSA, the internal relationships with supporting AT&T organizations, and the subcontract relationships with principal subcontractors, as defined in **Tables 3.1.6-1 through 3.1.6-4**.

FUNCTION: GSA RELATIONSHIP MANAGEMENT	
Level 2 Manager	Business Management Office
Supporting Organization(s)	Customer Support Office (CSO)
RFP References	<ul style="list-style-type: none"> • C.3.2.2.6 STEP 7 Deliver Program Reviews and Support User Forums • C.3.4.3 Business Relationship Management
Summary Description	Responsibility for establishment and maintenance of the AT&T Networx website for authorized subscribers, and support for periodic program reviews and user forums.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> • Establish and maintain a website for dissemination of contract information; including an identification of Networx Products and Services, contract operational and administrative data (COAD), and a points of contact list for critical contract information • Support periodic program reviews and ad hoc meetings with the GSA PMO and Customer Agencies, retaining a summary of the meeting and any action items

FUNCTION: GSA RELATIONSHIP MANAGEMENT

	resulting.
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> • Support User Forums and resolution of resulting issues. • Data Item 19 – Contractor POC List for GSA • Data Item 20 – Contractor POC List for Agency • Data Item 25 – User Forums Issues Report • Data Item 39 – Networkx Public Website • Data Item 40 – Networkx Subscriber Website List of Authorized Users
Summary Approach	AT&T will provide access to the Networkx website for authorized users, which will be accessed through the existing AT&T BusinessDirect portal.

Table 3.1.6-1: Allocation of Functional Responsibility for GSA Relationship Management.

FUNCTION: SUBCONTRACTOR AND SUPPLIER MANAGEMENT

Level 2 Manager	Business Management Office
Supporting Organization(s)	<ul style="list-style-type: none"> • AT&T Government Solutions/Global Strategic Sourcing •
RFP References	<ul style="list-style-type: none"> • C.3.2.2.1.2 Quality Assurance and Contract Compliance
Summary Description	Responsibility encompasses management of the subcontract agreements with principle subcontractors, and management of other supporting subcontracts.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> • Negotiate subcontract agreements with principle subcontractors, coordinate award of task orders, negotiate product/service delivery agreements, coordinate ordering of services against product/service delivery agreements, monitor subcontractor performance, direct corrective actions as necessary. • Establish and negotiate agreements with SB/SDBs for products/services, and monitor performance. • Support subcontract and supplier agreements meet with Networkx contract requirements, that workflow between AT&T and the subcontractors/suppliers is reliable and effective, and that subcontracting/supplier issues are addressed in a timely fashion. • Prepare and maintain the Subcontracting Management Plan
Contract Deliverable Data and/or Reports	Data Item 105 - Subcontracting Management Plan
Summary Approach	With support from the AT&T Government Solutions Global Strategic Sourcing, the Networkx Business Manager will establish effective working relationships with principle Networkx subcontractors and suppliers. The status of these relationships and any issues affecting Networkx Program quality or performance will be reported in monthly and quarterly program reviews.

Table 3.1.6-2: Allocation of Functional Responsibility for Subcontractor and Supplier Management.

FUNCTION: PROGRAM PLANNING, CONTROL AND REPORTING

Level 2 Manager	Business Management Office
Supporting Organization(s)	Customer Support Office (CSO)
RFP References	<ul style="list-style-type: none"> • C.3.2.2.3 STEP 3 Develop Project Plan for Program Management Activities • C.3.2.2.11 STEP 12 Support Transition at Contract Expiration • C.4.2.3 STEP 3 Create Agency Level Transition Plan • C.4.2.4 STEP 4 Create Transition Project Specific Plans • C.4.2.9 STEP 9 Report on Transition Planning and Execution
Summary Description	Responsibility includes analysis of all contract requirements and modifications, allocation of performance and compliance requirements to performing units (including subcontractors and suppliers); preparation, update and reporting of program-level schedules; and direct support to the TIMO Manager for transition/migration project-level planning and reporting.
Major Activities, Milestones, and	<ul style="list-style-type: none"> • Analyze contract performance requirements and monitor appropriate allocation of those requirements to all performing elements, including subcontractors and

FUNCTION: PROGRAM PLANNING, CONTROL AND REPORTING

Processes	<ul style="list-style-type: none"> external supporting organizations. Establish and maintain a work breakdown structure (WBS) to facilitate work assignment, management, control, and reporting. Establish and maintain a milestone/activity plan for all Networx Program activities, monitor that schedule requirements are distributed to all performing elements, and task/project schedule status information is collected as necessary to support appropriate management control and oversight. Establish and maintain a master Project Plan that encompasses program-level milestones and contract deliverables, identifies predecessor tasks and activities, resource requirements, and permits variance reporting. Support Agency and transition project planning and status reporting
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> Schedule status, variances, issues and risks for each report and review: Data Item 22 – Program Monthly Status Report Data Item 23 – Quarterly Program Management Review Data Item 90 – Weekly Transition Planning Report Data Item 91 – Weekly Transition Execution Report
Internal Data and Reports	<ul style="list-style-type: none"> Work breakdown structure (WBS) and allocation of contract compliance requirements Detailed activity and milestone plan Schedule status reports for internal management review
Summary Approach	<ul style="list-style-type: none"> The CPO will use MS Project and/or Primavera to capture and update milestone and activity planning information, and to provide a basis for reporting progress against plans, schedule variances, critical path and schedule risk analyses. Planning, control and reporting will be accomplished for both program-level events and activities, and for each Agency account. Status against the Program Master Plan will be reported in monthly/quarterly program reviews, and progress against Agency projects will be reported in the weekly transition planning/execution reports.

Table 3.1.6-3: Allocation of Functional Responsibility for Program Planning, Control and Reporting.

FUNCTION: DELIVERABLE DATA AND REPORTS MANAGEMENT

Level 2 Manager	Business Management Office
Supporting Organization(s)	Customer Support Office (CSO)
RFP References	<ul style="list-style-type: none"> RFP Section F.2 Deliverables C.3.2.2.1.5 Document Change Control
Summary Description	Manage the preparation, production, delivery and distribution of Networx contract deliverable data and reports. Establish and maintain version control and retain archives of delivered materials.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> Establish templates and style guides to facilitate compliance with content and format requirements for data and report deliverables Coordinate the preparation and delivery schedules and processes. Confirm quality of deliverables prior to delivery Coordinate CPO response to GSA and Customer Agency comments and questions on deliverable data and reports, monitor appropriate modifications/updates. Maintain version control for deliverable updates and revisions
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> Deliverables status for each report and review: Data Item 22 – Program Monthly Status Report Data Item 23 – Quarterly Program Management Review
Summary Approach	<ul style="list-style-type: none"> The AT&T Networx CPO will establish a central control point for preparation and delivery of all contract data and reports. The Business Operations Manager will monitor responsibility for timely preparation of data items is assigned to performer organizations, distribute format and content requirements to comply with contract requirements, and coordinate the final preparation and delivery of all materials. Where data is to be provided electronically, standards will be established for the organization and presentation of the information.

FUNCTION: DELIVERABLE DATA AND REPORTS MANAGEMENT

- The AT&T CPO will take active steps to utilize the delivered material, and recommend contract changes where appropriate to improve the value and availability of delivered data and reduce administrative costs of deliverable preparation.

Table 3.1.6-4: Allocation of Functional Responsibility for Deliverable Data and Reports Management.

██████████ is named as the Manager for Business Operations. ██████████ directly to the Program Director and is fully dedicated to the AT&T Networkx Program. ██████████ designated a Key Person, and is subject to the key personnel requirements of the Networkx contract. ██████████ is responsible for business management of the program, including subcontracts administration, program-level planning and control, cost and financial management, resource management, and oversight of contract modifications in support of the Networkx Program, as summarized in **Table 3.1.6-5**.

FUNCTIONAL RESPONSIBILITY	DESCRIPTION
GSA Relationship Management	Establish and maintain the AT&T Networkx Program website, support communications with the GSA and Customer Agencies, facilitate meetings and working sessions, track action items, coordinate events and support user forums.
Contract Management	Provide the primary point of contact for contractual matters, respond to Government ICB-priced RFPs, manage and negotiate contract modifications, and oversee contracts funds management.
Subcontractor and Supplier Management	Establish and maintain subcontracts with principle Networkx subcontractors, and coordinate primary Networkx suppliers.
Program Planning, Control and Reporting	Manage the allocation of RFP performance requirements to Networkx performer organizations, define and maintain the master program milestone and activity schedule plan and monitor/report progress. Identify schedule risks and problems and recommend mitigating or corrective actions.
Resource Management	Project Networkx program resource requirements, and acquire/release those resources in accordance with sound management practices. In particular, manage program and project-level funding and expenditures, technical staff resources, and project facilities.
Deliverable Data and Reports Management	Manage preparation and delivery of contract required data and reports in a timely delivery and version control of all materials. Provide status reports as needed to support contract administration.

Table 3.1.6-5: Primary responsibilities for the Business Operations Manager. *Offering an integrated and centrally managed point of interface for business issues.*

3.1.7 Contract Management

The Contract Manager is responsible for all formal contractual interactions with GSA, including schedule modifications and disputes, as defined in **Table 3.1.7-1**.

FUNCTION: CONTRACT MANAGEMENT	
Level 2 Manager	Contract Manager
Supporting Organization(s)	AT&T Government Solutions/Contracts
RFP References	All contract schedules.
Summary Description	Responsibility encompasses all aspects of the Networkx Universal and Enterprise contracts, as awarded, including negotiations, compliance with requirements, modifications, and disputes.
Major Activities, Milestones, and Processes	<ul style="list-style-type: none"> • Contract Negotiations • Prepare, submit, and negotiate contract modifications • Manage Pricing and support Price Management Mechanisms • Prepare and submit responses to Agency RFPs for customized or unique products/services, and ICB-priced services. • Comply with all contract schedules.
Contract Deliverable Data and/or Reports	<ul style="list-style-type: none"> • Data Item 1 - Pricing Tables • Data Item 2 - Instructions for Pricing • Data Item 96 - GMS Fee Electronic Funds Transfer • Data Item 97 - Contractor Registration • Data Item 98 - Three Largest Comparable Multi-Service Contracts per Service • Data Item 99 - Three Largest Comparable Single-Service Contracts per Service • Data Item 100 - Redacted Contract • Data Item 101 - Personnel Plan (Key Personnel) • Data Item 102 - Corporate Structure • Data Item 103 - Tariff Filings • Data Item 104 - List of Taxes Included in Monthly Invoices • Data Item 106 - Fees and Surcharges
Summary Approach	With the support of the AT&T Government Solutions/Contracts Manager, the Networkx Business Operations Manager will establish and maintain a close working relationship with the GSA Contract Officer to meet timely and effective actions on contract matters.

Table 3.1.7-1: Allocation of Functional Responsibility for Contract Management.

██████ serves as the Networkx Contract Manager. ██████ reports to the Program Director and is fully dedicated to the AT&T Networkx Program. ██████ designated a Key Person, and is subject to key personnel requirements of the Networkx contract.

3.1.8 Key Personnel – Interfaces With GSA and Agencies

Effective working interfaces between the AT&T Networkx CPO and CSO, and the GSA PMO and Agencies are crucial to program success. **Table 3.1.8-1** identifies a set of interfaces anticipated for the Networkx Program and will be modified upon receipt of the Government GSA point of contract list, and augmented as interfaces are identified.

Additionally, each Agency has designated Program Management resources in AT&T Government Solutions. Large customers and/or large projects frequently include dedicated programs and operational resources. These resources are identified to the Agencies as their respective single points of contact for the program or project, and will work closely with the CPO to support any Networkx efforts.

GSA OR CUSTOMER AGENCY POC	SCOPE OF INTERACTION	AT&T NETWORKX KEY PERSON
GSA Networkx Assistant Commissioner	Executive POC for Escalation of Networkx Program Issues	██████████ President, AT&T Government Solutions
GSA Networkx Program Manager	Networkx Program Plans, Issues	██████████ Networkx Program Director
GSA Contracting Officer	All contract matters	██████████ Contracts Manager
GSA and Agency Security Program Managers	All security program matters	██████████ Security Manager
GSA and Agency IT Managers Designated Agency Representatives (DARs)	Transition, Implementation, Migration of Projects	██████████ TIMO Manager
Agency IT Managers / DARs	Escalated customer service matters	██████████ Customer Service Manager
Agency IT Managers / DARs	Agency-specific transition projects and customer service issues	(To be named for each Agency) Agency-specific Transition Manager
Agency IT Managers / DARS	Escalated service ordering problems and issues	██████████ Service Ordering Manager
Agency IT Managers / DARs	Service related problems	██████████ Network Manager
GSA Training Coordinator and Agency IT Managers / DARs	All training program coordination and issues	██████████ Training Manager
Agency IT Managers / DARs	All billing issues	██████████ Billing Manager

Table 3.1.8-1: Networkx Key Personnel and GSA/Agency Interfaces. Making interactions easy and effective via clearly identified responsibilities.

3.2 Senior Advisory Group

AT&T will assemble a Senior Advisory Group (SAG) to support the Networkx Program Director in the formulation of long-term strategies for enhancing Networkx services, improving service delivery, and increasing the value of the GSA Networkx Program to Customer Agencies. At the invitation of the Program Director, the group includes senior management, technical and business development leadership from AT&T Government Solutions, AT&T Laboratories, and the Networkx subcontractors. Further support will be

fostered through contact with telecommunication industry consultants familiar with evolving technologies and services and understanding Government telecommunications needs. Leaders from GSA and Agencies will be invited to share needs, priorities, and objectives with the SAG to define a visionary action plan for Networkx service enhancement over the life-cycle of the Networkx Program.

3.3 Partner Program Managers

AT&T has assembled a strong team of subcontractors and suppliers to augment and enhance the capabilities of the AT&T Networkx Team. The capabilities of the largest of our subcontractors are summarized in **Table 3.3-1**. These roles are expected to evolve as Customer Agency requirements for new and enhanced services are defined, and as new technologies become available to the Networkx program.

PRINCIPAL SUBCONTRACTOR	PRIMARY ROLES
Northrop Grumman	Custom Specific Design Engineering; Managed Tier Security Service ;Managed Firewall; Intrusion Detection & Prevention; Managed E-Authentication; Vulnerability Scanning; Anti-Virus Management; Incident Response; Secure Managed Mail; Dedicated Hosting (Application Hosting); Land Mobile Radio.
EDS	Custom Specific Design Engineering; Managed Tier Security Service; Intrusion Detection & Prevention; Managed E-Authentication; Vulnerability Scanning; Anti-Virus Management; Collaboration Support; Dedicated Hosting (Application Hosting); Managed Network Service; Secure Managed Mail; Incident Response; Managed Firewall; Unified Messaging; Land Mobile Radio.
SRA	Conflict Management & Dispute Resolution; Customer Specific Design & Engineering; Enterprise Systems Management; Complex Systems Integration; Contingency and Disaster Response Planning; Information Assurance; Network Integration and Operations; Wireless Integration; Software Development; Database Development; Cellular/PCS.
Cingular	Cellular Personal Communications Services
GTSI	Logistics; Asset Management; Hardware/Software Procurement Services; Staging; Configuration; Asset Recovery; Equipment Maintenance.
Global Crossing	High Bandwidth Services, Dark Fiber, International Private Lines, SONET/SDH services
Bechtel National	Engineering and Design, Construction, Project Management

Table 3.3-1: Roles of principal subcontractors. *The augmented AT&T Networkx team offers a full suite of capabilities for long-term program accomplishment.*

In addition to these large integrators, AT&T's team includes more than 60 additional service providers including more than 40 small businesses. The CPO will manage each of our subcontractor partners in a consistent manner,

using standardized processes and procedures for acquiring and operating services. AT&T integrates the support and services acquired from subcontractors, remaining responsible for timely delivery and quality of any such services.

Program Managers will be designated by each Partner organization, with responsibility for representing Partner interests in all aspects of service delivery for the AT&T team. These Program Managers will serve as functional members of the CPO as warranted by specific partner involvement in delivery of services to the Government.

3.4 Additional Functional Support

The CPO draws functional support from AT&T's Government Solutions Contracting and Global Strategic Sourcing (GSS) organizations, and from other organizations included in the AT&T family, including AT&T Corporate Legal, Pricing, Contracts, and Marketing organizations. Our Network Engineering and Operations organization and AT&T Laboratories also support the Network CPO.

3.5 Escalations and Senior Management Contacts

Escalation requests can be initiated by the Government, by AT&T Sales, Program Management or by the CSO. Our maintenance center maintains an internal protocol for escalating outages and for notifying management as needed. Escalations depend on the criticality of the service, and the expected repair time. **Table 3.5-1** displays Internal Maintenance Escalation and Notification Requirements presently followed for critical services.

ESCALATION LEVEL	REPORTING CRITERIA	REPORTING FREQUENCY	AUTHORITY
First	At time of critical service outage or upon receipt of initial escalation request	1 hour	AT&T Maintenance Center Technician on duty
Second	After 2 hours	1 hour	AT&T Maintenance Center Manager
Third	After 4 hours	1 hour	AT&T Network/Maintenance Manager

ESCALATION LEVEL	REPORTING CRITERIA	REPORTING FREQUENCY	AUTHORITY
Fourth	After 6 hours	30 minutes	AT&T Networx Program Director and Customer Service Manager

Table 3.5-1: Internal Escalation Contacts for Networx. *The above time frames and escalation levels are followed internally until the escalation is resolved.*

Table 3.5-2 displays Escalation Contacts for use by Networx users. GSA or the Customer Agencies may request an escalation at any time, or through their specific sales account manager or program manager as appropriate.

NAME	TITLE	OFFICE PHONE	CELL PHONE
	President, AT&T Government Solutions		
	Networx Program Director		
	Customer Service Manager		
	Transition Manager		
TBD	Agency-specific Program Managers	TBD	TBD
	Network and Maintenance Manager		
	Maintenance Center Manager		
	Maintenance Shift Supervisor		
	Maintenance Shift Technician	877-GET-NTWX	
		877-GET-NTWX	

Table 3.5-2: Escalation Contacts for Networx. *GSA and the Customer Agencies will have ready access to AT&T leadership for resolution of escalations.*

4 COMMUNICATIONS AND MEASUREMENTS

4.1 Communications with GSA and Agencies

Continuous communications between AT&T, GSA, and the Agencies is fundamental to the successful operation of the Networx program. The CPO, in conjunction with AT&T's agency-designated program managers, is responsible for all operational coordination with GSA and Agencies for Networx contract execution.

The CPO is responsible for execution of the Program Launch Meeting and subsequent meetings with Customer Agencies, facilitating the initiation of working interfaces with new/prospective Customer Agencies, and preparation of monthly and quarterly program management reviews.

4.2 Measuring Results

A major function of the AT&T CPO is to measure and report program results and take action to correct anomalies and effect improvements to the benefit of the Program. This is accomplished via several methods, including:

- Frequent informal communications with GSA and the Agencies.
- Monthly formal contract review reports to GSA and the Agencies.
- Quarterly formal contract review meetings with GSA and the Agencies.

Additionally, operational information on many aspects of AT&T's delivery is obtainable on-line through the AT&T **BusinessDirect**[®] portal. This secure, agency-specific access allows real-time access to ordering, maintenance, and billing information. Product information and other Networx contract-specific data can also be obtained through **BusinessDirect**[®].

4.3 Quality Assurance

The AT&T Quality Assurance program applies to all aspects of service delivery and is based upon compliance with the Networx Service Level Agreements (SLAs). AT&T uses a number of standard processes to define metrics, measure deviations, and adjust processes as necessary. Execution of quality processes is the responsibility of each member of the extended AT&T team. Specific measurement, compliance, and reporting of metrics is achieved by the Performance Assurance Manager as a part of the Product and Service Assurance Office (PAO).

4.4 Technology Management

The Strategic Planning Manager is responsible for continuous improvement of the service infrastructure, with tasks specifically defined to include forecasting needs and defining plans for technology refresh and service enhancement, and coordinating introduction of new/enhanced services by AT&T Networks and Networx subcontractors.

The Strategic Planning Manager is also tasked with developing recommendations for optimization of services and policies, and procedures to improve service or refresh technology.

5 ACTIONS AND MILESTONES

5.1 Overview

Our Enterprise Networkx plan of action identifies major milestone activities in five areas:

- **Phase 0** – Pre-Award Activities
- **Phase 1** – Program Start-up Activities
- **Phase 2** – Fair Opportunity Process Period
- **Phase 3** – Steady State Operations
- **Phase 4** – Contract Expiration

Dates included in the following Schedules are notional, and will be revised at Contract Award.

5.2 Phase 0 - Pre-Award Activities

Table 5.2-1 depicts the pre-award activities that parallel the Networkx proposal preparation effort and conclude with the validation of OSS at Month Two (2), after Notice to Proceed (NTP).

PROGRAM MANAGEMENT SCHEDULE		2007								2008				
Phase 0 – Pre-Award Activities	RFP Para.	M	J	J	A	S	O	N	D	J	F	M	A	M
Final Proposal Submission		X												
GSA Assessment Period		X	X	X	X									
Contract Award Date					X									
Notice to Proceed (NTP)						X								
CPO in Operation		0	0	0	0	0	0	0	0	0	0	0	0	0
OSS Development														
-OSS Concept Phase		0												
-OSS Feasibility Phase		0	0											
-OSS Design Phase				0	0	0								
-OSS Development Phase							0	0	0	0				
-OSS Service Test Phase											0	0		
-OSS Introduction Phase													0	
-OSS Verification Test Plan /Approval	C.3.9.4.1.1											0	0	0
-Joint GSA/AT&T OSS Verification						0								
-OSS Test Results	C.3.9.4.1.2					0	0	0						
-OSS Change Mgt Plan /Approval	C.3.9.4.1.3					0	0	0						
Establish Training														
Networkx Training Plan	C.3.7.4.1.1				0	0	0	0	0					
Course Catalogue	C.3.7.3.2.1				0	0	0	0	0					
Services Verification Test Plan		0	0	0	0	0	0	0	0	0	0	0	0	0

PROGRAM MANAGEMENT SCHEDULE		2007					2008				
Program Management Reports											
POC List for GSA	C.3.2.3.3.1			0							
POC List for Agency	C.3.2.3.4.1			0							
Program Management Plan	w/Proposal.	0									
Policies and Procedures	w/ Proposal.	0									
Proposed Format – Program Monthly Status Report	With Proposal	0									
Program Monthly Status Report	C.3.2.4.1.3				0						
Quarterly PM Review	C.3.2.4.1.4										
Proposed Format – for Monthly Financial Status Report	w/Proposal	0									
Monthly Financial Status Report	C.3.2.4.1.5						0				
Svc. Delivery Project Plan (As Req'd)	C.3.2.4.2.1										
Proposed Format – Agency-Specific SLA Monthly Compliance Report	w/Proposal	0									
Start Receiving Orders							0				

Table 5.2-1: Program Management Schedule. Phase 0 Schedule – Pre-Award Activities.

5.3 Phase 1 - Program Start-up Activities

Table 5.3-1 depicts the Networkx activities beginning with NTP through approximately the first six months of the program.

PROGRAM MANAGEMENT SCHEDULE		2007					
Phase 1 – Program Start-up Activities	RFP Para.	M	J	J	A	S	O
Notice to Proceed (NTP)			X				
CPO Formally Operational			0				
OSS Development (Cont'd):							
• OSS Verification Test Plan /Approval	C.3.9.4.1.1		0				
• Joint GSA/AT&T OSS Verification			0	0			
• OSS Test Results	C.3.9.4.1.2		0	0			
• OSS Change Mgt Plan /Approval	C.3.9.4.1.3		0	0			
Establish Training (Cont'd):							
Networkx Training Plan	C.3.7.4.1.1	0	0				
Course Catalogue	C.3.7.3.2.1	0	0				
Svcs Verif. Test Plan (Cont'd):		0	0				
Networkx Marketing Activities:		0	0	0	0	0	0
Start Accepting Orders					0	0	0
Program Management Activities							
• POC List for GSA	C.3.2.3.3.1	0					
• POC List for Agency	C.3.2.3.4.1	0					
• Program Monthly Status Report	C.3.2.4.1.3		0	0	0	0	0
• Quarterly PM Review	C.3.2.4.1.4					0	
• Monthly Financial Status Report	C.3.2.4.1.5		0	0	0	0	0
• User Forums Issues Report	C.3.2.4.1.6						
• Agency-Specific SLA Monthly Compliance Report	C.3.2.4.2.3				0	0	0
Declare Steady State (TBD)							
Months from NTP			1	2	3	4	5

Table 5.3-1: Program Management Schedule. Phase 1 Schedule – Program Start-up Activities.

5.4 Phase 2 – Fair Opportunity Process Period

Table 5.4-1 depicts the activities initiated in Month Three (3) with the first acceptance of orders from GSA and the Agencies, and concluding at the end of Month 18, at which time a steady state of operations is declared.

PROGRAM MANAGEMENT SCHEDULE		2007										2008											
Phase 2 –Fair Opportunity Process Period	Requirement	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N			
Notice to Proceed (NTP)			X																				
CPO Formally Operational	At NTP		0																				
OSS Development Completed	NTP+60 days			0																			
Training Established	NTP+60 days			0																			
Services Verification Test Plan Completed	NTP+60 days			0																			
Network Marketing Activities		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Start Accepting Orders	NTP+60 days				0																		
Key Program Management Activities and Reports:	Periodic Reports																						
• Program Monthly Status Report	Monthly		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• Quarterly PM Review	Quarterly					0			0			0			0			0					
• Monthly Financial Status Report	Monthly		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• User Forums Issues Report	Semi-annually								0					0					0				
• Agency-specific SLA Monthly Compliance Report	Monthly				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
TIMO & CSO Operations Projects A, B, C, etc.	As Contracted/ As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Program Deliverables (Ad hoc and Periodic):																							
• Transition Deliverables	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• Security Deliverables	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• Training Deliverables	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• Optimization Engineering Deliverables	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• Ordering Deliverables	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• Billing Deliverables	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• Inventory Deliverables	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• SLAs – Program Performance and Acceptance Reports	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
• Miscellaneous Program Reports	As Required				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
Declare Steady State Operations																				X			

PROGRAM MANAGEMENT SCHEDULE																		
	2007								2008									
Months from NTP	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Table 5.4-1: Program Management Schedule. Phase 2 Schedule – Fair Opportunity Process Period.

5.5 Phase 3 – Steady State Operations

Table 5.5-1 depicts an example of how one Agency starts a project with transition and finishes with a steady state operation, starting in Month Nineteen (19) and continuing for the life of the contract.

PROGRAM MANAGEMENT SCHEDULE EXAMPLE	WBS	WEEK							
		1	2	3	4	5	6	7	8
Phase 3 – Steady State Operations									
Project A – Example of how one Agency starts with Transition and finishes with a Steady State	2.5	0	0	0	0	0	0	0	0
Project Management	2.5.1	0							
Project-Specific Level Transition Plan	2.2.1.8	0							
Solution Design	2.5.2	0	0	0					
Network Topology Info. & Diagram	2.5.2.1	0	0						
Networkx System Design Document	2.5.2.2	0							
IP Addressing	2.5.2.3	0							
Identify Special Application Requirements	2.5.2.4	0	0						
Gateway Design	2.5.2.5	0	0	0	0				
Firewall Policy Information	2.5.2.6	0	0						
IDS Solution	2.5.2.7	0							
Site Design Package (SDP)	2.5.2.8	0	0	0					
Migration Plan	2.5.3	0	0	0	0				
Site Notification	2.5.3.1			0					
Component Planning and Order Submission	2.5.4	0	0	0	0				
Component Site Type Pricing	2.5.4.1	0							
Develop Information and Complete Order Template for Each Location	2.5.4.2	0	0	0					
Component Approval of Order Info.	2.5.4.3	0	0						
Project A C&A (Certification and Accreditation)	2.5.5	0							
Infrastructure & Process	2.5.6	0							
Component Training	2.5.6.1	0							
Training Schedule	2.5.6.1.1	0							
Conduct Official Training	2.5.6.1.2	0							
Training Modules	2.5.6.1.2.1	0							
Pilot/Application Planning and Testing (Complete)	2.5.7				0				
Project A Site Conversions	2.5.8					0	0	0	0
Weeks 1-4 Implementations	2.5.8.1					0	0		
Weeks 5-8 Implementations	2.5.8.2							0	0
GCSC Acceptance for Sites	2.5.8.3								0
Component cutover to Networkx for Sites	2.5.8.4								0
De-commissioning of Sites (TBD)	2.5.9								
Life Cycle-Service Operations	2.5.10								
Billing	2.5.10.1								0
Service level Management (SLAs)	2.5.10.2								0
Reporting/Operational reviews & meetings	2.5.10.3								0
Operations/Run Book	2.5.10.4								0

		WEEK							
GCSC process	2.5.10.5								0
Technology Refresh—Candidate Location	2.5.10.6								0
Declare Steady State Operation	2.5.11								X

Table 5.5-1: Program Management Schedule. Phase 3 Example of a Project Migration to Steady State.

5.6 Phase 4 – Contract Expiration

For Phase 4, specific actions preparatory to contract expiration will be added at the annual update of this PMP document, prior to contract expiration.

Examples of the types of actions that will be incorporated are as follows:

Contract Expiration Example	WBS	Week							
		1	2	3	4	5	6	7	8
Phase 4 - Contract Expiration									
Project A – Example of how an Agency is supported through Contract Expiration		0	0	0	0	0	0	0	0
Pull Baseline Inventory from Networkx Inventory System									
Validate Inventory Data with Billing System Data									
Provide Transition Inventory Data to GSA									
Cooperate With / Participate In New Provider Transition Planning									
Provide Disconnect Status Reports to GSA									
Confirm Billing Termination Within Required Timeframes									
Confirm Disconnects and Billing Termination Complete									
Contract Expiration Transition Complete									X

Table 5.6-1: Contract Expiration. Phase 4 Example of Agency is supported during Contract Expiration.

Just as accurate inventory is critical at the beginning of the Networkx contract, inventory at contract termination will be key to the successful Networkx contract close-out. Through the consistent maintenance of Inventory during Networkx, AT&T will provide GSA with an accurate depiction of the services that AT&T is providing to the Agencies at contract expiration. Due to the design of the data fields available in the Networkx Inventory database, GSA and the Agencies will have the data elements they need to plan for successful transitions.

In addition, the TIMO office of the AT&T CPO, whose responsibility it is to provide Transition and Migration support throughout the contract, will remain in place throughout Contract Expiration. TIMO will be the Single Point of Contact for Contract Expiration transitions. Functions described in the

Transition sections of this proposal highlight teams that will also be involved in Contract Expiration.

5.7 Program Management Deliverables

The Networkx Program management deliverables are identified in **Table 5.7-1**.

PLAN	PARAGRAPH REFERENCE	DUE DATE	CPO FUNCTIONAL OWNER
Program Management Plan	C.3.2.4.1.1	At Contract Award. Revised within 15 days after receipt of comments. Updated annually	Program Director
Policies and Procedures (P&Ps)	C.3.2.4.1.2	At Contract Award. Revised within 15 days after receipt of comments. Updated semi-annually	Various CPO Managers
Disaster Recovery Plan	C.3.3.3.4.1.1	At Contract Award. Revised within 30 days after receipt of comments. Updated annually, on date of contract award	Disaster Recovery Manager
OSS Verification Test Plan	C.3.9.4.1.1	At Contract Award. Revised within 10 days after receipt of comments. Updated as new services are added	OSS Development Manager
OSS Change Management Plan	C.3.9.4.1.3	At Contract Award. Updated as needed, determined by AT&T	OSS Manager
Service Delivery Project Plan	C.3.2.4.2.1	As requested by Agency, but NLT 30 calendar days from "want" date. Updated, typically weekly, or monthly	TIMO Manager
Agency Level Transition Plan	C.4.4.3.1	Initial as requested by Agency and ready within 45 days from request. Revised in two 15 day cycles (Agency and AT&T). Updated as agreed with Agency	TIMO Manager
Project-Specific Level Transition Plan	C.4.4.3.2	Initial as required by Agency, no later than 30 calendar days prior to "want" date	Agency-Specific Project Managers
Personnel Plan (Key Personnel)	H.12.1	Initial included at contract award. Updated 15 calendar days of change	Program Director
Corporate Structure Plan	H.12.3	Initial included at contract award. Updated 10 calendar days of change	Business Operations Manager
Subcontractor Management Plan	H.19	Plan includes SF 294, or SF 295 Backup Data. Included in Contract Award. Updated semiannually.	Subcontracts Manager
POC List to GSA	C.3.2.3.3.1	15 Days from NTP. Later as Required within 5 days of Change	CPO
POC List to Agency	C.3.2.3.4.1	15 Days from NTP. Later as Required within 5 days of Change	CPO
Program Monthly Status Report- Format	Proposal Appendix J	Submitted with Proposal. Revised 15 Days of comments, or NTP.	Business Operations Manager
Program Monthly Status Report	C.3.2.4.1.3	5 Days after first calendar month. Submitted 5 business days after end of each calendar month	Business Operations Manager
Quarterly Program Management Review	C.3.2.4.1.4	30 Days after 3 rd complete month	Business Operations Manager
Proposed Format-Agency Specific SLA Monthly Compliance Report	Proposal Appendix L	Submitted with the Proposal. Revised 15 Days after Receipt of comments, or NTP	Business Operations Manager
Agency-Specific SLA Monthly Compliance Report	C.3.2.4.2.3	5 Days after calendar month. Updated monthly	Business Operations Manager
User Forum Issues Report	C.3.2.4.1.6	NLT 10 Days from Forum. Revised	Business Operations

PLAN	PARAGRAPH REFERENCE	DUE DATE	CPO FUNCTIONAL OWNER
		monthly until all items resolved.	Manager

Table 5.7-1: Program Management Deliverables. *List of major program management deliverables with due dates, delivery schedule and CPO responsible manager.*

6 RESOURCE PLAN

The CPO establishes resource needs based on projected workload, indicating how, when, and from what source the resources become available, and addresses the staff, facilities and support infrastructure required to execute the Networx Program.

6.1 Resource Drivers and Assumptions

6.1.1 Use of the same CPO for Universal and Enterprise Programs

AT&T will use the same CPO to execute both the Universal and Enterprise Programs. The reasons are to minimize expense, not duplicate infrastructure, maintain continuity in staff expertise, and efficiently expedite the availability of enhanced services to GSA and Customer Agencies.

6.1.2 Resource Drivers

Networx CPO resource requirements are determined by several areas of initial work: 1) transitioning a Government customer's service from the existing FTS2001 and FTS2001 Crossover contracts to Networx, before the existing contracts expire; 2) migrating to Networx other existing, non-FTS contracts; and 3) new business. Resource requirements are affected by service volumes and complexity, time constraints, and budget.

6.2 Resource Requirements

6.2.1 Financial Resources

6.2.1.1 Budgeting Costs

The Business Management Office monitors to closely budget, track, and control costs. Cost and pricing data will be accumulated in the CPO and price

information provided to the Government. Cost and schedule variances, overruns or under-runs will be analyzed for “root causes” and managed.

6.2.1.2 Tracking and Cost Control

The Networkx Program Director uses reviews, meetings and reports, and program management tools to collect, organize, and analyze cost data for proactive/reactive analysis and action. The Business Manager also evaluates products and services, and acts on cost-containment measures.

6.2.2 Human Resources

6.2.2.1 Ability to Obtain a Qualified Workforce for Networkx

AT&T Government Solutions (AGS) leverages a depth of strategic skill sets and knowledge from within AGS and corporate AT&T organizations, including AT&T Labs. Transfers into AT&T Government Solutions, as a percentage of total skill acquisition, amounted to [REDACTED] last year. AT&T Government Solutions maintains a dedicated recruiting department staffed with [REDACTED] professional recruiters. During FY 2005, and in a workforce of [REDACTED], AGS had an average of [REDACTED] new hires per month. Approximately [REDACTED] open job requisitions are closed within [REDACTED] Staffing the Networkx CPO and CSO with its planned headcount during the peak transition period is a routine matter for AT&T. Most positions will be easily filled from within AT&T.

6.2.2.2 Ability to Retain Qualified Personnel

AT&T and our Networkx partners have proven personnel programs to support recruiting, training and retention of high caliber staff. The CPO uses the knowledge and talent of available employees in appropriate areas, fosters productivity by maintaining open communications, promotes the exchange of ideas, and empowers them to make necessary decisions. AT&T maintains continuous participation in compensation surveys to make certain workforce

salaries are competitive and consistent with the market for specific regions, employing a comprehensive approach to training, and mentoring. All AT&T employees have access to training. Our program managers and technology leaders enjoy many training options, as depicted in **Table 6.2.2-1**.

TRAINING OPTIONS	
Corporate Centers	Formally chartered corporate technical working groups focus on engineering practice areas.
Corporate Technology Forums	Informal corporate technical working groups focus on engineering practice areas.
AT&T University	A component of SEI-CMM Level 3 compliance, AT&T University is at the heart of our Quality Management Systems Training Program, which guarantees that required training for project staff is planned, conducted and tracked.
Forums	AT&T promotes involvement in professional, government and industry forums to gain from the benefits of a two-way exchange.
The AT&T eCampus Network	A complete on-line learning management system allows AT&T employees to benefit from an extensive course offering. In addition to offering employees development planning tools and educational resources, managers of AT&T employees can access training profiles of their direct reports to recommend training for dedicated areas of expertise.
Tuition Assistance, and Funded Professional Certifications	AT&T maintains a generous tuition assistance program to help those seeking college proficiencies can achieve it. AT&T funds employee Professional Programs, including the PMI Certification.

Table 6.2.2-1: AT&T Training and Employee Retention. *AT&T's total approach to the development and retention of technical expertise includes a number of training forums that are readily available to all AT&T employees.*

6.2.3 Facilities

AT&T maintains hundreds of offices and telecommunications facilities nationwide, many within close geographic proximity to the locations of GSA and the Customer Agencies. We can readily adjust facility resources to accommodate Networkx Program requirements or emergencies. The Networkx CPO is located in Oakton, VA. This expansive complex has served Government customers for more than 20 years. AT&T's Government Solutions headquarters are located at 1900 Gallows Road in Vienna, VA, less than five miles from the Oakton facility.

The GNOC (Global Network Operation Center) is located in Bedminster, NJ.

6.2.4 Program Infrastructure (Equipment, HW & SW)

Program infrastructure includes security, network facilities, premise equipment and software and, as part of the AT&T network infrastructure, are centrally managed to include acquisition, development, installation, testing, configuration control, maintenance, repair, removal and inventory control.

6.2.5 Service HW, SW (Equipment HW & SW)

Laptops are issued by AT&T to all professional and management employees. Included is a range of application software and operating systems for productivity effectiveness and improvement. AT&T controls the installation of all productivity applications software among employees work stations. This practice and efficient training result in fewer viruses. Periodic refresh deployments of employee laptops are routinely planned. Hardware and software assets and their security are controlled and administered by a central organization also responsible for AT&T's internal IT network security.

6.3 Operational Support Systems (OSS)

6.3.1 Overview

The Networkx Program is supported by an industry-leading set of critical operations support systems (OSS). AT&T has tailored our commercial [REDACTED] to meet Government and Networkx requirements and offers visibility into customer-support management applications and tools through our on-line AT&T **BusinessDirect**[®] portal. The portal address is www.att.com/businessdirect, and training on the tool and the underlying applications is offered in our Networkx courses. AT&T **BusinessDirect** currently supports more than 30 million transactions annually, is used by FTS2001 Crossover customers, and by AT&T's largest commercial customers.

6.3.2 Operational Support Systems Description

6.3.2.1 Target Architecture

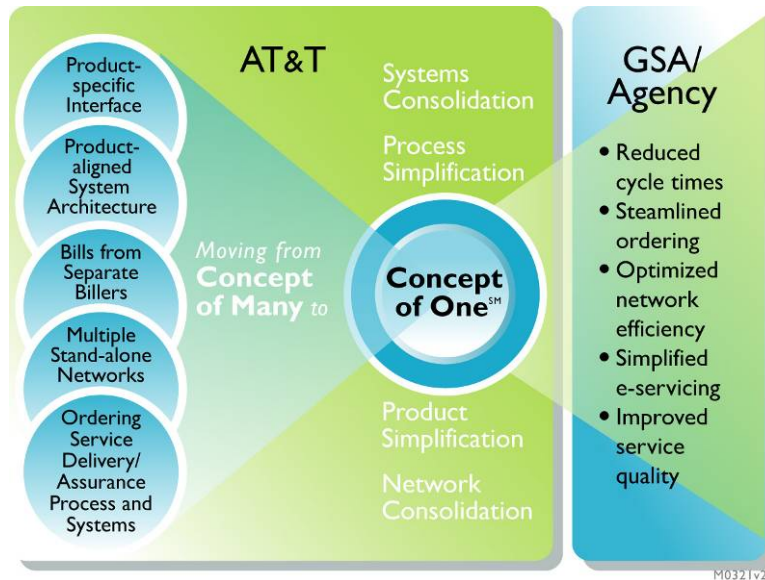


Figure 6.3.2-1 Simplifying the Process. The Concept of One eliminates redundancies and manual intervention especially in the service delivery and billing processes.

The OSS team and the OSS Change Control Manager work closely with AT&T's Labs organizations to implement Networkx.

Led by [REDACTED] AT&T's OSS is undergoing a transformation from multiple systems supporting service

implementation and management to a single set of systems, driven by a common [REDACTED] and a common [REDACTED] management system. Our investment in this infrastructure known as "Concept of One" directly benefits the Networkx Program by providing a common set of feeds into our [REDACTED], allowing AT&T to deliver [REDACTED] Networkx services. This concept is illustrated in **Figure 6.3.2-1**. The OSS Change Control Manager within the CSO is continually involved in corporate architecture initiatives, participating in corporate change control and release management initiatives, and is informed of updated requirements or issues resolution.

6.3.2.2 System Controls for Access of the Portal

AT&T **BusinessDirect** allows GSA and Agency customers' full control as to who can access information through this portal, and the level of access to be made available. Agency administrators, trained by AT&T, determine user access parameters.

6.3.2.3 Preventing Unauthorized Access to GSA and Inter-Agency Information

All systems in support of the Networx contract are built with an account structure controlling access to the information. GSA and the Agencies access their Networx information through AT&T **BusinessDirect**. AT&T works directly with the Agencies to establish their initial hierarchy structure and create their initial AT&T **BusinessDirect** log-in IDs. The Agency designates the "Agency Administrator" (usually the Designated Agency Representative—DAR Administrator) who creates and controls Agency's user IDs, allowing full control over data access. The Agency Administrator may choose to allow full access to view and download bills to an individual within the Agency, but restrict the same individual from placing service orders. As shown in **Table 6.3.2-1**, the Agency Administrators are also responsible for performing some administrative functions related to user IDs. Only authorized Agency personnel can access Networx data.

FUNCTIONS AVAILABLE TO AGENCY ADMINISTRATORS

- Adding authorized users within each Agency
- Deleting users that change functions or leave a given Agency
- Adding and deleting tools from individual user profiles
- Resetting passwords, as necessary
- Accepting terms and conditions on behalf of each Agency (one time only).

Table 6.3.2-1: Agency Administrator Functions. *DAR Administrators can fully control who has access to **BusinessDirect** and the tools that can be accessed.*

6.3.2.4 The AT&T BusinessDirect Portal Security System Architecture

GSA and the Agencies can leverage the ubiquity of the web to easily and securely connect, create, share and manage business processes and applications with their customers. **Figure 6.3.2-2** illustrates the security of the portal connecting GSA and the Agencies to AT&T.

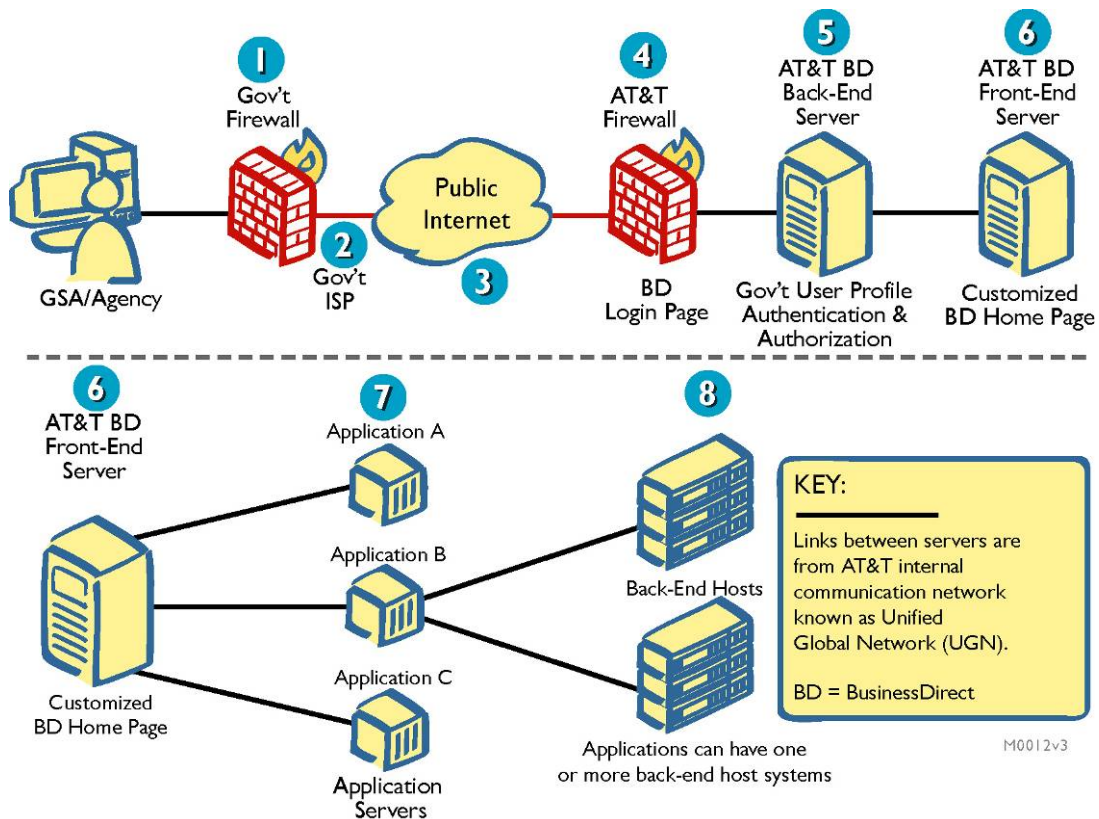


Figure 6.3.2-2: AT&T BusinessDirect Security. GSA/Agency-to-AT&T system communications is based on a secured network with a well designed architecture.

We have also established a well organized system making certain the portal is available to all customers more than 99.99% of the time, based on the design precautions illustrated in **Table 6.3.2-2**.

ACTION	AT&T BUSINESSDIRECT RELIABILITY
1	Eliminated all single points of failure.
2	Located the application in two High Quality Data Centers, available and managed 24X7.
3	Established two mirrored Production sites each capable of handling 100% of the traffic.

ACTION	AT&T BUSINESSDIRECT RELIABILITY
4	Established Diversity with back-up equipment and copies of databases at each location.
5	Established a corporate Outage Management process to speed recovery.

Table 6.3.2-2: Portal Reliability. AT&T **BusinessDirect** is secured through redundancies in network circuits, data centers, and information storage facilities.

6.3.3 AT&T BusinessDirect Networkx Applications

Table 6.3.3-1 presents the applications offered to GSA and Agencies to manage their Networkx services. A graphical representation of applications available to the Government on AT&T **BusinessDirect** in support of Networkx is included in Appendix R of the Management Volume. This information is accessible via a single logon ID in the AT&T **BusinessDirect** portal.

AT&T BUSINESSDIRECT APPLICATION	APPLICATION FUNCTIONALITY
Networkx Subscriber Page	All links that are described below, are ID/Password authenticated based on Agency permission, via secure website.
[REDACTED]	View Active Services and "Snapshot" for Current Month; View Network Components for Each Site; Track and View Order Confirmations and Notices through Implementation
Ordering and Order Status	Submit Service Order, View Order Status
Trouble Reporting	Submit Trouble Ticket, Receive Automatic Status of Existing Trouble Tickets, Initiate Circuit Tests and View Results and Retrieve Reports on Trouble Tickets
Billing	View Government's Current and Prior Bills on-line, Download and Print Detailed Invoices, Make Inquiries and Request Adjustments
Transition	View Transition Notices and Transition Reports
Billing Dispute	Resolve Bill Inquiries
Performance Reporting	Access Up-to-Date Information on GSA Network Performance; Create Daily, Weekly and Monthly Network Activity Reports for Most Services.
Price Quote Tool	Obtain Quotes
Training	Register for a Class, View Training Catalogue, Suggest New Courses
AT&T eBonding	Customer Orders Flow Directly to AT&T via Business-to-Business Integration, Express Bonding, File Transfer System

Table 6.3.3-1: AT&T BusinessDirect Services. AT&T's OSS capabilities provide a broad menu of services to Networkx users via the AT&T **BusinessDirect** portal.

6.3.4 OSS Verification Readiness

Our Networkx OSS developers initiated software changes via the corporate-wide AT&T Labs' [REDACTED] This process is a fully documented, disciplined approach to system development incorporating quality gates, quality processes and associated metrics to measure control. The CPO develops Networkx-specific Requirements Documents, submitting them to the

██████████ The AT&T Labs' ██████████ team assesses the requirements and necessary modifications are slotted into upcoming release timeframes, in advance of the anticipated Notice to Proceed dates.

The OSS development team oversees the modifications and prepares the OSS Verification test plans. Operational Readiness Tests (ORTs) are planned after each release change to facilitate a successful OSS Verification Test. The OSS ██████████ and the necessary Networkx modifications are built upon ██████████ AT&T systems. Our plan is to meet the Networkx requirements of Section C.3.9, Operational Support Systems, and be ready to offer immediate demonstrations to GSA upon Notice to Proceed.

7 RISK MANAGEMENT

Risk is defined as the likelihood that events or achievement of planned results will not meet the project goals. Risks are associated with negative impacts to Project Schedule, quality, cost, and customer satisfaction, and can be opened at any time in the life cycle of a project.

Risk Management is a formal process of identifying, assessing, measuring, and documenting risks, then developing and managing mitigation plans for addressing these risks to minimize the potential negative consequences on project schedule, cost, quality (size, functionality, performance), and customer requirements. The risk identification and categorization activity is instrumental in the success of any complex program.

7.1 Risk Management Planning

Establishing a Risk Management Plan provides the Program Director with the means for tracking and monitoring risks while providing insight into the scope of effort related to mitigating those risks. To be effective, the Risk Management process must attempt to identify all risks.

Risks can typically be categorized into the following five categories:

PERSONNEL: Risks that relate to the Program's human resources. They may involve unassigned positions or extra project staff. Other staff risks may be related to insufficient training, ability, experience, or incorrectly assigned personnel.

CONTROL: Risks that relate to methodologies, procedures, techniques, or standards for performing an activity. They involve missing, conflicting, inappropriate, or misinterpreted lifecycle methods, techniques, or standards that do not provide clear procedures or exit criteria for work to be done.

TOOL: Risks that relate to facilities, software, hardware, or equipment. Such risks involve a shortage of necessary tools, incorrect tools for the job that must be performed, a profusion of tools for the cost or size of the project, or an uncertainty as to the appropriate tools or equipment needed.

INPUT: Risks that relate to meeting entrance criteria. Input risks involve missing, extra, inappropriate, or incorrect information or work products needed to begin an activity.

OUTPUT: Risks that can be a result from examinations. Action items resulting from examined work products or audited procedures that are not closed by their estimated close will result in a risk.

Risk Management is used to identify and track risks and their resulting mitigation plans. The data elements captured for each uniquely identified risk include the type, description, assignee (owner of the risk mitigation effort), estimated close date, and all other related information required with a risk.

Table 7.1-1 describes the major Risk Management process activities and their corresponding outputs.

PRINCIPAL PROCESSES	OUTPUTS
Identify Risk ✓ Open Risk ✓ Describe Risk ✓ Categorize Risk ✓ Assess Risk Impact ✓ Identify WBS Impact ✓ Identify Risk Priority	Identified Risk
Define and Execute Risk Mitigation Plan ✓ Define Risk Mitigation Activities ✓ Assign Risk Mitigation Owner ✓ Identify Mitigation Mechanisms Summarize Risks Execute Mitigation Activities per Plan	Risk Mitigation Plan
Monitor Risk ✓ Periodically Review Risk ✓ Track Risk ✓ Update Progress Report ✓ Redefine Risk Mitigation Activities	Risk Progress Report, Risk Summary Report
Close Risk	

Table 7.1-1: Risk Management Process Activities and Outputs. AT&T incorporates Risk Management Planning into the Networx program.

7.2 Roles and Responsibilities

When a member of the CPO or a related AT&T service organization anticipates a deviation from schedule, cost, quality, and/or customer satisfaction goals, notification of the risk should be made to the Program Director.

The Program Director will assess the potential impact of the risk, prioritize mitigation activities, then assign these activities to a specific owner for execution. The Mitigation Owner is responsible for executing the plan, reporting status and results to the Program Director, and for any adjustments needed during execution.

7.2.1 Program Director

The Program Director is responsible for opening project risks, planning mitigation activities, and assuring that mitigation activities are being performed to close risks by their estimated close date.

7.2.2 Risk Mitigation Owners

The Program Director assigns ownership to particular risk mitigation activities depending on the type and complexity of the risk. Ownership is assigned to personnel with appropriate subject matter knowledge to effectively manage the mitigation efforts. The owner is typically a representative from the discipline affected by the risk, i.e., contract risks are assigned to contract specialists, technical risks are assigned to technical specialists, etc. The owner is responsible for execution of the mitigation activities, updating the plan, status reporting, modifications to the plan, and eventual closure.

7.3 Risk Management Process

The *Manage Risks* Process, consisting of four major steps, is depicted in **Figure 7.3-1**. The first two activities focus on identifying risks and their

mitigation plans. The third activity monitors the progress of each risk's mitigation activities. Once all mitigation activities have been performed, there are no additional or changed mitigation activities, and the probability of the risk has reduced impacts to the PMP, the risk can be closed and the Project Risk Log can be updated. The final activity of the Risk Management Process is to close the risk.

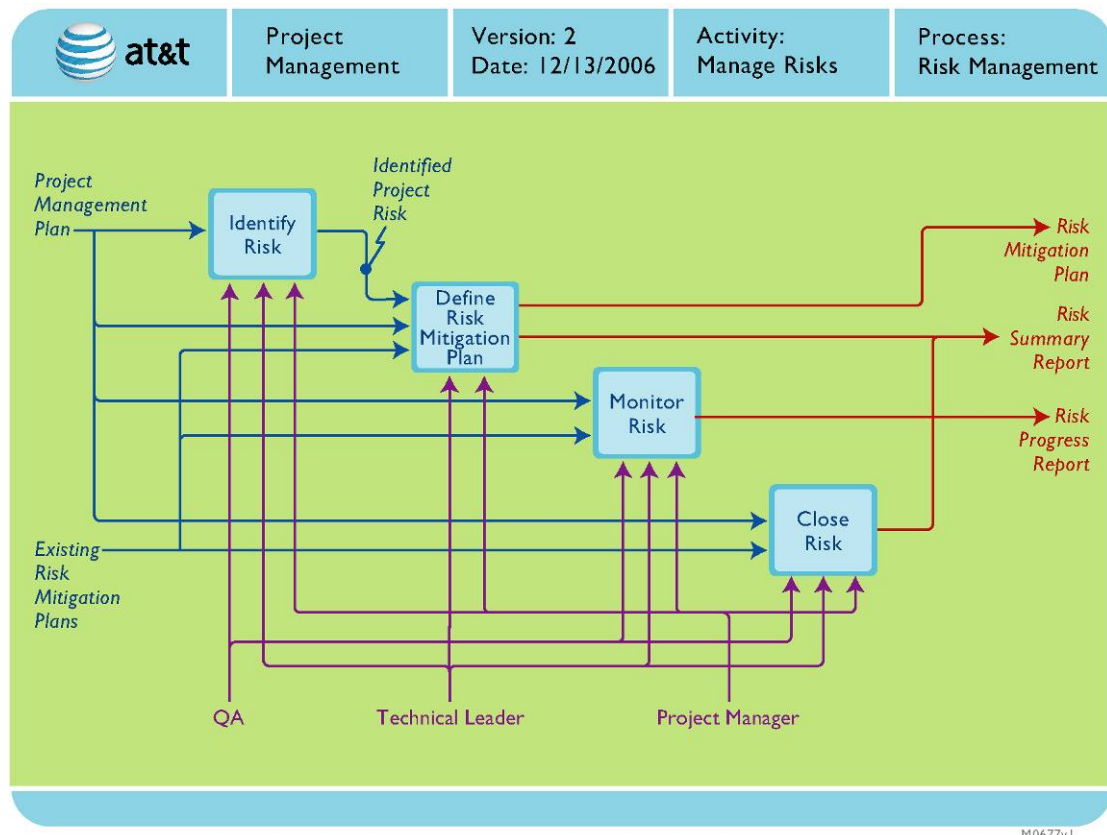


Figure 7.3-1: Manage Risks Process Diagram. Risk Management Process includes four major steps.

The initial three activities will be performed on a continual basis throughout the life cycle of the project. The last activity is the tracking and oversight of existing risks to ensure that mitigation activities are being performed to meet the estimated closed date of each risk.

A detailed description of each activity with the appropriate Entrance Criteria, Activity, and Exit Criteria are described below in **Tables 7.3-1, 7.3-2, and 7.3-3.**

FLOW	INPUT	FLOW DESCRIPTION
I1	Contract(s) and PMP	The Contract and PMP define the deliverables and method of delivery for each product and service offered via the Network Contract(s).
I2	Existing Risk Mitigation Plans	The set of plans that describe a project's risks. Reference the Risk Mitigation Plan Data Elements. If these risks have been included in a previous Program Review, this may also include one or more associated progress reports.

Table 7.3-1: Manage Risks Entrance Criteria. Existing Risk Mitigation Plans are included in each new risk assessment.

STEP	MECHANISM	ACTIVITY DESCRIPTION
1	Program Director	<u>Identify Risk.</u>
2	Program Director, Assigned Mitigation Plan Owner	<u>Define Risk Mitigation Plan</u>
3	Program Director, Assigned Mitigation Plan Owner	<u>Monitor Risk.</u>
4	Program Director, Assigned Mitigation Plan Owner	<u>Close Risk.</u>

Table 7.3-2: Manage Risks Activity. The Program Director manages the risk cycle.

FLOW	OUTPUT	FLOW DESCRIPTION
O1	Risk Mitigation Plan	The plan that describes a newly created risk. Reference the Risk Mitigation Plan Data Elements.
O2	Risk Summary Report	A report summarizing the status of all risks for a given project. This allows the Project Manager and Senior Management to quickly overview all project risks. Reference the Risk Summary Report Data Elements.
O3	Risk Progress Report	A report on the progress made on the activities to be performed in the Risk Mitigation Plan. Reference the Risk Progress Report Data Elements.

Table 7.3-3: Manage Risks Exit Criteria. The fourth step in the risk management process includes a progress report.

7.3.1 Identify Risk Process

The *Identify Risk* process is depicted in **Figure 7.3.1-1**. This process activity can be performed at any time throughout the project's life cycle whenever there is a deviation to the baselined PMP.

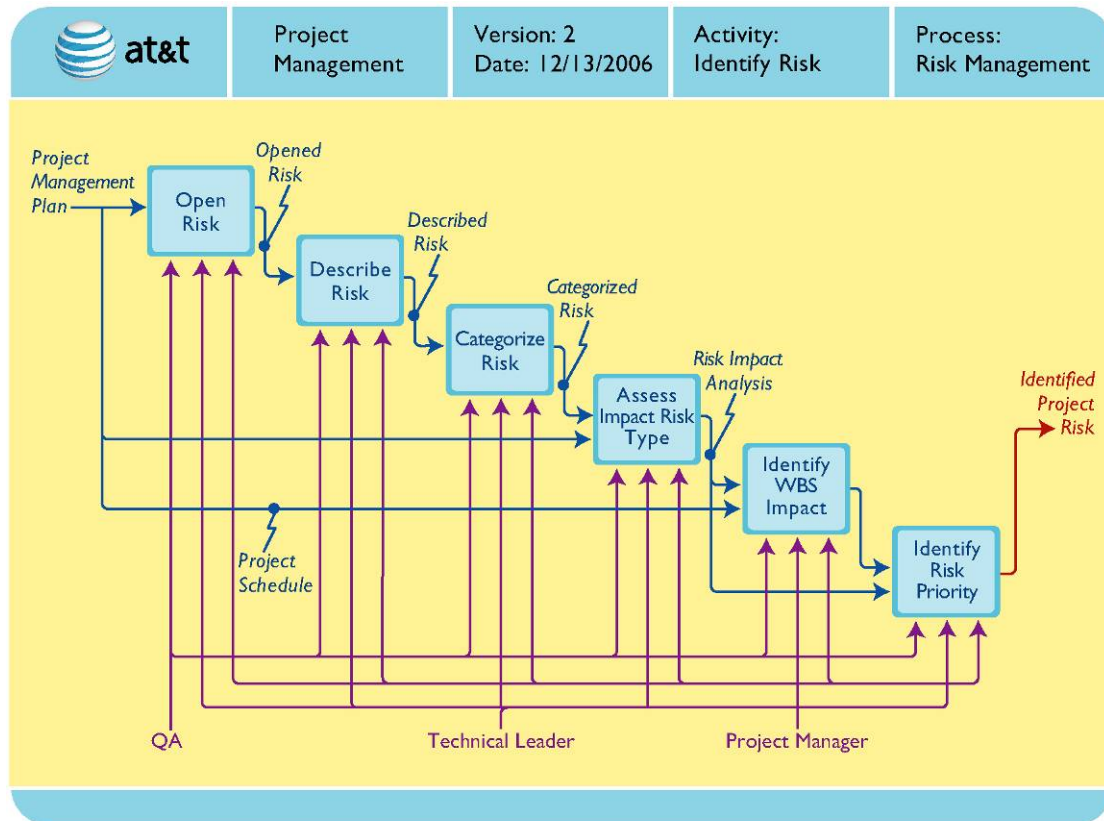


Figure 7.31-1: Identify Risk Process Diagram. These steps are followed whenever there is a deviation to the base PMP.

The Program Director assigns each identified risk a priority of High, Medium, or Low depending on the probability or the consequence of the occurrence.

Table 7.3.1-1 outlines the decision criteria for determining risk priority.

RISK	PROBABILITY OF OCCURRENCE	CONSEQUENCE OF OCCURRENCE
High	Development is new New tools are required Little application experience Extremely complex or unproven	Schedule impact affects customer commitments Project budget will be significantly impacted Allocated or significant performance is lost
Medium	Minor complexity Productivity improvements required or tools exist	Schedule slips do not affect customer commitments Cost impact is minimal or performance is not reduced
Low	Proven success or use of Off-the-shelf Products	Schedule accommodated by slack or overall budget estimates are not exceeded

Table 7.3.1-1: Risk Priority Decision Criteria. The Networkx Program Director will use the priority decision criteria listed.

7.3.2 Define Risk Mitigation Plan Process

The *Define Risk Mitigation Plan* process is depicted in **Figure 7.3.2-1**. In this activity the Program Director assigns an individual to manage a newly-defined risk, perform an analysis and assessment, identify the specific activities that need to occur to mitigate the risk, establish contingency plans, and summarize the risk to facilitate oversight and management of the risk.

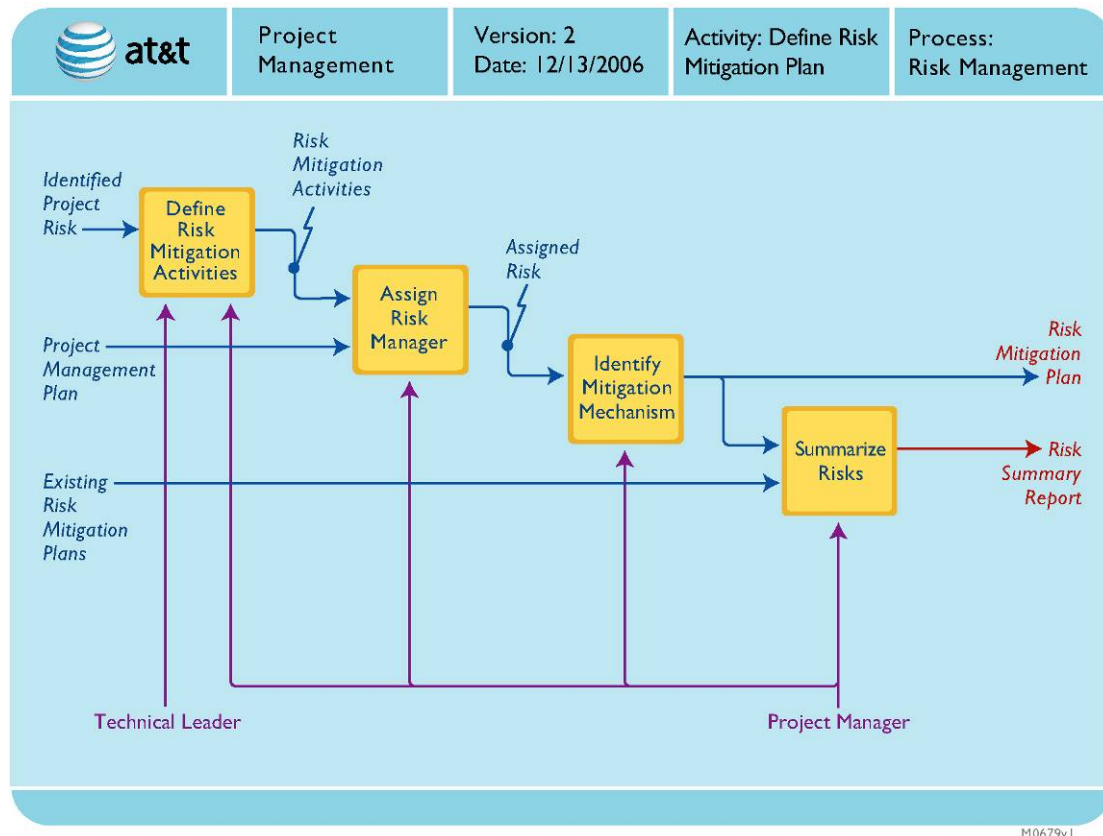


Figure 7.3.2-1: Define Risk Mitigation Plan Process Diagram. The process for managing a newly defined risk.

The outputs of this process are the Risk Mitigation Plan and the Risk Summary Report.

7.3.3 Monitor Risk Process

The *Monitor Risk* process is depicted in **Figure 7.3.3-1**. This activity involves the Program Director monitoring each assigned risk mitigation owner to

ensure that risk mitigation activities are being performed and will meet their respective estimated close dates. In some cases, mitigating one risk may lead to opening another risk. If that occurs, a new risk is opened with its own unique identifier. In other cases, Risk Mitigation Plans may be updated to reflect new inputs, circumstances, or information.

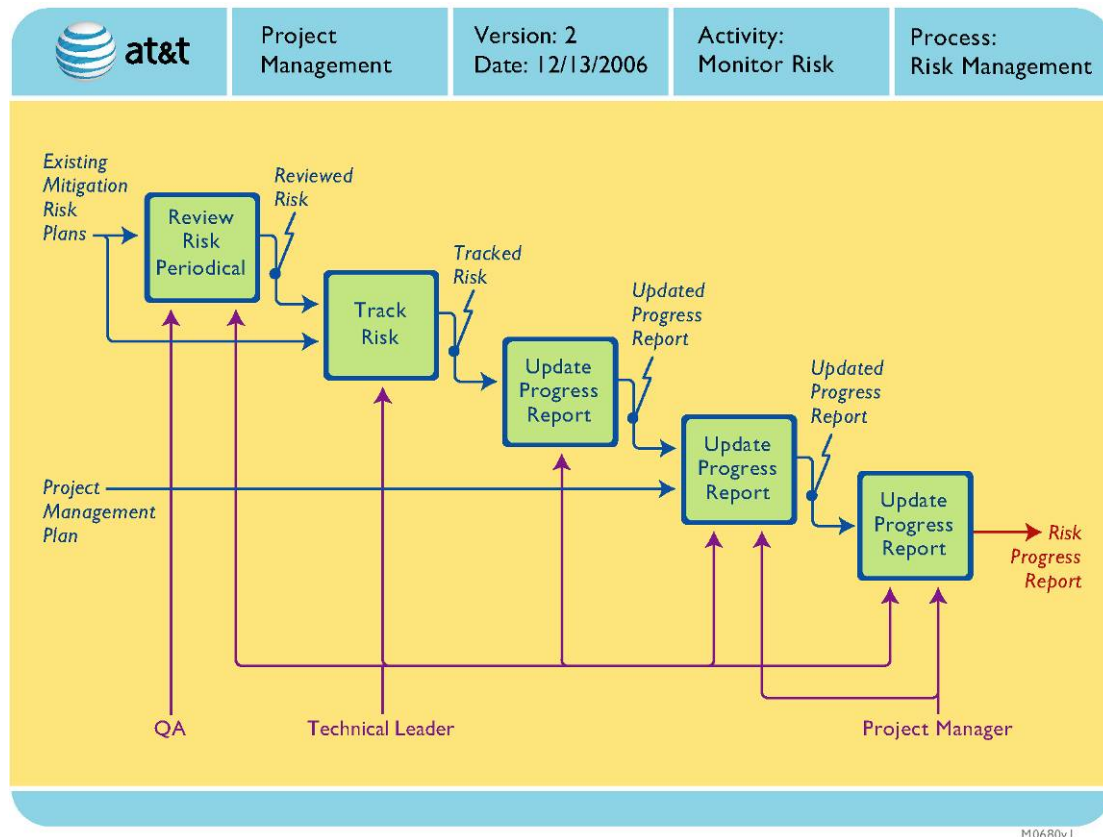


Figure 7.3.3-1: Monitor Risk Process Diagram. *The process employed to manage risks until resolution.*

7.3.4 Close Risk Process

The Close Risk process is depicted in **Figure 7.3.4-1**. This activity involves the Program Director, Assigned Mitigation Plan Owner, and other associated personnel. If all risk mitigation activities have been performed, there are no additional or changed mitigation activities, and the probability of the risk has

reduced impacts to the Program, then the risk can be closed and the Project Risk Log can be updated.

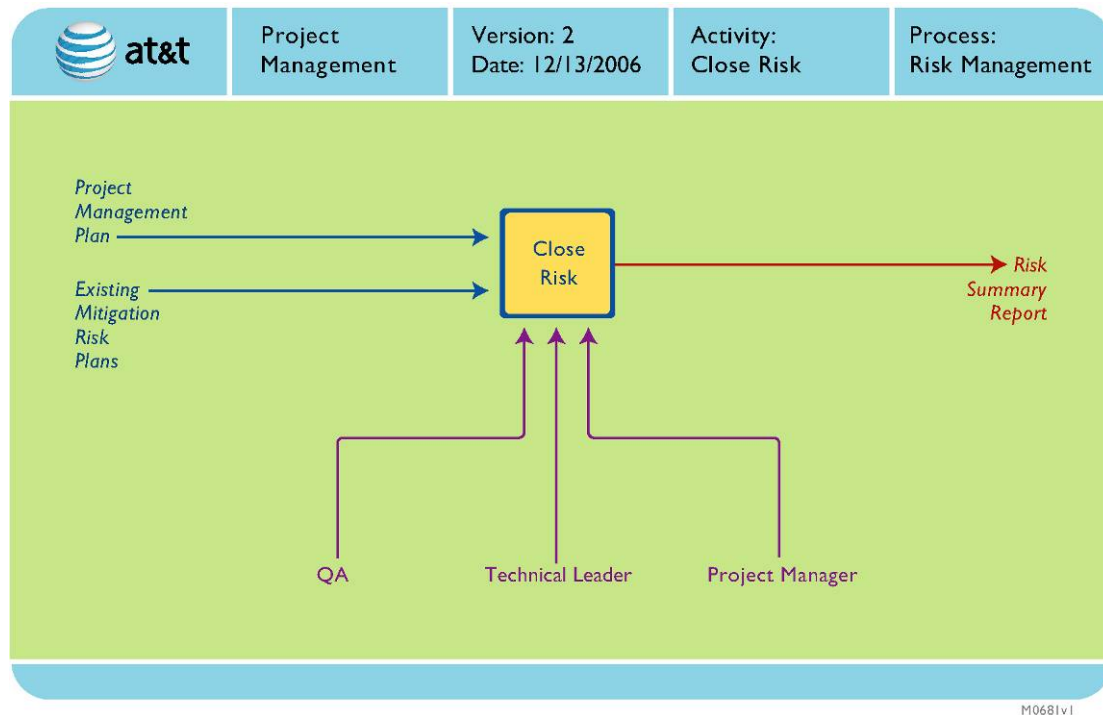


Figure 7.3.4-1: Close Risk Process Diagram. Defines the parameters for closing a risk.

7.4 Recordkeeping

A number of plans and reports are used as inputs or produced as outputs by these process activities. **Table 7.4-1** describes each output produced during the risk mitigation process steps, along with the process activities that use the resulting reports as inputs. These form the basis of the Risk Database maintained by the CPO.

PROCESS ACTIVITY	ARTIFACT	DESCRIPTION
3.1 in 2.4 in	Existing Risk Mitigation Plans	The set of plans that describe a project's risks. Reference the Risk Mitigation Plan Data Elements. If this risk has been around for a project review cycle, this may also include one or more associated progress reports.
1.6 out 2.1 in	Identified Risk	A newly opened risk, which has been described and assessed as a potential impact to cost, schedule, quality, or customer satisfaction of a work product.
1.1 in 1.4 in	Contract(s) and PMP	The Contract and PMP define the deliverables and method of delivery for each product and service offered via the Networkx Contract(s).

PROCESS ACTIVITY	ARTIFACT	DESCRIPTION
1.6 in 2.2 in 3.3 in		
2.3 out	Risk Mitigation Plan	The plan that describes a newly created risk. Reference the Risk Management Plan Data Elements.
3.4 out	Risk Progress Report	A report on the progress made on the activities performed on mitigating identified risks.
2.4 out	Risk Summary Reports	Reports summarizing the status of all risks for a given project. This allows the Project Manager and Senior Management to quickly overview all project risks.

Table 7.4-1: Records – Risk Mitigation. *The Risk Management process includes documenting the risk, the mitigation plan, the progress, and the final summary.*