
APPENDIX S

S.1 Subcontractors' Organization, Flow of Authority and Areas of Network Responsibility

Appendix S provides the Government with further detail about our Major Subcontractors' organizations. This information is provided in support of RFP section H.12.3 and is additionally provided in our Corporate Structure documentation provided with this proposal and maintained in the CPO post-award.

a. The contractor's, the contractor's subsidiaries, and major subcontractors' organization charts, and descriptive text clearly depicting the areas of responsibility assigned to carry out this contract and flow of authority within each organization. [H.12.3]

Northrop Grumman Corporation

Northrop Grumman Corporation, a world-class provider of development and management services for major information and network systems, will be a lead member of the AT&T Networkx Team. With over 125,000 employees at 300+ locations in the United States and 25 countries, Northrop Grumman has premier presence in virtually all information technology markets.

The scope of the \$30B+ in services and products that are delivered by Northrop Grumman to Federal Civilian, Defense, Intelligence Community, and State/Local Government customers is summarized in the corporate-level organization chart, **Figure S.1-1**.

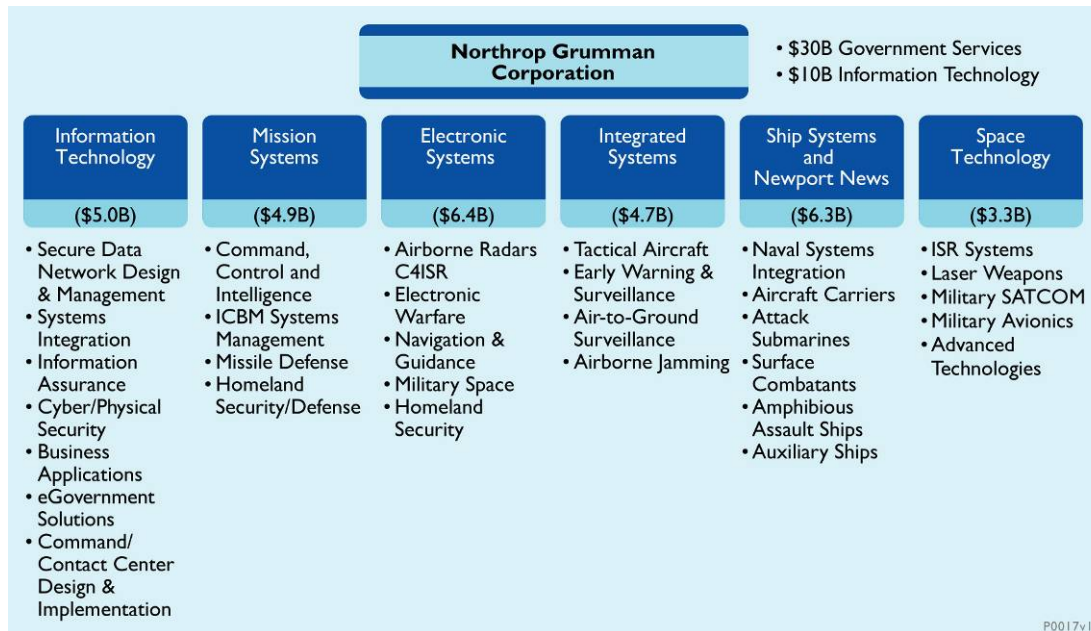


Figure S.1-1: Northrop Grumman Government Business Areas. *The scope of the \$30B+ in services and products that are delivered by Northrop Grumman to Federal Civil, Defense, Intelligence Community, and State/Local Government customers.*

Northrop Grumman Support to GSA Networx Program

Northrop Grumman will bring to bear the full resources and capabilities of its Information Technology sector, headquartered in McLean Virginia, to the Networx Program. Northrop Grumman Information Technology is a leading IT solutions provider with expertise in telecommunications networks design and management, network security and information assurance, enterprise applications and e-Government solutions, information systems integration; command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR); enterprise hardware and software solutions; simulation, analysis and training; base and range support; health solutions; public safety; and specialized scientific, engineering and technical services.

Within the Northrop Grumman Information Technology sector, lead responsibility for support to the AT&T Networx Program has been assigned to the Federal Enterprise Solutions (FES) business unit. As shown in the

business unit-level organization chart (**Figure S.1-2**), specific programmatic and technical support will be drawn from TASC; Commercial, State, and Local Solutions (CSLS); Defense Enterprise Solutions (DES), and Integic, Inc. business units. This approach will enable the AT&T Networkx Team to draw from the full breath and depth of Northrop Grumman Information Technology. The current role for Northrop Grumman includes participation in customer-specific design and engineering services, managed network services, managed tiered security services, hosted application development, and land mobile radio services. These areas of responsibility will encompass new technologies and solutions over the GSA Networkx Program life-cycle.

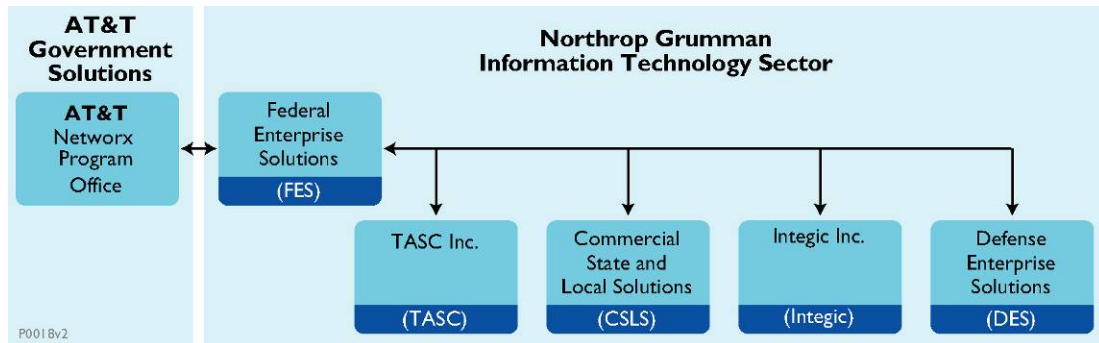


Figure S.1-2: Federal Enterprise Solutions Support to AT&T Networkx. The Federal Enterprise Solutions (FES) Business Unit will provide primary support to AT&T Government Solutions for the GSA Networkx Program, and access to the breadth and depth of information technology expertise, resources, tools and proven solutions offered by the Information Technology sector of Northrop Grumman.

EDS Corporation

The EDS Program Manager for the Networkx contract is the focal point for information received from and going to AT&T. The EDS Networkx PM resides in the Government-wide Acquisition Contract (GWAC) group, an organization within the Global Sales and Client Solutions, U.S. Government division of the company (see **Figure S.1-3**). This group is dedicated to the program management operation of EDS’ GWACs, including contract administration, proposal development, customer relationship management, contract payments, and procurement services. The GWAC group is headed by [REDACTED].

CFCM, account manager, U.S. Government Solutions. [REDACTED]
the overall management of the GWACs and GSA Schedule programs as well as relationships with GSA. Accordingly, the GWAC group is aligned under [REDACTED] EDS U.S. Government Solutions Division Chief Operating Officer. [REDACTED] has over 40 years in the information technology industry and was one of the founding members of EDS as one of the first employees.

Figure S.1-3: EDS Support to AT&T Networx. *EDS organizational alignment in support of the Networx Program.*

[REDACTED] is responsible for EDS' U.S. Government Solutions information technology programs. He reports to the President of EDS U.S. Government Solutions, [REDACTED] who controls all EDS business for federal, state, and local clients. These two individuals are strategically positioned within EDS to assist the program manager whenever the EDS Networx team can benefit from EDS' corporate resources. They will actively monitor Networx activities and will provide valuable assistance and direction of additional resources when needed to meet new and evolving requirements.



The EDS Networkx PM works with both EDS Delivery and a Networkx Technical Team. EDS Delivery provides an agency-specific client delivery executive (CDE), as well as the delivery team including a task manager to provide the offering. The Technical Team through their Technical Lead, Marvin Marin, provides subject matter expertise to the delivery team. The EDS PM coordinates this with the Technical Lead and the delivery team. In addition, the EDS Sales Team, which is also agency portfolio based, works with the Delivery team to develop new customer opportunities as well as assisting in refining solutions for existing customers.

The EDS Networkx PM is also supported by the GWAC team and has resources for procurement services, contract administration, financial, marketing, and administrative support. The EDS GWACs Quality Management System is ISO 9001:2000 certified. EDS requires that all proposals are peer reviewed prior to being approved by Delivery, Sales, and Finance before being released by our contracts and legal department to AT&T.

EDS Networkx Representatives

The EDS Contractual Lead is [REDACTED] and Technical Lead is [REDACTED]

Cingular

AT&T has selected Cingular Wireless to provide wireless services under the Networx contract. Within Cingular's Business Markets Group (BMG), the Government Solutions Group (GSG) houses all customer-touching functions under one roof, dedicated exclusively to government customers. Cingular has segregated the GSG support structure into five major divisions for the most efficient and accountable structure.

- Sales
- Sales Operations
- Information Technology
- Government Customer Services
- Offers and Marketing

Directing GSG operations, [REDACTED] runs a full service operation dedicated to government customers. Prior to the merger with Cingular, [REDACTED] was the [REDACTED] AT&T Government Markets wireless division, responsible for direct sales, program management, marketing, and new business development for AT&T's wireless services. Working directly with [REDACTED] maintains a direct line of communication with Cingular's BMG organization, to ensure that our government subscribers receive the latest solutions with the most appropriate rate structure.

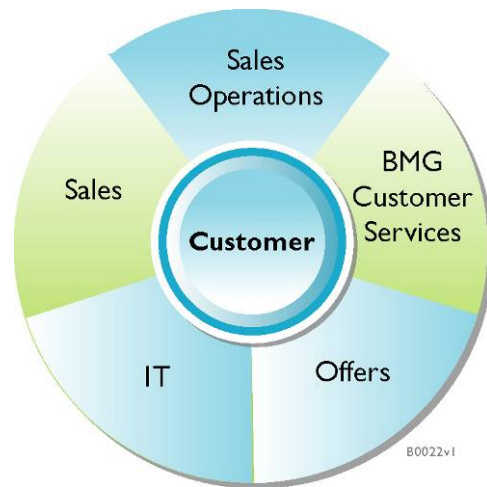


Figure S.1-4: Cingular Support Structure. Five major divisions provide the most efficient and accountable structure to our customers



Included in **Table S.1-1** is brief biographical information about the executives who oversee the direction of Cingular's organization.

ROLE	EXPERIENCE
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

ROLE	EXPERIENCE
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Table S.1-1: Cingular Wireless Executive Biographies. Cingular Wireless executives are visible, results and customer oriented individuals.

As part of the BMG infrastructure, Cingular Wireless provides a dedicated government end user support system, ensuring direct access to qualified, experienced and capable customer care, **Figure S.1-5**.

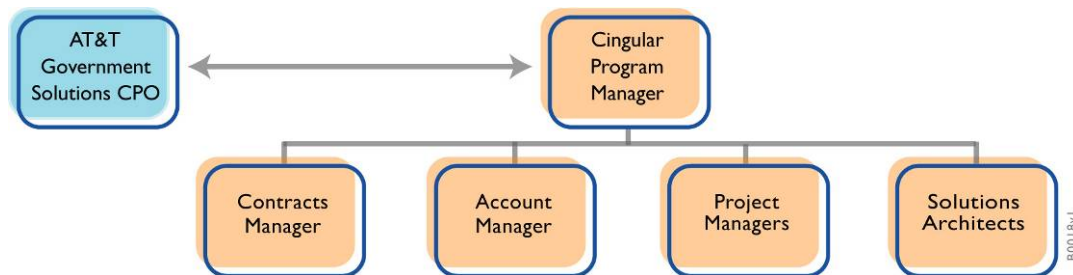


Figure S.1-5: Cingular Wireless AT&T Network CPO Interface. Cingular Wireless has established and capable customer care processes and procedures.

Table S.1-2 depicts a brief description of each of Cingular’s BMG care divisions.

DIVISION	DESCRIPTION
Business End User Care (BEUC)	<ul style="list-style-type: none"> • Dedicated Business End User support centers located in Paramus, NJ and Greensboro, NC • Post-sales support to end users of BMG accounts • All BMG users are routed to dedicated business end-user support centers via IVR • Representatives are trained in the use of all necessary business systems, enabling them to provide high value differentiated support to BMG accounts • Representatives assist business end users with: billing inquiries / issues, payment processing, account and service level changes, such as rate plans, features, etc., equipment troubleshooting and upgrades; accessory orders, network troubleshooting, general service information, and migrations
National Business Ordering (NBO)	<ul style="list-style-type: none"> • Dedicated Business Ordering Support Center in Minneapolis, MN and Oklahoma City, OK • Handles ordering, provisioning and fulfillment for BMG accounts • Representatives are trained in the use of all necessary business systems and have specialized business tools to process bulk orders / migrations • Representatives assist business key contacts, end users and the Sales channels that support these accounts with: new orders, migrations – offline (Customer Direct Ordering,



DIVISION	DESCRIPTION
National Business Services (NBS)	<p>Internal Web Ordering Form), upgrades – offline (Customer Direct Ordering, Internal Web Ordering Form), and accessory orders</p> <ul style="list-style-type: none"> • Dedicated Business key contact support centers in Bothel, WA, Paramus, NJ, and Anaheim Hill, CA • Post-sales support to key contacts, such as program managers and telecom managers of BMG accounts • Data help desk and international calling/roaming support • Representatives are trained in the use of all necessary business systems and have specialized business tools to process bulk changes, etc. • Representatives assist key contacts with overall wireless program management, including: billing/reporting product support, billing inquiries/issues, payment processing, account and service level changes, such as rate plans, features, etc. (single transactions & bulk changes), equipment troubleshooting and upgrades, network troubleshooting, general service information, and migrations

Table S.1-2: Cingular Wireless Customer Care Divisions. Cingular Wireless customer care divisions ensure GSA FTS Network and the AT&T Network Team capable, experienced support.

S.2 Subcontractors' Management Systems

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

Northrop Grumman Corporation

Northrop Grumman will establish a GSA Networkx Support Project Office within the Federal Enterprise Solutions (FES) Business Unit. The project office, to be located in Falls Church Virginia in close proximity to the AT&T Networkx Program Office, will manage and direct all Northrop Grumman support to the GSA Networkx Program, and be governed by negotiated subcontract with the Government Solutions Division of AT&T Corporation.

- The Northrop Grumman Networkx Support Project (**Figure S.2-1**) will be directed by [REDACTED] who will be fully dedicated to the subcontract. [REDACTED] will leverage [REDACTED] of direct support to Federal Civil, DoD, and Intelligence Community programs, and recent 7 years of support to the Treasury Communications System (TCS) to deliver the full range of Northrop Grumman capabilities to the GSA Networkx Program.

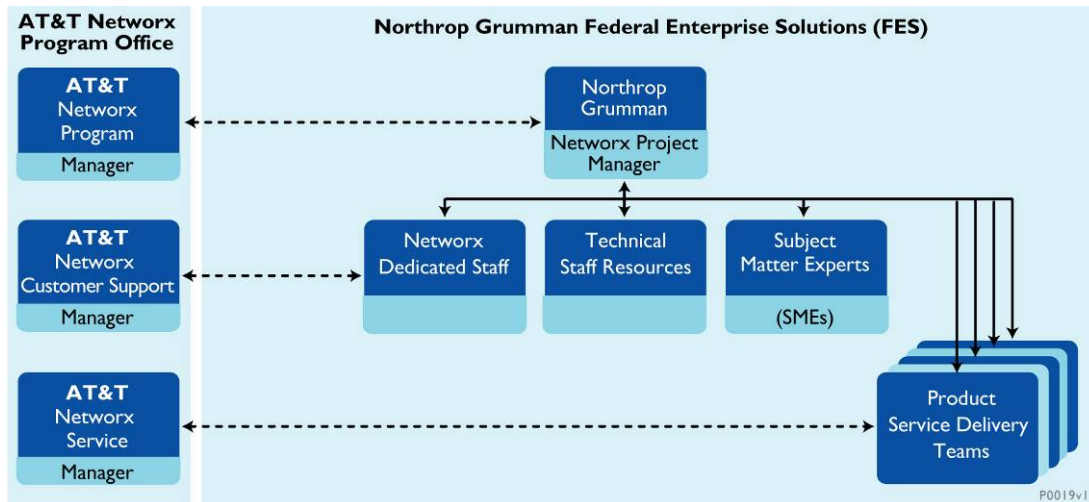


Figure S.2-1: Northrop Grumman AT&T Networkx CPO Interface. Northrop Grumman Networkx project organization has direct interfaces with AT&T Networkx CPO and service delivery managers, provides immediate access to the full depth of Northrop Grumman resources, and ensures direct oversight of product/service delivery.

Key elements of the management approach include:

- The AT&T Networkx Program Manager will have direct access to the Northrop Grumman Networkx Support Project Manager, who will maintain his office at the AT&T Networkx offices.
- The Northrop Grumman Networkx Support Project Manager will be fully responsible for all aspects of Northrop Grumman support to AT&T Corporation for Networkx and authorized to commit project resources in satisfaction of negotiated subcontract requirements.
- Northrop Grumman support to AT&T for Networkx will be governed by a subcontract negotiated and executed by respective contracts organizations. The subcontract will provide for delivery of Northrop Grumman support via two mechanisms; 1) task order, and 2) product/service order.
 - By task order, AT&T will access technical and programmatic support from Northrop Grumman as needed to 1) deliver mandatory/optional services as required by their Networkx contract with GSA, 2) respond to, and perform engineering, design and operations support activities



under ICB-priced task orders, and 3) support internal technical or programmatic activities, such as transition planning and implementation, OSS verification testing, and security management.

- By product/service order, AT&T will access defined Northrop Grumman product and services for direct or collaborative delivery to Agency customers. These orders will be governed by specific product/service delivery agreements which define the product/service to be delivered, the terms and methods for delivery, delivery schedule requirements, the acceptance criteria, and acceptance methodologies. These agreements, which will “flow down” or allocate all technical and delivery requirements established by the AT&T contract with the GSA, will ensure that Northrop Grumman-provided products/services comply with all Networkx requirements.

Each management level within FES, identified in **Table S.2-1**, is fully committed to the success of the GSA Networkx Program. As needed, the AT&T Networkx Program Manager may contact any level of the FES organization to address need for specific technical or programmatic support or resolution of any performance issue that might arise.

BUSINESS UNIT	Federal Enterprise Solutions (FES)	[REDACTED]
OPERATING UNIT	Information Technology Solutions (ITS)	[REDACTED]
LEAD DIVISION	Enterprise Communications Solutions (ECS)	[REDACTED]
PROJECT OFFICE	NG Networkx Project Office	[REDACTED]

Table S.2-1: Northrop Grumman Management Reporting. Northrop Grumman FES management levels provide full-time accessible AT&T Networkx support.

The Northrop Grumman Networkx Support Project Office will draw administrative support from the FES Information Technology Solutions (ITS) operating unit and Enterprise Communications Solutions (ECS) division, to include contracts, subcontracts, administrative, planning/control, and business (ordering, invoicing) functional support. The Project Office will have

access to the full range of Northrop Grumman Information Technology business units to fulfill Networkx task and product/service orders.

Northrop Grumman and AT&T will establish project control mechanisms to ensure that Northrop Grumman delivers all contracted services in a fully compliant and timely manner, and that any problems or issues are addressed in a timely and effective manner. These mechanisms will include:

- Monthly program manager review of Northrop Grumman task orders and product/service order delivery performance by the AT&T Networkx Program Manager or designee
- Weekly status review of product/service delivery orders with the AT&T Networkx Manager.
- All AT&T Networkx orders to Northrop Grumman will be placed via the Ariba Supplier Network (ASN) to ensure fully coordination of orders and invoicing.
- Northrop Grumman access to elements of the AT&T OSS pertaining to Networkx product/service order requirements and exchange of order delivery and acceptance status information
- Establishment of “closed loop” order status tracking mechanisms with immediate escalation if intermediate delivery milestones are not achieved
- Schedule control and coordination will be maintained by Northrop Grumman access to Networkx program and service delivery schedules maintained within the AT&T OSS. Northrop Grumman will directly update status on any product/service being delivered by Northrop Grumman, so that Government visibility will be maintained.

Northrop Grumman and AT&T will establish resource management mechanisms to ensure that the AT&T Networkx Program Office has ready access to the technical and programmatic resources offered by Northrop Grumman. For example, these mechanisms may include:

- Establishment of standardized labor categories that specify skills, experience levels, and other qualifications for Northrop Grumman technical and programmatic support to GSA Networkx Program activities
- Identification, prequalification, and pre-clearance (where needed) of technical staff to support “standing” and “surge” requirements for engineering/design, transition, migration, and implementation activities.
- Identification and prequalification of subject matter experts (SMEs) in areas such as enterprise systems architecture, network engineering and design, advanced and evolving telecommunications technologies, information assurance, network security, and infrastructure protection to effectively address near-term problems and long-term strategies.
- Monthly forecasting of resource requirements, based on projected Agency orders for engineering, design and implementation support.

Northrop Grumman and AT&T will establish product/service definition mechanisms whereby the GSA Networkx Program will benefit from Northrop Grumman investments in new technologies and solutions through development of additional Networkx product/service offerings to ensure that the Networkx Program retains its “full service” character throughout the life of the program. This will ensure that:

- Solutions formulated on other Northrop Grumman programs become easily available to Agencies through Networkx
- Networkx solutions remain technically current
- Agency needs having non-standard requirements will leverage the full range of proven Northrop Grumman solutions

EDS Corporation

The purpose of using the EDS Task Management Methodology is to ensure that all task order work performed by the EDS Networkx team is documented,

managed, and controlled in a consistent and efficient manner. Our organizational objective for this activity is to improve productivity, client satisfaction, and employee satisfaction by ensuring that systems are built to the client's stated requirements and expectations and that nonconformances are reduced through disciplined project management.

Our methodology for accomplishing individual delivery and task orders will follow a four-phase process of collaboration with AT&T and AT&T customers to plan and efficiently execute on time and within budget. During the Start-Up phase, EDS will assign a small project management team to conduct an initial review of the technical and business aspects of the task order Statement of Work (SOW) to determine feasibility, risks, and benefits. The team evaluates task requirements, develops the high-level Integrated Master Plan, Schedule, and Work Breakdown Structure (WBS), and estimates resource requirements and costs.

During the Planning phase, the team performs a detailed analysis of the SOW to develop a detailed master plan, schedule, and WBS; enlarge the organizational structure; define needed skills; estimate resource requirements; and allocate resources. The planning process identifies work that must be performed, the skills required to complete the work, and develops appropriate cost and schedule objectives. We also develop the project management plan, which contains the quality assurance, risk management, configuration management, and corrective action plans.

EDS' work during the Execution phase is controlled by AT&T's issuance of task orders as well as an internal series of formal and informal reviews, tests, audits, and assessments conducted at regular intervals and at specific milestones by the program manager, site managers and project managers. Site managers verify task progress toward meeting the technical and schedule



milestones and budget targets, identify any additional resources and support needed, and ensure that risks and problems are properly addressed.

EDS' U.S. Government Solutions managers visit places of task performance at least annually, and frequently more often, based on the size and complexity of the tasking. Manager visits can include the following, **Table S.2-3**:

TYPE OF VISIT	PURPOSE OF VISIT
Client Sales Executive	Work with the client to understand the client's business issues and determine ways that EDS can assist the client
Program Manager or Senior Vice President	Meet with the client to understand the client's business issues, and ensure that EDS' services provide a high level of client satisfaction
Senior Vice President or President	Meet with employees to discuss corporate and account activities; address employee issues and concerns

Table S.2-3: EDS Task Order Oversight. EDS Task Order executives practice continuous hands-on oversight of all projects.

Finally, during the Close-Down phase, the program manager begins to halt task order operations in an orderly, controlled manner, which entails process and outcome reviews. We document follow-on activities for smooth transition to follow-on contractors and identify areas for improvement.

Cingular

The following details our methodology for providing the wireless services to Networkx Agencies as part of the AT&T Team.

- Identify eligible end users
- Conduct implementation conference call
- Determine implementation plan
- Contact eligible end users
- Begin implementation
- Track end user implementation
- Implementation completed
- Conduct follow-up conference call

Both internal and external communication regarding a newly contracted CINGULAR Wireless National Business Services account is essential for a successful implementation and on-going account support. The local cellular markets must be aware of the Networkx National Account status, how to



support the account locally during and after implementation, and who to contact regarding any questions or issues. Upon contract award, National Business Services will send a communication document that provides this information to all CINGULAR Wireless and affiliated cellular carriers.

S.3 Subcontractors’ Transition, Migration and Implementation “Home” Office Reporting Relationships

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

Northrop Grumman Corporation

Each management level within FES, identified in **Table S.3-1**, is fully committed to the success of the GSA Networx Program. As needed, the AT&T Networx Program Manager may contact any level of the FES organization to address need for specific technical or programmatic support or resolution of any performance issue that might arise.

BUSINESS UNIT	Federal Enterprise Solutions (FES)	[REDACTED]
OPERATING UNIT	Information Technology Solutions (ITS)	[REDACTED]
LEAD DIVISION	Enterprise Communications Solutions (ECS)	[REDACTED]
PROJECT OFFICE	NG Networx Project Office	[REDACTED]

Table S.3-1: Northrop Grumman Management Reporting. *Northrop Grumman FES management levels provide full-time accessible AT&T Networx support.*

The Northrop Grumman Networx Support Project Office will draw administrative support from the FES Information Technology Solutions (ITS) operating unit and Enterprise Communications Solutions (ECS) division, to include contracts, subcontracts, administrative, planning/control, and business (ordering, invoicing) functional support. The Project Office will have

access to the full range of Northrop Grumman Information Technology business units to fulfill Networkx task and product/service orders.

EDS Corporation

EDS Program Manager for the Networkx contract is the focal point for information received from and going to AT&T. The EDS Networkx PM resides in the Government-wide Acquisition Contract (GWAC) group, an organization dedicated to the program management operations of GWAC's including contract administration, proposal development, customer relationship management, contract payments, and procurement services. The GWAC group is headed by [REDACTED] CFCM, account manager, US Government Solutions. Klaus is responsible for the overall management of the GWACs and GSA Schedule programs as well as relationships with GSA. Accordingly, the GWAC group is aligned under [REDACTED] EDS U.S. Government Solutions Division Chief Operating Officer. Government Solutions. [REDACTED] has over 40 years in the information technology industry and was one of the founding members of EDS as one of the first employees.

[REDACTED] is responsible for EDS' U.S. Government Solutions information technology programs. He reports to the President of EDS U.S. Government Solutions, [REDACTED], who controls all EDS business for federal, state, and local clients. These two individuals are strategically positioned within EDS to assist the program manager whenever the EDS Networkx team can benefit from our corporate resources. They will actively monitor Networkx activities and will provide valuable assistance and direction of additional resources when needed to meet new and evolving requirements.

Cingular

The organization structure that manages the processes of implementation, transition, local number portability (LNP) migration, operation, and hardware delivery is a blend of AT&T and Cingular Wireless headquarter entities that provide a seamless customer experience with a well defined escalation level to assist in the inevitable service issues.

Agencies have a single point-of-contact for all phases of their wireless activity through the agency Transition Manager in the Contractor's Program Organization (CPO), the Customer Support Office (CSO) life-cycle manager, and/or the CSO help-desk depending on the need. This process is owned by AT&T and provides end-to-end ordering/billing support via a direct interface to the Cingular headquarters Customer Online Solution Center and Transition Gateway. Back-office transactions such as LNP migration are handled within the Cingular organization. AT&T has near real-time access to progress status information. Likewise, Tier 1 and 2 technical support will be handled by AT&T with access to a Networx dedicated support team within Cingular. As described in section 2.3.1, Program Management, the Agency Transition Manager, Life-cycle Manager, and Help Desk are all available 24x7 via a common means of communication. The Help Desk is also available via TTY

The CPO observes performance stats for SLA compliance and refers customer issues to a designated escalation office (the Government can also request escalation of an issue to this group) for resolution and customer follow-up.



The only time that a government customer would need to deal with someone outside of the AT&T CPO/CSO structure is for the physical acceptance of a handset at a designated Cingular store (if that option is chosen). Otherwise, throughout the entire process, the AT&T CPO/CSO has access to all transaction information and has the authority to resolve issues and work directly with the Agency.