



## ONGOING PROGRAM MANAGEMENT PLAN

Our Customer Care Manager (CCM) as the Program Manager (PM), responsible for implementing the Level 3-DIR program, will be the primary interface between DIR and Level 3. The PM will be dedicated to addressing all DIR and end-user requirements, managing transition activities, and providing ongoing service management and continuous process improvements. Our PM will provide project management of our service delivery and support functions. Working with the Account Director, also known as the Customer Relationship Manager (CRM), they will provide a joint-single point of accountability for the proactive and responsive management of the Telecommunications Program.

The Level 3 PM team will be staffed by many of the same people who are responsible for managing our implementations and service the contract, thus preserving institutional knowledge of DIR requirements and procedures. In addition, we will augment the current staff with the best people available to provide the critical functions identified in our service delivery model.

Rob Nussbaum, serving as Level 3's Program Manager and single point of contact will participate in CTSA performance reviews and oversee process improvement plans (PIPs) as necessary. Level 3 will support, at DIR's request (by making its representatives available in person) periodic meetings and collaborative forums with DIR and/or Customers to discuss topics of interest and respond to questions or make presentations specific to Tex-AN NG Services.

The Level 3 Program Management Team consists of the following persons and their management support.

NAME	LEVEL 3 TITLE	PHONE NUMBERS	EMAIL ADDRESS
Rob Nussbaum	Account Director	O: (512) 742-3962 C: (720) 567-1546	Rob.Nussbaum@Level3.com
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Brian Schloss	Manager, Customer Service	O: (312) 895-4046 C: (312) 771-9857	Brian.Schloss@Level3.com
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**Project Management**

Level 3 PM (CCM) use proven methodologies and planning tools to ensure the network design and implementation stays on schedule. The PM will be responsible for the project from start to end. The primary tool used is a Solution and Implementation Guide, customized for each project. The Level 3 PM prepares the guide, which defines the solution, incorporates change management, identifies risk and mitigation plans, and manages potential gaps and their solutions.

Level 3 designed its project management methodology to ensure strict adherence to an implementation schedule. PMs will work to implement the right solution, ensure open communication within Level 3, and with DIR to drive the project through successful completion. Level 3 PMs manage all aspects of the project, including daily progress, project plans, design and implementation teams, milestones, risks, constraints, dependencies, and all deliverables.

At the request of DIR to support a DIR designated project, the Level 3 PM will develop a cross-functional team of technical experts from our local team, or global resource pool if necessary, to ensure the appropriate resources are brought to the project to meet DIR’s needs. The PM will adhere to project management processes and disciplines based on PMI best practices. This will ensure consistent and reliable project management capabilities regardless of the size and complexity of the project, resulting in decreased project risk and on time project delivery.

The following information demonstrates at a high level the activities that will take place as a part of the transition for the new services. While the particulars will vary based on the specific service, the approach is similar to the one detailed below.

The Level 3 approach predicts and addresses service transitioning and implementation needs, and identifies any potential risks or problems associated with the transition through detailed planning. Level 3 has the capability to transition huge volumes of services across many networks with multiple providers. In previous experience, the Level 3 Team has completed transition operations while ongoing network operations and provider services were still required, with little or no interruption of continuity. In addition, we have the advantage of our lessons learned with the previous transitions.

The Level 3 Team approach for transition planning and management illustrates our strategy for using the Level 3 Team’s combined experience and project management approach for ensuring the DIR the lowest

risk solution to this important transition. A summary breakdown and general approach to the Level 3 Team transition planning methodology is outlined below.

**Transition Planning and Management Highlights**

Factors	Level 3 Team Strategy, Highlights and Benefits
Realistic and achievable plan	<ul style="list-style-type: none"> <li>• Start early—phase zero pre-award tasks underway</li> <li>• Constant, consistent communication with the DIR and end-users</li> <li>• Contract award initiates marketing and pre-transition planning</li> </ul>
Successful experience transitioning similar size and complexity	<ul style="list-style-type: none"> <li>• Apply experience gained in recent and similar transitions</li> </ul>
Minimize disruption to business operations	<ul style="list-style-type: none"> <li>• Marketing and Delivery planning approach with DIR</li> <li>• Legacy environments migrated</li> <li>• Support to diverse applications</li> <li>• Apply proven procedures and processes managed by experienced staff</li> <li>• Migration at DIR pace approach to next generation services</li> </ul>
Mitigate risk	<ul style="list-style-type: none"> <li>• Continuous improvement from knowledge gained by our experienced internal transition professionals</li> <li>• Corporate culture of aggressively managing and mitigating risk</li> <li>• Custom-developed in-house provisioning tools designed for mass cutovers, including pre-cutover configuration management, rollback images, back-out strategy</li> <li>• Knowledge base of local loop providers’ strengths and weaknesses provides granularity of detail by region</li> </ul>
Feasible plan, understanding of requirements, minimizes risk	<ul style="list-style-type: none"> <li>• At-award begin engineering work (interoperability testing, stress testing) to minimize technical risk</li> <li>• At-award risk identification and mitigation planning</li> </ul>

**Business Continuity/Disaster Recovery**

The Regional Sales Engineer will be responsible for the development, update, and exercise of specific Business Continuity/Disaster Recovery Plan development as required, and will collaborate with the DIR to make sure that they are current, relevant, executable, and support the DIR’s business continuity plans.

Level 3’s Business Continuity Program (BCP) has standard response processes and procedures for anticipated events that have the potential to, or will, impact Level 3 facilities, its network, customers, or employee-owners.

When a potential or actual business disruption/event occurs, the impacted business unit(s) will respond and communicate activity and status to the Level 3 Enterprise Incident Management Team and/or the Emergency Response Team (EIMT/ERT).

The BCP program guides the EIMT/ERT and provides for situation assessment, operational and security response, escalation procedures, and internal and external communications.

Level 3’s Business Continuity Planning Program includes four major components:

- Risk Management
- Event Management
- Business Continuity Planning
- Training and Testing

The development, engagement and maintenance of these components of the BCP program are designed to provide our customers such as the DIR confidence that, under most instances, our services will run with minimal interruptions, regardless of the event experienced.

The Business Continuity Plans are proactive rather than reactive. Activities are scripted and tested. Quality Assurance and anticipated recovery times are measured in advance of an event.

### **Service Concerns**

The Customer Service Management Center (CSM) within the Network Operations Center (NOC) is the initial escalation point of contact for functional performance assurance of voice and data services provided to the DIR. This responsibility includes the prompt and coordinated resolution of all routine and chronic provisioned voice and data services. The CSM is also responsible for oversight of the trouble ticket process as it relates to coordination with the Level 3 Team NOC, field operations, and other Level 3 engineering, NOC, and operations organizations, to ensure prompt resolution and permanent repair of reported problems. The NOC is an integral part of service operations and provides the first line of defense through monitoring, detection, and resolution of alarms, incidents, and problem events as they happen.

The CRM is responsible for the overall relationship with DIR and will work jointly with the PM to ensure satisfaction of the overall service delivered to the DIR. They will interface with the Service Delivery organization for operational support, Security, and Service Desk Management. The CRM and PM will also work with the Regional Sales Engineer to ensure any chronic concerns are reviewed and corrected. Acting as customer advocates, the PM and CRM as well as all members of the Service Activation department are empowered to address and escalate any internal company or external vendor issue as required. They are empowered to escalate issues with Level 3 partners to ensure appropriate and timely resolution as well.

### **Communication and Collaboration Activities**

The Program Manager (PM) will assist the Customer Relations Manager/Account Director (CRM) in facilitating monthly or quarterly Stewardship meetings, as required by DIR with DIR representatives and the Level 3 Team. The PM can also participate in other meetings and reviews with the CRM as required. This team will discuss performance, technology updates, strategic initiatives, and any other ideas, issues, or concerns of the committee to ensure the goals of the CTSA are being met. These meetings will serve to strengthen the relationships between the DIR and Level 3, building a true partnership and ensuring that any issues or concerns are addressed expeditiously and collaboratively.

The Customer Relations Manager/Account Director will facilitate monthly or quarterly Stewardship meetings, as required by DIR with DIR representatives and the Level 3 Team. This team will discuss performance, technology updates, strategic initiatives, and any other ideas, issues, or concerns of the committee to ensure the goals of the CTSA are being met. These meetings will serve to strengthen the relationships between the DIR and Level 3, building a true partnership and ensuring that any issues or concerns are addressed expeditiously and collaboratively. These meetings will also serve as a forum to accomplish the following goals:

- Define specific requirements and associated metrics for progress tracking
- Resolve open issues
- Set the overall direction for the relationship
- Develop and implement process improvement plans as necessary

In addition to the quarterly Stewardship meetings, the Level 3 Team can participate in special operations and business meetings required.

During any large transition project, implementation meetings will be coordinated with DIR weekly and will focus on the following:

- tracking the progress of the Transition;
- reviewing Service Levels/metrics associated with transition and ongoing operation;
- working through any transition issues and resolving disputes;
- tracking progress of additional services and other projects;
- defining key performance/quality measurements to be used during and after transition;
- defining effective communications mechanisms to be implemented for the contract;
- identifying strategic initiatives; and
- working action items defined by DIR.

### **Program Management Reporting**

Level 3 will provide standard program level reports electronically as required by DIR including:

Weekly Electronic Status Report for all current Projects which shall include at a minimum:

- Schedule changes
- Updated project plan
- Related Project Services inventory
- Risk and Issues log
- Any other pertinent Project documentation

Quarterly Status of Projects by Customer Report to DIR during the Stewardship meetings including the following, at a minimum:

- Customer name;
- Project name;
- Brief Project description;
- Name of Project Manager or lead employees;
- Original planned Project completion date;
- Current planned Project completion date;
- Approximate percent Project completion;
- Project phase (Definition – gathering Requirements, design, etc.; Planning – ordering, provisioning, etc.; Implementation – turn up, etc. through Customer Acceptance; closeout – Project review, lessons learned, etc.);
- Current status (Green – Project on track to meet planned completion date; Yellow – current issues have potential to impact completion dates; Red – critical issues will likely cause completion date slippage), and
- Current issues and risks.

Additional reports can be made available on an ad-hoc basis, or as part of the Stewardship meeting production cycle. We expect to be able to make many of these reports available on-line and closer to real time.

Level 3 understands that DIR reserves the right to request, in special cases (such as performance shortfalls or issue escalations), more frequent reporting as needed.

### **Cost Avoidance**

Our service delivery model will take our service to the next level. We will provide the DIR and its customers with the most responsive, efficient, and cost effective delivery of our services. This will include an enhanced and stronger level of customer service. The DIR will see our organization as a customer centric service delivery model. This allows us to enhance both stability and integrity of the service



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environment through proactive service-level management, and cost-effective service improvements with integrated availability, capacity, and IT service continuity, with a strong focus on repeatable processes.

Level 3 understands that DIR retains the right to require participation in an Independent Verification and Validation (IV&V) audit should DIR determine that Level 3's performance falls short of standards set forth in the CTSA.