

VOLUME 5 SUBCONTRACTING [L.33, M.2.4]

The Subcontracting Plan represents an [REDACTED]

Level 3 establishes subcontracting goals by looking first at the specific solicitation subcontracting requirements. Level 3 then reviews the services and materials to be provided under the solicitation and develops a best-estimate of the potential subcontracting activity for that specific solicitation. The determination of a need to subcontract, or to even set aside specific work or potential subcontracting opportunities, and the actual subcontractor selections are based on the specific requirements of the solicitation. Level 3's corporate commitment to support the active participation of SB/SDB/WOB/HUBZone/SDV/VO concerns is always part of this process. Level 3 reviews the requirements and then determines what activities can or will be subcontracted and what type of business concerns. (SB/SDB/WOB/HUBZone/SDV/VO) are needed to fulfill these requirements. In some instances specific subcontractors are identified, with the use of various source lists; in other instances, competitive analyses and/or procurements are conducted. The above methods were used to develop the goals provided in this Plan.

In keeping with our management approach and commitment to best value to support EIS' critical business and Government needs, Level 3 has assembled an agile, focused, and very capable team with proven experience to partner with GSA and successfully deliver to each customer mission (**Figure 1-1**). Our Team members, encompassing both small and large businesses, supplement our network coverage with terrestrial or wireless/satellite services, equipment, systems, and support solutions.

Figure 1-1. The Level 3 Team's Capabilities

| [REDACTED] | [REDACTED] |
|------------|------------|
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] |

73. Minimum subcontracting goals are included as required by Table L.33.1.3 of the solicitation. Level 3 understands that this plan, part of our proposal submission, is subject to negotiation by the GSA Contracting Officer and will be made a part of any resultant contract award.

1.1.1 Requirements Compliance

Level 3's EIS Subcontracting Plan complies with the requirements of 15 U.S.C 637 d(8) and FAR Subpart 19.7. We have used GSA's model subcontracting plan, RFP Section J.20, as the basis to create our plan that shows our commitment to ensuring that minority and disadvantaged businesses are given every opportunity available to participate in those tasks for which Level 3 identifies areas of work that can be performed by a subcontractor.

1.1.2 Commitment and Capability Demonstration

Using GSA's model subcontracting plan as a guide, Level 3 has developed this subcontracting plan in consonance with our Corporate Supplier Diversity Program. Suppliers play a critical role in supporting Level 3's efforts to consistently and effectively deliver next-generation, scalable solutions. We seek to purchase goods and services that meet total value, business requirements from small business, veteran-owned small business, service disabled veteran-owned small business, HUBZone small business, small disadvantaged business and women-owned small business concerns. Level 3 believes in fair and non-discriminatory treatment of all suppliers. Our supplier diversity program maintains an active page on our company website to encourage new suppliers to join our constantly growing list of qualified vendors that are vetted and available to participate in bid opportunities throughout the company.

1.1.3 Strategies Used on Previous Contracts

The Subcontracting Plan represents [REDACTED]

[REDACTED]

[REDACTED]

The goals identified in this Plan reflect the overall program strategy used on previous contracts and requirements for work during the transition and steady-state phases of the contract. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] The decision to purchase supplies and services purchased from SBs will be based on cost, availability of SB to provide the item, and the ability of an SB to ensure the quality of its service.

Level 3 establishes subcontracting goals by looking first at the specific solicitation subcontracting requirements. Level 3 then reviews the services and materials to be provided under the solicitation and develops a best-estimate of the potential subcontracting activity for that specific solicitation. The determination of a need to subcontract, or to even set aside specific work or potential subcontracting opportunities, and the actual subcontractor selections are based on the specific requirements of the solicitation. Level 3's corporate commitment to support the active participation of SB/SDB/WOB/HUBZone/SDV/VO concerns is always part of this process. Level 3 reviews the requirements and then determines what activities can or will be subcontracted and what type of business concerns. (SB/SDB/WOB/HUBZone/SDV/VO) are needed to fulfill these requirements. In some instances specific subcontractors are identified, with the use of various source lists; in other instances, competitive analyses and/or procurements are conducted. The above methods were used to develop the goals provided in this Plan.

Determination of Capabilities and Fit

To determine the capability and fit of any potential subcontractor, Level 3 reviews the [REDACTED] and examines any prior experience of Level 3 with the subcontractor. Level 3 also runs [REDACTED]

[REDACTED]

Methods Used to Identify Potential Sources

Level 3 has several methods of identifying potential sources of subcontractors. A list of businesses is developed using vendor databases from various Level 3 business units, as well as SB/HZSB/SDB/WOSB/SDVOSB/VOSB lists maintained in the Level 3

Purchasing Department files. Past performance on and participation in other Level 3 programs is examined to identify relevant capabilities plus:

- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

As a continuous effort to meet our Supplier Diversity goals, Level 3 analyzes its spending on a quarterly and annual basis to identify trends and potential gaps year over year within each diverse classification. Where gaps develop between prior fiscal year spend and current fiscal year spend goals, Level 3 works to identify the appropriate means and methods to drive business to the diverse supplier business subcategory.

[REDACTED]

[REDACTED]

In accordance with clause 52.219-9(d)(11)(e), in order to effectively implement this plan to the extent consistent with efficient contract performance, and utilizing previously used small business subcontracting strategies, Level 3 performs the following functions:

1. [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Level 3 provides the following separate dollar and percentage goals, which are a percentage of the total subcontracting dollars for each business category as shown in the tables below in Figures 2.3-1 through 2.3-3 for the base period and all option periods:

Figure 2.3-1 Base Award Period

| [REDACTED] | | |
|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

Figure 2.3-2 Option Period One

| [REDACTED] | | |
|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

Figure 2.3-3 Option Period Two

| [REDACTED] | | |
|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

| | | |
|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] |

The principal types of supplies and/or services that Level 3 anticipates to be subcontracted and the identification of the type of business concern planned are as follows:

| [REDACTED] | | | | | | | |
|------------|------------|------------|------------|------------|------------|------------|------------|
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |
| [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] | [REDACTED] |

METHODS USED TO DEVELOP SUBCONTRACTING GOALS AND ESTABLISH SUBCONTRACTORS

The subcontracting goals are based upon what we believe Level 3 can achieve based on good faith efforts to subcontract when a qualified subcontractor is available. Level 3 establishes subcontracting goals by looking first at the specific solicitation subcontracting requirements. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Indirect Costs

Indirect costs [REDACTED]

[REDACTED]

2.4 Program Administrator

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Alternate POC

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Duties

In order to effectively implement this plan to the extent consistent with efficient contract performance, Level 3's Program Administrator will perform the following functions:

1. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]

[REDACTED]

3. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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

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

[REDACTED]
[REDACTED]
[REDACTED]

11. [REDACTED]
[REDACTED]
[REDACTED]

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

[REDACTED]

2.10 Statutory Requirements

- Any contractor receiving a contract for more than the simplified acquisition threshold must agree in the contract that SB (including ANCs and Indian tribes), VOSB, SDVOSB, HUBZone, SDB (including ANCs and Indian tribes), and WOSB concerns will have the maximum practicable opportunity to participate in contract performance consistent with its efficient performance.
- It is further the policy of the United States that its prime contractors establish procedures to ensure the timely payment of amounts due pursuant to the terms of their subcontracts with SB (including ANCs and Indian tribes), VOSB, SDVOSB, HUBZone, SDB (including ANCs and Indian tribes), and WOSB concerns.
- See 19.702(a)(1) for requirements that are imposed in negotiated acquisitions, and (a)(2) for requirements that are imposed in sealed bidding acquisitions.

As stated in [15 U.S.C. 637\(d\)\(8\)](#), any contractor or subcontractor failing to comply in good faith with the requirements of the subcontracting plan is in **material breach of its contract**. Further, [15 U.S.C. 637\(d\)\(4\)\(F\)](#) directs that a contractor's **failure to make a good faith effort** to comply with the requirements of the subcontracting plan shall result in the imposition of liquidated damages (see 19.702(c) and 19.705-7).

2.11 Description of Good Faith Effort

Level 3 will take the following steps to demonstrate compliance with the good faith effort in achieving small business subcontracting goals:

- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]
- █ [REDACTED]

Signatures Required

[REDACTED]

[REDACTED]

[REDACTED]

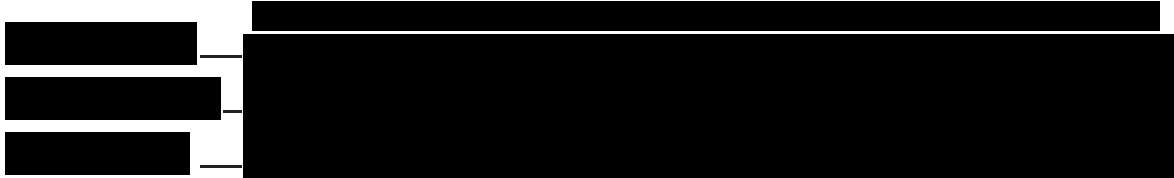
[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



3.0 SUBCONTRACTING HISTORY [L.33.2, M.2.4 (2)]

Level 3 demonstrates its ability to meet small business subcontracting goals based on the previous Government contracts. Level 3 is providing [REDACTED]

[REDACTED]

3.1 Program 1

PROGRAM INFORMATION

[REDACTED]

SMALL BUSINESS OUTREACH EFFORTS

[REDACTED]

[REDACTED]

3.2 Program 2

PROGRAM INFORMATION

[REDACTED]

SMALL BUSINESS OUTREACH EFFORTS

[REDACTED]

3.3 Program 3

PROGRAM INFORMATION

[REDACTED]

SMALL BUSINESS OUTREACH EFFORTS

[REDACTED]

3.4 Program 4

PROGRAM INFORMATION

[REDACTED]

[REDACTED]

SMALL BUSINESS OUTREACH EFFORTS

[REDACTED]

3.5 Program 5

PROGRAM INFORMATION

[REDACTED]

SMALL BUSINESS OUTREACH EFFORTS

[Redacted content]