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The integrated technology approach that will be utilized by the L-3 Contact Team for this initiative thus providing for integrated facilities as well. The technology underpinnings of the solution, the scalability of the technology and the availability of actual facilities provide the L-3 Contact Team with an overarching solution to all aspects of this initiative. Figure 1 L-[REDACTED]....45

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Executive Summary

L 3 Communications (L 3), the nation's 6th largest Federal contractor, leads a high-powered team with the experience needed to position the Government's public information services on par with or exceeding private industry standards by providing customers with easily accessible, accurate, timely, and professional responses to their inquiries via their preferred method of communication.

L3 Communications is a Fortune 200 company, with revenues in 2006 in excess $12.5 billion, employing 60,000 staff worldwide. Our business operates through 4 Groups: C3ISR, Government Services, Aircraft Modernization and Maintenance (AM&M) and Specialized Products. We operate in more than 880 locations in the United States. Of our total revenue, Services represent about 40% of the total, or approximately [REDACTED] Billion per year. Annual revenues from services under various GSA Task Orders are approximately [REDACTED] Billion/year.

Revenues from Multi-Channel Contact Center Services and Help Desks are a growing part of L-3's Services portfolio, as the need for interaction with government employees and constituents is growing within both the Department of Defense and in the non-DoD agencies. Several L-3 business units operate contact center and help desk facilities for numerous federal and state and local organizations.

L-3's Contact Center activities and revenue is distributed across several divisions **[REDACTED]** dedicated personnel operating in L-3 facilities, on government premises and in hybrid multi-channel support centers. L-3 dedicated divisional support includes:

- L-3 Government Services with over [REDACTED] seats supporting over [REDACTED] government personnel as end users
- L-3 [REDACTED] support for the [REDACTED] and multiple DoD, Civil and Intelligence organizations
- L-3 Microdyne Outsourcing with over [REDACTED] multi-channel contact center seats and [REDACTED] Contact Center employees supporting various government and commercial clients.

Additionally, L-3 Microdyne is the targeted division on the L-3 Communications [REDACTED] Team for support center and BPO services and represents a majority of the dedicated contact center service employees within L-3.

Why the L 3 Contact Team?

L-3 is a leading provider of comprehensive information and communications products, solutions, and services for both commercial and government customers. L-3 has over 60,000 employees and annualized revenue exceeding $12 billion. Its corporate reach back and top-tier teammates make L-3 a leading candidate to perform the technical and management functions needed by GSA in support of multi-channel,

Key Benefits For GSA
▪ Proven record of linking contact center services to business objectives and mission results
▪ Balancing technological innovation and cost to optimize performance
▪ [REDACTED]
▪ Experienced partner who understands government and private industry operational concepts and missions
▪ A technical infrastructure that supports over 40,000 contact center seats capable of taking over 4 Billion calls annually

multi-lingual, 24 x 7 x 365 Contact Center service delivery. Each of our teammates, highlighted in the attachment, has committed to a proactive and leading role in controlling information dissemination costs, sharing best practices amongst the L-3 Contact Team, quickly responding to meet the needs of Federal Agencies and programs in emergency and crisis situations, promoting job opportunities for disabled individuals, and meeting federal information systems security requirements to ensure privacy and security of information.

Proven Experience and Results-Oriented Solutions for Federal Government and Private Industry

The L 3 Team, comprised of both small and large business partners, is a premier provider of Contact Center services to the Federal Government and private industry. With over [REDACTED] active contact center seats servicing millions of individuals annually, we meet and exceed the minimum experience qualification criteria established in the SOW. Our team understands and is well equipped to successfully support GSA's mission. Our past performance directly aligns with GSA's strategic goals and mission to meet and exceed private industry standards, measure and control the delivery of information services, gain and sustain secure and scaleable commercial-off-the-shelf technology, reduce costs, and promote job opportunities to the disabled.

As a prime contractor and recognized Top 50 Teleservices company in the US, we have provided our customers with highly valued, secure information delivery solutions that have kept pace with the latest technologies through proven management, including a mature contact delivery methodology, offering:

- Integrated management approaches, flexible contracting, and effective customer/end-user contractor teaming
- Effective teaming, including qualified Small Businesses, to tailor the required talents to the mission
- L-3 provides the scalability required by United States Government agencies that will utilize this contract vehicle, the proven technologies, available seats and professional services needed for consistent and complete citizen contact
- A well-rounded team led by a proven, effective federal contractor whose experience with GSA initiatives and goals are substantial.
- Unparalleled multi-lingual support experience providing past performance in [REDACTED] distinct languages and dialects.
- Key teammates on the leading edge of Contact Center service delivery assembled to provide a responsive, inclusive perspective to solving information access challenges for government and industry

We Share Care Values With GSA
▪ Dedication to the success of customer mission
▪ Commitment to value
▪ Relentless focus on efficiency

Our past performance references and strong customer endorsements exemplify L 3's commitment to consistently achieve measurable results for our customers in the areas of performance management, infrastructure optimization, cost and risk management, enhanced operations efficiency and mission effectiveness, and return on investment in technology and IT infrastructure. Each of these references cites specific and quantifiable results that demonstrate the L 3 Team's strong capability to collect and disseminate government information and perform technical information support activities by conducting a wide range of Contact Center tasks.

The L-3 Contact Team Approach to Contact Center Services

[REDACTED]

[REDACTED].

[REDACTED]

[REDACTED]

We Deliver High-Quality Services and Solutions to GSA Customers Facilitated by our…..
▪ [REDACTED]
[REDACTED]
[REDACTED]

L-3 Contact Team

Company Name	Socioeconomic Classification	Annual Revenue	# of Employees	Core Competency	Corporate Overview	Relationship
L-3 Communications, Inc.	Large Business	$12.6 billion	67,000	Government Services, Help Desks, Multi-channel contact centers, linguistics	L-3 is an award winning multi-channel Contact Center provider with the largest multi-lingual capability in the industry. We have significant past performance, and industry leading recognized GWAC management and solutions organization with over $12B in revenue in the past 3 years through GSA Contract vehicles. Provides Call Center support to Dell, Bureau of Labor Statistics, Montgomery County, NRC and many others. Certifications include ITIL Level 5 Certified, CMMI, ISO 20000.	Prime
[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]
[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]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Section 1 – Experience and Past Performance

1.1 Introduction

The L-3 Contact Team—Exceeding the Minimum Experience Qualifications. The L-3 Contact Team brings a wealth of applicable corporate experience and significant past performance in the multiple disciplines listed in the Performance Work Statement (PWS) and required for the delivery of the services needed by the government and citizens of the United States in areas such as Referrals, General Information Inquiries, Inquiries on specific programs applications and services, fulfillment requests, Order intakes, Congressional Inquiries, Emergency Inquiries, Contingency related inquiries including agency COOP activation, Service Inquiries, Appointment scheduling, Complaints, Public comments, Customer surveys/feedback, transcription services, Information and delivery via outbound service, eligibility screening, Inquiries on news and current events.

L-3 Communications, Inc., and its Microdyne Outsourcing Division, is a US publicly traded corporation (www.l-3com.com, NYSE:LLL) headquartered in New York City and is a leading solution partner to the Government with estimated 2006 annual revenues more than $12 billion. We are committed to delivering high quality, multi-channel contact center services in a multi-language, twenty four hours a day, seven day a week (24x7) environment. Some of the L-3 Contact Team qualifications include:

- ***Operating more than*** [REDACTED] ***active contact center seats*** who answer over [REDACTED] million inbound contacts each month. L-3 Communications, without our additional world class partners exceeds the minimum requirements for GSA. **In each of the past two years L-3 has delivered the following service volumes:**

Attended Services Some representative accounts	
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

- ***L-3 provides multi-channel Contact Center Services*** in Multiple languages including: French, German, Spanish and of course English. **Some of the L-3 Contact Center clients supported in multiple languages include:**

Some Representative Clients	Languages provide – Contact Center
[REDACTED]	English, Spanish and French
[REDACTED]	English, Spanish French and German
[REDACTED]	English, Spanish French and German
[REDACTED]	English, Spanish French and German
[REDACTED]	English, Spanish French and German

- Attended, Automated or Switched. L-3, as the largest language services provider in the world with over 9,000 dedicated linguists provides translation interpretation, personnel, language training and technology localization ***in more than*** [REDACTED] ***languages and dialects,*** has created for the USA Contact Initiative an infrastructure that provides for even the most obscure languages to be supported on a task order by task order basis.

- Also, with our team member [REDACTED] we can offer past performance and experience that augments the standard Multi-language support provided in our centers in Orono ME and Binghamton NY [REDACTED] indirectly serves as the primary telephonic interpretation service providers for [REDACTED] services several nation-wide call centers with telephonic interpreting services for a variety of inquires ranging from enrollment and dis-enrollment into the government program, to general medical, and health-related questions. A wide range of languages are provided continuously, including: Spanish, Arabic, Farsi, Mandarin, Cantonese, Tagalog, Vietnamese, Korean, German, and others.

The *Common Sense Advisory*, a research firm specializing in the operations driving business globalization, internationalization, translation, and localization, ***ranked L-3 as the #1 Translation Company in the industry in May 2007.***

A representative sampling of some L-3 Communications multi-lingual service accounts include:

Agency Name	Contract Name	Languages Supported
[REDACTED]	[REDACTED]	Over 50, including: Afrikaans, Afar, Amharic, Albanian, Arabic, Baluchi, Bengali, Chinese Mandarin, Dari, Dinka, French, Georgian, German, Hebrew, Hindi, Kazakh, Korean , Kurdish, Macedonian, Maguindanao, Malay, Pashto, Punjabi, Persian-Farsi, Portuguese, Russian, Serbo-Croatian, Somali, Spanish, Sudanese , Tadjik, Tagalog, Tatar, Tausug, Turkish, Turkmen, Urdu, Uyghur, Uzbek
[REDACTED]	[REDACTED]	Albanian, Arabic, Baluchi, Dari, French, Georgian, Haitian-Creole, Dari, Persian Farsi, Pashto, Korean, Chinese, Portuguese, Serbo-Croatian, Somali, Spanish, Urdu, Uzbek, Turkish
[REDACTED]	[REDACTED]	Arabic, Pashto, Dari
[REDACTED]	[REDACTED]	Arabic, Pashto, Dari
[REDACTED]	[REDACTED]	Urdu, Hindi, Dari, Jamaican-Patois

- ***Processing more than*** [REDACTED] ***cases and applications in the past year, L-3 has*** a high level of success with more than five years of case management in an information services environment [REDACTED] This multi-channel contact center supports personnel applications utilizing the web based software program, inbound and outbound toll free number telephony, outbound fax and postal mailing of paper applications.

- ***More than 15 years of specialized experience*** s [REDACTED]

- ***multi-channels***, including fax, email, chat, telephone, and web-based information in ***multiple languages across diverse geographic regions***

- ***Experience delivering over $5 billion of business through GSA contract vehicles over the past 5 years*** with L-3 alone delivering some [REDACTED] million person-hours of service to the government

  Implementing large scale rapid ramp contact center environments including contracts with [REDACTED]

1.2 Documentation of Experience

The L-3 Contact Team has significant financial stability, cross channel experience and high level support for all aspects of recruiting and training, languages, technology, quality, FISMA and evaluating and deploying new technologies in high profile rapid ramp scenarios.

Consistent with the service commitment, the L-3 Contact Team possesses the depth and breadth that emanates quality and service excellence. The L-3 Contact management team has been designed as a centralized organization with significant processes and procedure built around industry standards with certifications such as: IT Infrastructure Library (ITIL) Level 5, ISO 20000, Customer Operations Performance Center (COPC),Help Desk Institute (HDI) Premier ,FISMA

Table 1 below provides documentation of experience for the L-3 Communications as required by this solicitation.

Table 1 L-3 Communications Experience Profile

Financial Strength	[REDACTED]
Core Business Lines	[REDACTED]
Experience Implementing, Operating, & Managing Multi-channel Contact Centers	[REDACTED]
Number/Locations of Centers	[REDACTED]
Capacity for Expansion	[REDACTED]
Types of Services/Sectors Supported	[REDACTED]
Total Full-Time/Part-Time Employees	[REDACTED]
Size/Depth of Technical/Management Staff	[REDACTED]
Experience Managing Teaming Partners.	[REDACTED]

L-3 Communications understands that, while a strong prime contractor is pivotal to the success of this contract, the strength and diversity of our subcontractors are fundamental when providing scalable and specialized services. Understanding that identifying the right teaming partner is crucial to providing the highest quality of services. Table 2 below is a representation of the significant strength, breadth and expertise of the L-3 Contact Team.

Table 2 L-3 Contact Team Experience

Company Name	Annual Revenue	Role/ SocioEconomic	Core Business Lines	Experience Designing, Implementing, Operating and Managing Multi-Channel Contact Centers	Number/Location(s) of Centers Currently in Operation	Capacity for Expansion	Type of Services and Business Sectors Center(s) Support	Total Number of Full-time and Part-time Employees Working in Centers	Size and Depth of the Technical and Management Staff Supporting Contact Center Services	Experience Managing Subcontractors
L-3 Communications, Inc.	$12.6 billion	Large Business	[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]	[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]	[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]	[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]

1.2.1 Experience Recruiting, Training, and Retaining Contact Center Personnel

The L-3 Contact Team is well versed and experienced in Recruiting Training and Retaining Contact Center Personnel. In order to properly support the GSA initiative we have created a team that provides national coverage, rapid response, a diverse team and consistent retention throughout that team.

Recruiting

The L-3 Contact Team recruits more that 15,000 new contact center agents each year. This number is spread fairly evenly across each of the sites. Each of these 15,000 individuals is trained in the overall contact center operations/equipment and provided significant subject matter expertise training based on the level of complexity for the program.

For example L-3 Contact Team [REDACTED]

The L-3 Contact Team established a universal screening process for all applicants. The process includes applicant screening, testing, and personal interviews. Applicants who prove successful during this process are then measured against a program-specific profile. [REDACTED]

[REDACTED]

Once the candidate meets our prescreening criteria (determined by our Talent Acquisition Team), a Hiring Team, consisting of three Hiring Team Members, each with a distinctive focus in the hiring process, are assigned. A Hiring Team member is someone who has completed the training and certification process for the Hiring Achiever program, which includes the training on the 'musts and wishes' that our managers have determined to be critical in the hiring process.

Training

L-3's contract for call center services with [REDACTED]

, is to provide a variety of contact center services. The support services provided by L-3 address the following functional areas:

- Provide support to [REDACTED] in the form of a telephone support queue. Services will include: product support and information, placing orders, setting up returns, and presale information on products.
- The hours of service shall b [REDACTED].
- Current hours of service are Monday through Friday from 8:00 AM to 10:00 PM Eastern Standard Time. The hours of operation will go to 24/7 support after Thanksgiving through the holiday season. This schedule includes all holidays. [REDACTED]

Designing and implementing effective training plans provide support on new product launches

The quality and training plan has been challenging because it required working with a wide variety of different product lines that are new to the customer market. It has also been challenging to maintain excellent customer satisfaction through seasons of high consumer sales and product demand.

[REDACTED] is a contract where the staffing needs during the holiday season triple compared to the rest of the year. We have a strong partnership with [REDACTED] to analyze and determine based on new product launches what the anticipated call volumes will be for each unique holiday season.

The L-3 Team utilizes a hands-on approach to keep the IS's familiar and up to date with all new products that are supported through the contract. Structured and sufficient training in all new product launches, in partnership with [REDACTED] enable the IS's to display the confidence needed to provide a positive customer experience. Trend analysis is also provided to relay information from the customers back to [REDACTED] for product improvements. Also during the holiday season, in order to maintain the high level of customer support with a large number of new hire agents, tenured staff is transitioned to the training and quality departments to provide training and quality support as needed.

1.2.2 Experience Supporting Projects with Diverse Language and Skill Requirements

L-3 is the largest linguist services company in the world. Supporting the US Government's single largest linguist services contract, L-3 has exhibited flexibility while successfully fulfilling critical US Government interpreter and translator support requirements under extreme adverse conditions. L-3 Titan has assembled and deployed the most expansive contingent of over 8,900 qualified CAT I, II, and III SCRL contract linguists ever fielded. In support of this contract, L-3 refined the deployment process and mobilization of personnel, building on knowledge and experience to ensure the most efficient and effective deployment operations. The capabilities and past performance of L-3 in delivering personnel and expertise in English, Spanish, Mandarin, Cantonese, French, German, Japanese, Korean and Vietnamese is unmatched [REDACTED]

1.2.3 Experience Evaluating and Implementing Integrated Knowledge and Case Management Solutions that Support Multiple Access Channels

L-3 Contact Team Member [REDACTED] has achieved a high level of success with over 5 years of experience on [REDACTED] [redacted] contract in planning, assessing and putting into place the most effective methods for case management. All candidates that apply for positions as Transportation Security Officers are processed through an L-3 Contact Team Member Multi-Channel Contact Center [REDACTED] can enter these applications utilizing the web based software program through a variety of methods including candidates calling a toll free number, faxing and the mailing of paper applications. [REDACTED] utilizes this web based software program in such an effective way that our advice is requested when new functionality is being developed.

L-3 Contact Team retention is created through a more diligent hiring process coupled with a true concern for the Customer Service Agents. Some L-3 Contact Team Centers even provide onsite daycare

The L-3 Contact Team Member [REDACTED] has developed many robust internal databases by integrating Microsoft Access with the Lotus Notes Application Development Program in order to document and effectively report information which works collaboration with the web based software program. [REDACTED] has a proven track record for success in discovering, facilitating and utilizing various electronic solutions that continue to achieve the objectives of both the applicants and the government customer [REDACTED]

1.2.4 Experience Developing and Implementing Quality Assurance and improvement Programs in Support of Contact Center Services

L-3 is a leader in quality, assurance programs for contact centers. The L-3 Contact Team PMO and delivery sites will focus on quality processes across all aspects of our service delivery. This is evidenced by our holding some of the most unique and prestigious certifications in the United States today.

- HDI Premier [REDACTED]
- ITIL Maturity Level 5 Life Cycle User Support
- ISO 20000 ([REDACTED]
-

In addition to obtaining and maintaining these very prestigious certifications, the L-3 Contact Team is an industry leader in contact center quality assurance methodologies and employs task order/opportunity specific quality monitoring personnel.

L-3 ensures consistent and improving Customer Service Representative's performance through supervision, coaching and continuous feedback. CSR calls are monitored by Quality Assurance Specialists, Team Leaders, Trainers and Managers, both side-by side and through remote monitoring techniques. At a minimum, 2 calls per day for each full time CSR and 1 call per day for each part time CSR will be monitored by Quality Assurance Specialists. The ultimate objective of monitoring is to manage performance through:

- Assessing CSR performance.
- Developing specific individual performance improvement plans and goals.
- Engaging in personal performance feedback with CSRs.
- Tracking results at a Team, Site and Program level to search for emerging trends, calling patterns, training needs and overall performance improvement.

One recent example of continuous process improvement to improve the delivery of service focused on an analysis of IS experience and call routing; another was the implementation of an approach to foster smooth and supportive transitions of new IS who have just completed their initial training classes. Continuous improvements bring continuous results…

1999 – 2003 L-3 to [REDACTED] **call center support price per minute decreased by 18%**

2000 – 2005 L-3 to [REDACTED] **price per minute decreased by 33%**

In support of GSA, the L-3 Contact Team will put its best foot forward… Each L-3 Contact Team member has a well-qualified, trained, and experienced quality staff. Our dedication to quality has resulted in numerous certifications and awards, including:

- CMM Level 5 certification, CMMI Level 3 or higher at 10+ divisions
- ITIL Level 5 certification
- ISO 9001:2000 QMS Certifications at over 60 separate locations

- 2004, 2005, and 2006 GSA Millennia Lite Circle of Excellence awards for exceptional partnership with the GSA IT GWAC Service Center and commitment to quality IT service
- 2002 US Government's Top 5 Quality Software Project in Government – Sponsored by DoD and judged by CrossTalk magazine, the L-3 team supporting the Integrated Broadcast Service (IBS) was chosen from over 70 nominated federal software projects.

1.2.5 Experience Supporting Projects with Stringent Systems and Information Security Requirement

The L-3 Contact Team is a leader in Information Assurance, Certification and Accreditation and FISMA compliance. An example of this significant experience [REDACTED]

L-3 was recognized by the DOT CIO for taking their FISMA Report Card from D+ to A- in just [REDACTED] reporting needs. ESP modules are designed specifically to facilitate Operating Administrations (OA) use to fulfill departmental requirements, as well as to facilitate FISMA reporting on the CIO level. Also, L-3 evaluated, reviewed, recommended, implemented, supported, and/or maintained all intrusion detection capabilities for [REDACTED] networks. GSA USA Contact customers will feel secure in contracting with the L-3 Contact Team. Supporting Information Security Program Management is also a core competency of the L-3 ISSM Team L-3 Titan served as the program manager and technical expert for [REDACTED] TCIRC program which includes intrusion detection, vulnerability assessments, incident identification, forensic analysis, and incident reporting.

Testimony given to the House Committee on Government Reform on April 7, 2005.
"With the support of an industry recognized [REDACTED]

1.2.6 Experience Implementing Electronic Services to Support Automated Self-help Applications

The L-3 Contact Team Member [REDACTED] implemented the largest self service intranet application in the world supporting almost [REDACTED] million users. There are typically over 180,000 unique logins and over 350,000 user sessions hosted on [REDACTED] per day. The [REDACTED]) launched after only 3.5 months—on budget and ahead of schedule provides a unique community-oriented approach to building structured professional forums, driving successful enterprise knowledge management. Integrated collaborative features such as discussion threads, Web logs, calendars, news feeds, and polling channels are incorporated into each of these communities of practice.

[REDACTED] is unmatched in self-service collaboration and includes customizable collaborative workspaces, known as Knowledge Centers. These spaces can are accessible by [REDACTED] other users based interest and access privileges.

The L-3 Contact Team Member [REDACTED] provide a central hub for information dissemination, knowledge sharing, and collaboration to support active soldiers, national guardsmen, reserves, and civilian employees.

2.2.2. Experience Performing Short-notice Ramp Up Operations to Support Crisis/ High Priority Situations

The L-3 team has managed many complex start-up and transitions and will bring a structured management approach and methodology to the GSA USA Contact initiative.

The L-3 Team has significant experience with Rapid Response, Critical Incident Ramp and Program Management in volume surge environments:

Use of Excess Capacity vs. Additional Infrastructure. The L-3 Contact Team includes a total of [REDACTED] call centers located CONUS. The total number of outsource seats across all L-3 Team contact centers stands at [REDACTED] + today. Using industry averages, at any point in time, our centers are subject to a vacancy rate of [REDACTED] %, so approximately [REDACTED] seats will be vacant, although the vacancies are distributed across the 25 centers. The L-3 Technology infrastructure is capable of operating [REDACTED] seats.

The L-3 Team assumes that this number of seats will be sufficient for most Rapid Ramp Task Order scenarios. In the event that additional seats are needed, L-3 would contract with other domestic call centers that had current availability to bring to the L-3 Platform.

Additionally, the L-3 Team's infrastructure solution includes a family of full service electronic (web collaboration, e-mail and text chat) and traditional voice (PBX/ACD, IVR/VRU and Predictive Dialing) architecture wrapped within carrier-grade co-location facilities for scalability, information security and disaster recovery. This hosted communications infrastructure and relevant software tools enables the L-3 Team to fuse business processes, mission critical applications and multi-media interaction channels such that strategic business decisions required by the GSA can be driven by needs of Rapid Response to Critical Incident Ramp rather than dealing with sedimentary layers of legacy technology and poorly integrated business processes.

Federal Recruitment Experience

L-3 Team member

Effective use of Workforce Management tools is crucial to meeting the requirements of a Rapid Response Task Order. The L-3 Team uses [REDACTED] for our staffing and scheduling requirements [REDACTED] provides a suite of applications to address workforce management in contact centers. We use this system in conjunction with past contact data blended with future customer forecasts to predict, staff, and provision the appropriate workforce. Particular attention is paid to individual performance as it relates to program stated goals. This system provides us the necessary data required to staff each client application so that these goals are meet.

L-3 Microdyne's contract with [REDACTED] is to provide a variety of contact center services. The support services provided by L-3 include following functional areas:

[REDACTED]

The explosion of [REDACTED]

in the marketplace has garnered a need to staff up to handle not only an increase in volume, but in a larger number of diverse product offerings. L-3 and [REDACTED] have formed a true partnership to diversify what support is provided. We have recently added [REDACTED] support, and are now looking at adding outbound [REDACTED] to the support model. Close communication with regard to marketing strategies allow L-3 to increase staff as needed to handle increases in call volume.

Additionally, the L-3 Team member [REDACTED] is currently under contract with [REDACTED] [REDACTED] for support of rapid ramp requirements including using [REDACTED] provided Customer calls scripts and/or [REDACTED] scripts. Customer Service Representatives ("CSRs") will follow Customer protocols, processes, and system prompts to collect the requested data from callers who may be eligible to receive financial assistance. Data collected from the caller by the CSRs will be entered into the Customer systems in accordance with Customer protocols, processes, and system prompts, and these systems, databases, and data collected will ultimately be used by the Customer to approve eligibility and issuance of funds. L-3 Team Member the [REDACTED]

Another example of team strength [REDACTED] Response L-3 Contact Team member [REDACTED] [REDACTED] (a HUBZone Certified, Minority Owned Call Center) was given one day notice to rapidly ramp up operations to handle a surge of inbound calls in short bursts of time in response to nationwide television advertisements. [REDACTED] successfully implemented the program in one day and was able to handle a large volume of calls in a 24 hour turn around time frame.

The L-3 Team's strategy with regard to providing exceptional support on this every-expanding project is to keep the lines of communication open. Understanding their business goals and the scope of products that they are introducing to the marketplace allow us to analyze and determine needs for both training and quality, forecasting staffing and call volumes.

1.2.8 Experience in Preparedness for and Recovery from Disasters and/or Major Service Disruptions

The L-3 Contact Team COOP capabilities include responding to normal project workload surges as well as to disaster recovery requirements. Our extensive experience in COOP and continuity of government (COG) planning, federal disaster emergency response operations, and training at the national and regional levels of government, coupled with our understanding of emergency authorities, demonstrates our capabilities in this area.

We respond to workload surges through several mechanisms:

- Deep reach to over 67,000 L-3 employees with broad domain and technology expertise
- Use of internal Targeted Resource Pools comprised of pre-identified Subject Matter Experts (SME) across several domains and IT technologies who are available for short-term assignments
- Rapid access to external resources through in-place supplier agreements and relationships

L-3's COOP methodology begins with a comprehensive assessment of the potential risks to customer operations that could be caused by disasters or emergency situations. We consider all possible incidents and the impact each may have on the customer's ability to continue to deliver its normal business services. Our goal is to quickly respond and restore operations using existing project staff

9/11 COOP Case Study

L-3's effective disaster recovery methodology and contingency planning played a critical role in the recovery from the terrorist attacks of September 11, 2001. Our team restored all affected US Army IMCEN mission-critical systems to an alternate location inside the Pentagon within 24 hours of the attack. Our team battled flooding, heavy smoke, and power outages in its effort to relocate Pentagon operations to backup systems that contained replicated mission-critical IMCEN data. L-3 supplemented its on-site IMCEN staff with approximately 20 personnel locally, and at one time we had up to 60 company personnel from all over the US assisting in all aspects of support including warehouse imaging operations, Tier I and II support, and installation of 3,000 new laptop computers.

and surge personnel that can address the specialized needs of a disaster recovery situation. L-3 has developed comprehensive COOP plans for many agencies including GSA, DOD, FEMA, FAA, DOE, and NRC.

2.2.2. Experience Evaluating and Implementing New Technology

The diversity of the L-3 Contact Team provides to GSA and the initiative, experience in evaluating, testing, implementing and supporting a varied group of technologies that span the multi-channel contact center environment, the customer service arena and the telecommunication infrastructure platform. For example, L-3 Contact Team Member [REDACTED] prepared a Requirements Document detailing the systems requirements and a Contact Management Standard Operating Procedures (SOP) for the modernization of The [REDACTED] National Contact Center. This multi-channel, contact center was designed to handle over about 1.9 million contacts annually. The channels available were phone, email, fax, letter, IM and web, and supported multiple languages. The solution consisted of evaluating, integrated and customizing 8 CA enterprise products: (1) Unicenter ServicePlus Service Desk Implementation, (2) Unicenter ServicePlus Knowledge Tools Implementation, (3) Cleverpath Portal Implementation, (4) eTrust Web Access Control Implementation, (5) eTrust Access Control Implementation, (6) BrightStor High Availability Implementation, (7) Unicenter Management for Web Servers Implementation, (8) Unicenter ServicePlus Dashboard Implementation, VeriSign Secure Socket Layer (SSL) certificates, [REDACTED] provided 800 telecommunications trunks, computer telephony integration (CTI), virtual private network (VPN) connectivity with [REDACTED] network, real-time access to call center status via the web, with the call center infrastructure (modems, routers, internal cabling, recording devices, storage devices, management and customer service representatives (CSR) desktop PCs (with anti-virus, pop-up blocking, MS Applications, Internet Explorer, etc.).

Additionally, L-3 Contact Team Member [REDACTED] has been tasked to lead the creation of the [REDACTED] Computer Security Incident Response Center. In their experience of evaluating technologies they studied many of the top military programs where network security and intrusion detection and eradication programs were already in use. Based on the investigations that were conducted an initial model was developed, applied and launched as [REDACTED] center. During the last ten years that center has been responsible for blocking, and tracing thousands of attempted network intrusions, viruses, and worms launched throughout the network.

1.2.10 Operational and Management Processes and Programs

L-3 is an ISO 20000 certified company and provides all clients with a tailored approach to quality assurance operating under our primary ISO quality management system parameters. Quality is a characteristic of performance that is required in every activity undertaken by all L-3 Contact Team employees.

Surveillance Method	Description	Current Usage by L-3
Management Control Inspections	Program Manager conducts functional task review utilizing Department of Commerce Methods of QA Surveillance.	L-3 currently utilizes DOC methods across all programs.
Functional Inspections	Program Manager reviews all work products in every functional area to ensure that employees are properly performing their duties and to identify systemic weaknesses and targets for process improvement.	L-3 MOI currently meets on a daily, weekly, monthly, quarterly basis with operations managers and POC's in the client operations to review performance vs. plan.
Document Review	[REDACTED]	[REDACTED]

Surveillance Method	Description	Current Usage by L-3
Customer Surveys (CS)	[REDACTED]	[REDACTED]
Audits	[REDACTED]	[REDACTED]
Work Flow Reviews	[REDACTED]	[REDACTED]
Suspense System Reviews	[REDACTED]	[REDACTED]
Automated System Controls – QMRS Reviews	[REDACTED]	[REDACTED]
DA Reports Reviews	[REDACTED]	[REDACTED]
Customer Service Feedback	[REDACTED]	[REDACTED]

All management processes and programs will be supplied and managed by L-3. The Program Manager is an L-3 employee reporting to the L3 MOI Division President and as such, is subject to all L-3 Policies and Procedures. L3's Data Center will be the primary interconnect for all Task Orders, so all reporting will be standardized L3 reporting, which will be both Department of Commerce and Sarbanes-Oxley compliant. This will provide GSA and any Government Client with a single point of corporate responsibility for Task Orders operated by the L3 USAS Contact Team.

Our Program Management Office will sponsor training in industry-standard processes such as PMBOK, Earned Value Management (EVM), Capability Maturity Model-Integrated (CMMI), ISO, and Information Technology Infrastructure Library (ITIL). The L-3 Contact Team staff trained in best practices provides GSA customers with increased efficiency through higher-quality support. Because we are committed to ensuring the highest ethical and performance standards, L-3 mandates compliance training for all employees in five areas: business ethics, diversity, ensuring a drug-free workplace, preventing and reporting harassment, and proper time-charging procedures.

1.2.11 Past Successes with Teaming Partners and Subcontractors

L-3 is a leader in managing both partner and subcontractor relationships for US Government contracts. As described in both the Tables on page 4 and page 7, L-3 Communications, led by its Microdyne Outsourcing Division, has created a team that provides a single point of contact, a single point of entry and a single point of accountability for the entire USA Contact Program on behalf of GSA.

L-3 has managed in excess of [REDACTED] sub-contractors and partners as a Prime Contractor. L-3 has delivered over [REDACTED] tasks against the GSA Millenia Lite contract with $100's of millions of services successfully managed.

L-3 operating Divisions manage over [REDACTED] subcontractors for GSA Answer and GSA Millenia Lite, encompassing various contract disciplines. L-3 was recently recognized for its commitment to small business and partnering by the Small Business Administration and the Defense Contract Management Agency and subsequently given an "Outstanding" Rating, the highest rating by the SBA.

Internally, L-3 utilizes proven vendors such as [REDACTED] and others. In support of client requirements, we maximize the repeatability of solutions by working with:

- [REDACTED] Software in the deployment of both web based portal software and web based operating environments. This is an 8-year relationship.
- [REDACTED] where we work jointly on web portal development
- [REDACTED], a hub zone call center on the development of support offerings for the [REDACTED]
- [REDACTED] Global in both government and commercial endeavors for rapid deployment and seat management
- [REDACTED] where we have previously had a 3 year business relationship
- [REDACTED][redacted] where 8 L3 Divisions have an ongoing staffing relationship
- [REDACTED], with whom L-3 has operated as a Prime and a Sub, and where the [REDACTED] [REDACTED]

Each organization was selected by L-3 based on significant due diligence coupled with either a past relationship with the companies, or with their principals. In all cases, a significant trust factor must be present. Our differentiation between partner and subcontractor is one of purpose rather than contract.

Our intent and commitment to GSA is to be the single point of contact for the USA Contact GWAC. We will bring resources and capabilities upon which the GSA, Government Clients and our partners/subcontractors can rely.

1.2.12 Specialized Expertise and Capabilities

The L-3 Contact Team is comprised of a diverse group of organizations, managed by an experience large scale company with the goal of maximizing the effectiveness of the USA Contact Center Initiatives. Our Team is comprised [REDACTED] partners that bring a wealth of experience specifically relevant to the requirements in the Performance Work Statement (PWS). Our team represents the best and brightest committed to a common goal and managed with proven processes and procedures. L-3 is an experience prime contractor and systems integration organization and has put together an integrated team of companies to support USA Contact and GSA. The L-3 Contact Team is diverse in socio-economic terms and collectively includes seven large, seven small, one small disadvantaged, two 8a, one Service Disabled Veteran-Owned, one minority-owned, two woman-owned, two HUBZone, and one 501C (3) Not for Profit Disabled/Ability One businesses. The L-3 Team is focused on the mentorship and leadership of small businesses and has worked successfully in the past with these businesses in meeting and exceeding our customers' requirements. Each our teammates have been carefully vetted to ensure that they meet our rigorous requirements that include:

Financial Screening, Requirements Assessment, Contract Evaluation, Socio-Economic Status

After screening each of our teammates, we selected the following for their depth and breadth of significant expertise in specific requirements in accordance with the PWS. Each of our teammates brings a wealth of skills that will allow us to provide all the services listed in the PWS. Table 3 lists all of our teammates and the capabilities that they currently have for each one of the PWS requirements.

L-3's has direct experience in most of the skill sets and the disciplines required by the Solicitation. Importantly, L-3 meets all of the minimum qualifications of the Solicitation on its own. In designing our response to the Solicitation, L-3's commitment was to provide best-in-class capabilities in all of the key disciplines, so L-3's technical approach envisions bringing best-in-class partners to provide specialized solutions for the very broad requirements of the Solicitation. As a result, we chose to partner with industry leaders, companies that brought depth and breadth of experience, relevant past performance and an ability to scale in select specialties despite having the internal capability to meet most of the experience desired in the Solicitation. Our strength is that we have best-in-class capabilities in all of the key disciplines, and we bring award winning Program Management skills to integrate and manage the capabilities provided by our partners.

We assume the key disciplines in this Solicitation are:

- Experience implementing, operating and managing multi-channel contact centers
  - L-3 and L-3 Microdyne Outsourcing have more than 12 years operating multichannel contact centers for demanding clients
  - L-3 currently has 1 [REDACTED] deployed for our government and commercial clients
  - L-3 is a leader in process automation within the contact center environment and has been recognized and contracted by the [REDACTED] [REDACTED] cases.
  - L-3 also has been recognized as a leader in customer service case management and utilizes an integrated knowledge management toolset to manage the [REDACTED]s.
  - L-3 has experience managing contact center partners both in the US and internationally
- Ability and experience in the rapid deployment of contact centers
  - L-3 and L-3 Microdyne Outsourcing have specific experience with rapid ramp of contact centers on multiple occasions. Several examples are cited in the past performance.
- Recruiting and Training
  - L-3 recruits and trains more than 3 [REDACTED] contact center employees per year for help desk, technical support and customer service requirements. L-3 Microdyne Outsourcing represents about one half of that total
  - L-3 utilizes robust content management and knowledge management technology in support of highly technical clients such as Siemens and complex process environments in support of State of Maine Medicare Part D.
- Experience with diverse languages
  - L-3 is the largest linguist services company in the world
  - L-3 Microdyne provides contact center services in 4 languages to 6 different clients
- Experience deploying best-in-class Contact Center technologies
  - L-3 will provide the backbone voice and data services for all Task Orders using its current contact center infrastructure

- L-3 has experience integrating several Customer Relationship Management Systems (CRM) for both Government and commercial clients including [REDACTED] and others.
- Voice Recognition/Voice response
    - L-3 has VR deployment experience in client environments including ones that focus on self driven, self help application suites.
- L-3 utilizes fully integrated, scalable technology from [REDACTED] and others and is very adept at new technology implementation into existing contact centers where applicable.

Table 3 PWS Requirements

PWS Req'mt	Teaming Partner														
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.1.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.1.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.1.2	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.1.3	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.2.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.2.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.2.2	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

PWS Req'mt	Teaming Partner														
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.3.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.4.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.5.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.6.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.7.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.8.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1.9.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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3.1.11.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.2.0.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.2.1.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

PWS Req'mt	Teaming Partner														
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.2.2.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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3.2.5.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.2.6.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.3.0.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.3.1.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.3.2.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.3.3.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.4.0.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.0.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

PWS Req'mt	Teaming Partner														
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.1.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.1.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.2.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.3.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.4.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.2	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.3	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.4	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.4.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

PWS Req'mt	Teaming Partner														
	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.4.2	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.4.3	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.5.4.4	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.6.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.7.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.8.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.5.9.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
3.6.0.0	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

1.3 Past Performance

The L-3 Team recognizes that the successful performance on previous contracts is the best indicator of successful performance on future contracts. In accordance with the instructions listed in the solicitation, the L-3 Contact Team is providing the following three past performance references that are both similar in size and scope to the solicitation requirements. As required, we have sent the Past Performance Questionnaires to each of the contacts listed in the table below and requested them to complete the questionnaire and send directly to the GSA point of contact.

1.3.1 [REDACTED]

L-3 Communications [redacted] Call Center			
Contract #	N/A	**Project Title**	
Agency/Organization Name	[REDACTED]	**Role**	Prime
Period of Performance	September 2000 – Present	**Locations**	Orono, Maine, Binghamton, NY
Contracting Officer	[REDACTED]	**COTR**	[REDACTED]
Total Awarded Value	[REDACTED]	**Actual Value**	[REDACTED]
Explanation of Variance in Values	[REDACTED]		
Past Performance Questionnaire Sent	[REDACTED]	**Annual Work Volume**	Variable: 1.5M to 3M contacts/year
Past Performance Questionnaire Contact		[REDACTED]	
Description of Work			
[REDACTED]			
Technical Objectives and Scope of Work			
[REDACTED]			
Relevancy of Selected Project			
[REDACTED]			
Complexity and Duration of Phase-in and Phase-out Processes			
[REDACTED]			
Complexity of Contract Center Inquiries			
[REDACTED]			
Complexity of Information Systems Security Requirements			
[REDACTED]			
Frequency and Complexity of Reporting Requirements			
[REDACTED]			
Project Objectives/Performance Goals			
[REDACTED]			
Major Deliverables			
[REDACTED]			
Unanticipated Challenges			

[REDACTED]
Innovative Technologies
N/A

1.3.2 Past Performance #2 – [REDACTED]

Regional Labor Support Contract, Data Collection Services			
Contract #	[REDACTED]	**Project Title**	[REDACTED]
Agency/Organization Name	[REDACTED]	**Role**	Prime
Contracting Officer	[REDACTED]	**COTR**	[REDACTED]
Period of Performance Awarded	10/01/2002 – 09/30/2007	**Actual Completion Date**	N/A
Reason for Completion Variance	N/A		
Total Awarded Value	$55M		$55M
Explanation of Variance in Values	**N/A**		
Locations	Atlanta, Chicago, Dallas, Kansas City, Washington D.C.		
Annual Work Volume	[REDACTED][redacted]		
Past Performance Questionnaire Sent	[REDACTED]	**Past Performance Questionnaire Contact**	[REDACTED]
Technical Objectives and Scope of Work			
[REDACTED]			
Relevancy of Selected Project			
[REDACTED][redacted]			
Complexity and Duration of Phase-in and Phase-out Processes			
[REDACTED]			
Complexity of Contract Center Inquiries			
[REDACTED]			
Area Knowledge and Case Management			
[REDACTED][redacted]			
Complexity of Information Systems Security Requirements			

[REDACTED]
Frequency and Complexity of Reporting Requirements
✓ [REDACTED]
Project Objectives/Performance Goals
[REDACTED]
Summary of Financial Benefits
[REDACTED]
Major Deliverables
[REDACTED]
Variations in Work Volumes
[REDACTED]
Unanticipated Challenges
[REDACTED]
Innovative Technologies
On this contract BLS is responsible for government furnished software and operations processes.

Performance Awards
[REDACTED]
Problems/Issues Encountered and Resolutions
[REDACTED]

1.3.3 *Past Performance #3 [REDACTED]*

Siemens Communication Moves, Adds and Changes			
Contract #	[REDACTED]	**Project Title**	[REDACTED]
Agency/Organization Name	[REDACTED]	**Role**	[REDACTED]
Period of Performance	[REDACTED]	**Locations**	[REDACTED]
Contracting Officer	[REDACTED]	**COTR**	[REDACTED]
Total Awarded Value	[REDACTED]	**Actual Value**	
Explanation of Variance in Values	[REDACTED]		
Past Performance Questionnaire Sent	[REDACTED]	**Annual Work Volume**	English language 550,000 transactions annually
Past Performance Questionnaire Contact		[REDACTED] @siemens.com	
Technical Objectives and Scope of Work			
➢ [REDACTED]			
Relevancy of Selected Project			
[REDACTED]			
Complexity and Duration of Phase-in and Phase-out Processes			
[REDACTED]			
Complexity of Contract Center Inquiries			
▪ [REDACTED] point where on-site repair service is required and dispatched ▪ Hours of Operation are Monday – Friday 8:00AM – 8:00PM EST			
Complexity of Information Systems Security Requirements			
[REDACTED]			
Frequency and Complexity of Reporting Requirements			
[REDACTED]			
Project Objectives/Performance Goals			
[REDACTED]			

Major Deliverables
▪ [REDACTED]
Unanticipated Challenges
▪ [REDACTED]
Innovative Technologies
[REDACTED]

Section 2 – Technical Approach

2.1 Introduction

The L-3 Contact Solution consists of scalable, redundant, secure, and adaptable technology, facilities and methodologies

L-3 Communications recognizes that the contact center is changing due to the popularity of alternative methods of constituent access, such as email and web-based services and that the Government requires a multi-channel contact center solution set that can support a wide variety of communications media in addition to the telephone. The technical solution put forth in this response meets and exceeds those needs.

In 2005 Mitre Corporation was commissioned to perform an analysis of the contact center environment as related to the delivery of citizen services. It was determined that citizens possess a significant amount of service level expectations.

These expectations include:

Competent Service	Privacy and Security
Timely Response	Successful Outcome
Convenience	Consistent Response
Courteous Service	Availability
Easy to Locate Contact Information	Social and Ethical Responsibility
Reliable Service	Fair Treatment

The L-3 Contact Team is providing GSA and the citizens and users with an integrated technical approach. This comprehensive approach of integrating select teaming partners into a centralized, cohesive, scalable, secure and adaptable multi-channel contact center solution will deliver the levels of service expected.

Scalable. The L-3 Contact Team has [REDACTED] representing over [REDACTED] serving millions of citizens each year. These centers are geographically dispersed through-out the contiguous 48 States and are located both in large metropolitan areas as well as rural Highly Underutilized Business (HUB) zones nationwide. This massive foot print provides for a very dynamic response model. As expected it is represented by some very large contact centers, but uncharacteristically it also represents smaller more regionalized business centers.

Redundant. The environments above are supported by [REDACTED] series communication switches. Each of these switches is located in a separate data center geographically dispersed from east to west. The switches are fully redundant in themselves and have 100% fail over capability. All this is supported by a world class communication infrastructure that has ***no single point of failure***.

Secure. L-3's Technical and Management Services Division, thru its Information Technology and Network Services Department, is the premier provider of information system security systems based on our National Institute of Standards and Technology (NIST) based Certification and Accreditation methodology, our relevant past performance, our people and the maturity of our management process. We will have oversight and directional authority in this program to insure that all solutions put forth in response to task orders are FISMA complaint.

Adaptable. The point solutions that are presented here are the best in class in their respective channels of communications technology. [REDACTED] and Microsoft are just some of the technology providers that make up this solution set. Each technology in its own right has superior tools and flexibility straight off the shelf to manage any challenge that maybe required under a task order. But the bigger challenge is getting these tools and the legacy environment to work together. We propose to solve this larger challenge by providing a [REDACTED] System that will unite these channel technologies by overlaying them with a common set of tools to implement the business rules for constituent engagement.

Possessing the best technology doesn't solve the myriad of challenges that will need to be addressed over the next 10 years under this program. It requires an [REDACTED]. This method allows agency's to embrace change with a gradual transition away from the legacy technologies while realizing the benefits of the newer technologies.

This proposal has requested both "live agent" and "self service" technologies to provide the contracting agencies with the most comprehensive solution set commercially available. L-3's solution meets or exceeds all proposal requirements, but as mentioned above just providing the technology won't solve the problems.

Nick Lippis, leading IT network consultant and author of The Lippis Report, says, "At the epicenter of business process is collaboration or the ability for employees, partners and suppliers to move work flow and satisfy customers. For example, a triggered event that automatically engages the right personnel or applications or an alert that automatically puts in motion a business process to address a situation is a communications-enabled business process (or CeBPs)."

The proper solution is to introduce a [REDACTED] to provide a solution set that will truly integrate the best in class point solutions, legacy technology, and existing business rules to provide a seamless interaction within the multi-channel contact center [REDACTED].

The core of a multi-channel queuing application is a media agnostic convergence engine that queues and routes customer requests that arrive at a variety of media channels to the appropriate delivery points for response. It treats every customer interaction request equally, applies business rules and workflow logic across all media channels, permits real-time viewing of system statistics, and makes the statistics available for reports. The media channels are transparent to the engine.

Each media interface module handles a different type of media, and each agent application module can present work to different agents, or automated services, according to business rules. The multi-channel architecture workflow allows communications to move rapidly so that customer requests are routed and verified quickly. Communications do not physically move through the queue engine, which only regulates the flow of work requests. Rather they move from the media interface modules through the agent interface modules according to the instructions received from the queue engine.

An incoming email may receive priority attention, while phone calls may be directed to an interactive voice response system where the nature of the customer request determines whether a live agent must handle the call. Faxes may be held in queue until an agent is available to respond to a request. Multi-channel queuing routes communications according to business rules and not according to media type. This allows important customers to receive priority attention, regardless of the media the customers use to make contact.

The communication channel engines are point solutions that, while best in class, typically excel at only one function, like inbound voice, IVR, email, or chat. The convergence engine, driven by the BPM system, allows you to deploy ubiquitous sets of rules that can apply to any one or combination of the communication channels. This allows the user to centralize the business logic. From that point you can set Service Level Objectives at the rule level and monitor/measure success through the [REDACTED]) in real time as events occur.

The L-3 Technical Approach is based on the premise that adaptability is mandatory, service levels are paramount, security a mission and scalability in USA Contact services is the key to the citizen reliance on government.

2.2 Services to be Provided

The L-3 Contact Team has crafted an entire technical approach that is not only extremely scalable but utilizes industry standard components that will provide L-3 while delivering task orders in both large scale and smaller initiatives, a GSA PWS compliant platform with reporting, oversight and quality control. The communications channel engines in L-3's proposal are integrated and best in class and are all recognized for their excellence in the contact center space. In some cases we offer multiple options for engines and in all cases these point solutions can be replaced or implemented to co-exist with existing technologies. This approach allows for flexibility at the task order level, offering options to each agency for technology yet providing a common baseline across the entire L-3 Contact Team offering.

2.2.1 Automated Services (PWS C.3.1)

Automated services provides the most effective and efficient manner of responding to customers' questions, information requests, and e-government transactions while reducing agent workload and, ultimately providing cost savings to our clients. With more than 100 collective years providing contact center support to clients such [REDACTED] L-3 Contact Team is fully prepared to provide all the automated support services, as required under this solicitation, including the provision, maintenance, design, implementation, operation, and management of all of the following automated services:

- Automated Voice Response Services
- Facsimile Services
- Voicemail Services
- Automated Callback (Telephone)
- Automated Fax Delivery
- Automated Email Delivery
- Hosted Online Delivery
- Hosted Email Web Form
- Hosted FAQ Service

2.2.1.1 Automated Voice Response Services (PWS C.3.1.1)

The L-3 Contact Team provides all aspects of automated voice response technologies including interactive voice response (IVR) services and advanced services such as voice/speech recognition and text-to-speech services. We are able to support up to 95 languages and dialects, including Cantonese, English, French, German, Japanese, Korean, Mandarin, Spanish, and Vietnamese. All services are available seven days a week, twenty four hours a day, 365 days a year (7x24x365). We provide IVR Developers, Voice Recognition Developers and Human Factor Engineers to develop, maintain, and manage call flow and messages for automated voice response services. Our developers and engineers are responsible for posting changes in both emergency (within 2 hours) and non-emergency (within 24 hours) situations. They provide 24x7 support for emergency situations in event of script or call flow changes are required. The L-3 Contact Team [REDACTED] to provide network and/or premise based Interactive Voice Recognition (IVR) services. L-3's solution support the advanced feature set listed in Table 4 below.

Table 4 L-3 Contact Solution Support – Advanced Feature Set

Feature	Description
Menu Routing	[REDACTED]
Message Announcement	[REDACTED]
Database Routing	[REDACTED]
Takeback and Transfer®	[REDACTED]
Caller Takeback®	[REDACTED]
Busy/No Answer Rerouting	[REDACTED]
Announced Connect® ("Whisper")	[REDACTED]
Host Connect®	[REDACTED]
Advanced Speaker Recognition	[REDACTED]
Dialogue Automation	[REDACTED]
Three-Way Takeback and Transfer (3-Way TNT)	[REDACTED]
Text-to-Speech	[REDACTED]
Voice Authentication	[REDACTED]
Web Application Integration	[REDACTED]
Name & Address Capture	[REDACTED]
ANI Features	[REDACTED]
Auto Faxback	[REDACTED]
Standards based	[REDACTED]

2.2.1.2 Facsimile Services (PWS C.3.1.2, C.3.1.2.1, C.3.1.2.2, C3.1.7)

The L-3 Contact Team provides automated facsimile services that are able to read a document, store it electronically, and route it to the appropriate office or person. The document can be stored in a DoD 5015.2 compliant records management system provided by IBM/Filenet. The L-3 Contact Team utilizes the industry leading Right Fax Server software to process inbound and outbound facsimile documents. Features of our system include:

Feature	Description
Network-wide Desktop Faxing	[REDACTED]
Email Integration	[REDACTED]
Broadcast Fax	[REDACTED]
Immediate or Scheduled Delivery	[REDACTED]
Anytime, Anywhere Access	[REDACTED]
Inbound Routing	[REDACTED]
Create and Send Documents from Native Applications	[REDACTED]

Feature	Description
Library Documents	[REDACTED]
Document Management	[REDACTED]

2.2.1.2.3 Voice Mail Service (PWS C.3.1.3)

Based on the agency's objectives, they may choose to pass a constituent over to a voice processing system to allow them to leave a voice mail that can be reviewed at a later time. This is often done to avoid long wait times in queues and allows the person to leave details that can be researched by the IS agent prior to initiating a call back. L-3's team utilizes the [REDACTED][redacted][REDACTED] for all inbound voice traffic. The systems are configured with the Inutity Audix voicemail systems to provide a secure recording platform for agents to retrieve later for follow-up calls. Depending on the complexity of the task order the agency can even chose to have the voice file automatically be injected into a workflow process that has been established on the Business Process Management system. Voicemail is available 7x24x365 via IVR, 800 toll free, or DID access.

2.2.1.3 Automated Telephone and Web Callback Service (PWS C.3.1.4, C.3.1.5)

The L-3 Contact Team utilizes Aspects Ensemble Pro advance contact platform to automate an outward scheduled call in response to a direct request, providing automatic callback from either a voice call or a web request. Using this approach, we are able to provide the following features for our callback services:

Feature	Description
Specific Agent Callback	[REDACTED]
Specific Time to Call	[REDACTED]
Re-dial Parameters	[REDACTED]
Live Agent or Recorded Message	[REDACTED]

2.2.1.5 Automated Outbound Dialing Campaigns, and Fax and Email Delivery (PWS C.3.1.6, C.3.1.7, C. 3.1.8)

The L-3 Contact Team utilizes [REDACTED] advance contact platform to perform large scale outbound contact programs. The platform can support multiple predictive and manual dialing options to manage pacing and compliance with regulations, operate a variety of campaign and list management strategies, and ensure accurate voice, fax, modem, pager and answering machine detection. Using sophisticated pacing options,[redacted][REDACTED] addresses the demands of managing proactive customer contact initiatives and high volume campaigns. Predictive dialing uses sophisticated algorithms to determine the optimal pacing for outbound calls. The features of this system are outlined below.

Feature	Description
Do Not Call list management	[REDACTED]
Specific IS agent selection	[REDACTED]
Skill set routing	[REDACTED]
Time zone management.	[REDACTED]

Feature	Description
External table dialing and dynamic filtering	[REDACTED]
Timed preview dialing	[REDACTED]
Outbound Interactive Voice Response (OIVR)	[REDACTED]
Automate Survey	[REDACTED]
Automated Email Delivery	[REDACTED]
Automatic Feed	[REDACTED]

2.2.1.6 Hosted On-line Ordering (PWS C.3.1.9)

The L-3 Contact Team implements a web-based on-line ordering and e-inventory management system that will allow agency's and/or it's customer to check various inventory levels and have the ability to place orders directly online so that delivery can be made to the needed location. The following is a summary of key features of the ecommerce solution that is proposed.

Feature	Description
Web-Based Features	[REDACTED]
Design/Layout	[REDACTED]
Administration	[REDACTED]
Account Management	[REDACTED]
Ordering/Payment/ Shipping Functionality	[REDACTED]
Other Features	[REDACTED]

The web-based fulfillment and inventory management software is a full-featured module based e-commerce solution. Its design provides flexibility, template based construction, and ease of modification using standardized web programming languages. The web-based ordering system would provide the following fulfillment and inventory management features and capabilities:

- Web based order entry, processing and fulfillment
- Web based inventory control, order manifest and tracking systems
- Web based inventory and distribution reports
- Web based product return management
- Domestic and international shipping
- An electronic inventory management system that will allow agency's to check various inventory levels and place orders directly online so that delivery can be made to the needed location.
- Review of orders and inventory data can be obtained through a query.

2.2.1.7 Hosted E-Mail Web Form (PWS C.3.1.10)

The L-3 Contact Team will implement and host e-mail web forms. E-mail will then be directed to either a supplier a web-based on-line ordering and e-inventory management system that will allow agency's and/or it's customer to check various inventory levels and have the ability to place orders directly online so that delivery can be made to the needed location.

2.2.1.8 Hosted FAQ (PWS C.3.1.11, C.3.1.11.1)

Web-based knowledge management (KM) is the key to maximizing a constituent's ability to find all the relevant information they need to answer their questions and even solve their problems. This becomes the center for which customer's seek information before turning to a live person for assistance. ***Beyond the traditional FAQ system, the L-3 Contact Team provides a technology solution that will allow the creation and development of knowledge communities.*** This knowledge management solution supports a unique, community-oriented approach's to building structured professional forums, driving successful enterprise knowledge management. Integrated collaborative features such as discussion threads, web logs, news feeds, and polling channels are incorporated into each of these communities of practice.

Traditional FAQ databases can be grouped by category or subject, ranked by relevancy or any other data factor specified. The database is searched and results returned and sorted according to the importance of data as specified by the user. The content within these databases will be enhanced by the IS staff dynamically during interaction with the public. This information is utilized both internal and externally to ensure consistent answers are being delivered. User can subscribe to the knowledge forums by specific topic if they wish. This will provide for an automated email message to be sent allowing them to stay abreast of critical issues without revisiting the knowledge base until something relevant has been added.

The L-3 Innovation. Beyond the traditional FAQ, the L-3 Contact Team will provide a KM system that will elevate the user above a standard FAQ experience and will allow them to become part of the knowledge community by subscribing to the relevant information of which they wish to be informed. Access and contribution can be completely controlled by the issuing agency.

This technology [REDACTED] Online system. With over 2 million registered users and 900,000 unique visitors daily, it has truly transformed the [REDACTED] personalized information directly to the user. The success of this technology for knowledge management has prompted [REDACTED] which has over 6 million users.

2.2.2 Attended Services (PWS C.3.2, C.3.2.1, C.3.2.2, C.3.2.3, C.3.2.4, C.3.2.5, C.3.2.6)

The L-3 Contact Team leads the industry in multi-lingual contact center services in both attended and non-attended services. We pride ourselves on offering and delivering complete services that accurately represent the client while minimizing risk, maximizing customer satisfaction and extending the reach of government.

The L-3 Contact Team will provide attended services in both dedicated and non-dedicated contact centers throughout the United States. Represented by over [REDACTED][redacted][REDACTED] the L-3 Contact Team will provide all aspects of telephone inquiries using the leading edge telephony solutions. The L-3 Contact Team utilizes integrated technologies across the team, thus providing for internal team transfer. Our goal is to always have available the proper IS capable of answering the question. The L-3 support of TTY is a standard offering in our contact centers and is used across programs.

In each of the required environments the L-3 Contact Team focuses on standards, integration capabilities and structured methodologies for deployment. Including:

- Electronic Content Management. DoD 5015.2 and 4 compliant for all aspects of Records Management, storage and retrieval thus providing an integrated compliant solution for GSA
- XML Compliant and Section 508 Compliant

2.2.2.1 Responding to Telephone Inquiries (PWS C.3.2.1)

L-3 will provide the staffing for all awarded task order under this program according to the specifications of each individual task order. We will use our commercial best practices to obtain the highest quality staff with the appropriate skill level to respond to the entire multi-channel contacts methods list under the Attended Services section and any special project needs that may arise. We will:

- Ensure that a diverse population of IS agents are retained and that any and all special needs are met in accordance with section 508 of the Rehabilitation Act amendments of 1998
- Capture and track all task and program related data to insure proper service for the customer and provide adequate data for fulfillment, tracking, quality control and follow up
- Forward all information to the appropriate agency for follow up as required
- Respond to the customer in any multi-channel method of their desire as provided for in the task order
- Utilize our best practices to employ a feedback loop that insures continual improvement
- Follow up in a timely manner as required in the specific service level agreements set forth in this program or any task level requirements
- Conduct research of Government-approved sources to formulate and improve on the knowledge base and FAQ's for that task order
- Escalate to the appropriate agency or authority as necessary
- Utilize all the advance technologies described in this response to insure the most accurate and appropriate response is sent in a timely manner in the telephonic or electronic format as required.

2.2.2.2 Outbound Calling Services (PWS C.3.2.1)

The L-3 Contact Team is familiar with the required outbound calling services as specified in the PWS. As [REDACTED] L-3 is currently providing outbound calling services in excess of one million outgoing calls per year. This represents significant multi-channel contact center experience and meets all requirements, and includes data collection activities (Computer Assisted Telephone Interviewing (CATI), fax, Touchtone Data Entry (TDE), Electronic Data Interchange (EDI), web, fax and e-mail) covering more than [REDACTED] businesses and government agencies, representing [REDACTED] worksites. Individual staff members support as many as 450 cases per month. Our staff receive and process in excess of [REDACTED] faxes per year. Our program help desk supports call volumes as high as 36,000 calls per year. We are able to support up to 95 languages and dialects in addition to providing special assistance for TDD/TTY users.

2.2.2.3 Responding to Postal Mail Inquiries (PWS C.3.2.1)

The L-3 Contact Team can provide support in multi-channel multi-lingual contact centers even for inbound and outbound postal mail operations. We have consulted, architected, built, and deployed emergency operational plans, meeting with management to resolve issues, including the following:

- Assessing the current situation, Providing guidance with regards to processing outgoing mail
- Relocation of mailing equipment in accordance with the agency's Continuity of Operation Plan , Creating temporary charge-back accounts system for charge back to internal customer
- Providing hands-on equipment training and postal education

The L-3 Contact Team's approach and experience related to Postal Mail Inquiries consist of the stages listed in Table 5 below.

Table 5 L-3 Contact Team Approach – Post Mail Inquiries

Stage	[REDACTED]
Stage 2	[REDACTED]
Stage 3	[REDACTED]

2.2.2.4 Responding to Email Inquires (PWS C.3.2.1)

Much like our approach to postal mail, the L-3 Contact Team email response approach consists of a 3 step process:

- Reviewing, categorizing, escalating where appropriate and responding to email inquiries received by the contact center.
- Utilizing [REDACTED] environment in our contact center environment to define on a task order by task order basis the necessary workflow parameters for inbound email inquiries including levels of response authority, suspense dates and times and response quality control through approvals, specified response templates and/or direct contact via outbound phone of facsimile.
- Designing, utilizing a the open application development environment provided by the IBM or [REDACTED] (whichever is task order applicable) a series of preformatted, pre-worded scripted responses, tailored with name address etc. and delivered electronically in return using industry standard email channels that has been coupled to the customer access portal thus providing a true channel agnostic solution.

2.2.2.5 Responding to Facsimile Inquiries (PWS C.3.2.1)

Uniquely integrated into the email solution set is the L-3 Contact Team's application utilized for response to facsimile inquiries. Integrated and seamless the facsimile technology allows for inbound faxes to be logged, categorized, stored and retrieved by any individual that possesses the appropriate security access level. Additionally, as this is integrated into the [REDACTED] workflow environment all functionality address in other section of this proposal are also available in the response to facsimile section. These capabilities include automated response with pre-formatted, pre-worded templates, forwarding utilizing the robust workflow engine, tracking and suspense allocation in regards to response time where applicable and overall process management.

2.2.2.6 Interactive Web-based Services (PWS C.3.2.6)

The L-3 Contact Team will provide all levels of attended services including interactive web based services in a multi-chat multi-dimensional scenario using technology implemented and integrated [REDACTED], L-3 Contact Team IS's have the capability of real-time text dialog with multiple individuals simultaneously. These interactive web-based services provide for multi-threaded, quality controlled interactive sessions.

2.2.3 Other Support Services (PWS C.3.3, C.3.3.1)

The diversity and capability of the L-3 Contact Team includes support and functional experience in multi-lingual transcription services. The transcription support, provided by dedicated contact center organizations married to the largest language translation organization in the worlds provide for a holistic approach focused on the content of the phone, email or fax correspondence linked directly to the content meaning based on regional dialect and/or intonations.

Transcription services are delivered by the L-3 Contact Team through both automated and manual processes dependent on medium of delivery. For example in a telephonically recorded scenario the voice files are transmitted, via a workflow engine to the appropriate specialist for review and subsequent transcription. In the event of a letter received by an agency within the contact center, the L-3 Contact Team may choose, based on the task order requirements to scan the document into the workflow system and route to the appropriate transcription specialist, possibly in another language or provide the method to transfer the content in a secure physical method such as postal mail to the appropriate group for transcription. This is wholly dependent on task order service levels and/or budget considerations.

2.2.3.1 Fulfillment Services (PWS C.3.3.1)

L-3's partner [REDACTED]. has 30 years of experience providing mailing solutions for Federal and State government and commercial businesses in the Washington Metropolitan area. [REDACTED] area and 4,400 square feet of climate-controlled secured warehouse facilities.

Digital mail processing
Bulk Mailing Services
Advanced Print facilities
CASS/PAVE Address Verification
Packaging/Fulfillment
Promotional Products Assembly/Packaging
Document Scanning, Imaging & Storage
Warehouse Management & Inventory
Mailroom Management/Operations
Presort Service
Web-based Order Fulfillment
Metropolitan Area Pick Up & Delivery

2.2.3.2 Transcription and Language Translation Services (PWS C.3.3.2, C.3.3.3)

The L-3 Contact Team currently has the capability to provide language interpretation, transcription, and translation services for more than 95 languages and dialects. As the largest language services provider in the industry, L-3 Communications has reach back capability to linguist for interpretation, translation and transcription services that no other contractor can provide. We are able to transcribe recorded services and over-the-phone, email, or facsimile translation services. Currently, we [REDACTED] urrently performing interpretation, translation, and transcription in all th [REDACTED] e PWS mandatory languages and countless others including the following languages [REDACTED]

2.2.4 Directory Listing Services (PWS C.3.3.4)

L-3 Contact Team provides Directory Listing Services that span the scope of effort from the most simple to the most complex. Taking complete accountability to populate the Federal Government Blue Pages, Local Services Yellow Pages or commercial telephone directories, the L-3 Contact Team will manage the process to avoid duplications and misprints. We provide for the listing of all required telephone numbers and appropriate URL's in the Government Blue Pages and/or the Yellow Pages as required by the individual task orders.

2.2.4.1 Technical and Management Services, including Site, Program and Technology Management (PWS C.3.5, C.3.5.1, C.3.5.1.1, C.3.5.2, C.3.5.3, C.3.5.4)

GSA is assured of effective management and high-quality results through our program management approach, which is based on an integrated strategy backed by a comprehensive Program Management Information (PMIS) System and ISO-compliant Quality Management Plan. As detailed in Section 3 – Management Plan of this proposal, our Program Management approach offers experienced program management and oversight; process, performance and workforce management; recruitment, training, and retention; quality assurance and feedback loop process improvement; value engineering; and management, topic, and trend reporting.

Additionally, the L-3 Contact Team's approach offers GSA access into individual task performance though a GSA-visible technology provided in our integrated browser based Executive Portal. Through the portal, GSA can consistently monitor task performance and pull reports on the status of each task order.

Our Management Approach is described further in Section 3 – Management Plan of this proposal.

2.2.4.2 Information Systems Security Management (PWS C. 3.5.5)

The L-3 Contact Team is the premier provider of information system, security services for many portions of the Executive Branch of the Federal Government. We are eminently qualified in terms of our FISMA focus, our NIST-based Certification and Accreditation (C&A) methodology, our relevant past performance, our people, and the maturity of our management approach. L-3 has addressed Information Security technical and programmatic support while assisting departments and agencies with all aspects of planning, engineering, fielding and operating secure and/or non-secure IT systems and resources similar in scope and complexity to those deployed within all Multi-channel contact centers.

We have provided technical support in the review, analysis and coordination of Information Security, C&A and Information Assurance (IA) processes, policy, doctrine, directives, regulations, and implementation of instructions for federal agencies such as the Department of Justice (DOJ), Department of Transportation (DOT), the Treasury Department as well as the Department of Defense (DoD), The Defense Information Systems Agency (DISA), Department of the Navy (DON, the Department of the Army and the Department of Air Force (USAF). We have performed all steps necessary for obtaining and maintaining complete C&A packages for IT systems in accordance with FISMA, DoD Instruction, 8510.bb (DIACAP), 5200.40 (DITSCAP), and guidance similar to procedures in place within all Multi-channel contact centers.

We completely understand that the Call Centers subscribe to the standards, guidelines and implementation polices of the National Institute of Standards (NIST). Our team will meet or exceed Call Center needs by blending our project/program management and IA expertise with federal standards such as NIST SP 800-37, *Guide for the Security C&A of Federal Information Systems.*

Provide Information Security (IS) Program Management. L-3 will work closely with the Multi-channel contact center staff and the Site Manager. Our team, providing the Information Systems Security Officer (ISSM), will be responsible for ensuring compliance with all Federal information systems security requirements. Our team will also be responsible for:

- Identifying and determining the scope for certifying information systems
- Identifying the correct security controls provided in NIST SP 800-53, Revision 1.
- Working with our contact center partners, our experts will select the appropriate security controls, implement the controls correctly, and then demonstrate the effectiveness of the controls in satisfying contact centers security requirements.
- Creating well designed system security plans (SSPs) in accordance with NIST SP 800-18 R1, subsequently leading to certification and accreditation of call center systems
- Contingency planning and also developing the Multi-channel call center Contingency Planning Process and its place within the overall Continuity of Operations Plan and Business Continuity Plan process as specified in NIST SP 800-34.
- Developing sound and reliable certification and accreditation practices as identified in NIST SP 800-37
- Evaluation to identify security risks and creating risk assessments in accordance with NIST SP 800-30
- Analyzing interface technologies via security testing

Guiding and recommending appropriate security measures to aid in risk reduction and mitigation

Providing project support via establishing project timeline, quality assurance in certification documentation, methodology compliancy and development, and client briefings

Using best management practices to manage the Multi-channel call center IS program

Providing FTEs dedicated to the administration and management of the call center IS program

Personnel Security (PWS C.3.5.5.1). The Call Center personnel security policy and procedures will be consistent with applicable laws, Executive Orders, directives, policies, regulations, standards, and guidance. The personnel security policy will be included as part of the general information security policy for the Call Center. Personnel security procedures will be developed for the security program in general, and for particular Call Center information systems, when required.

In accordance with FIPS 201 and Special Publications 800-73, 800-76, and 800-78; our team will institute a screening process for individuals requiring access to Call Center information and information systems before authorizing access.

The Call Center will develop and keep a current list of personnel with authorized access to the Call Center facility where the information system resides (except for those areas within the facility officially designated as publicly accessible) and issue appropriate authorization credentials. Designated officials within the Call Center organization will review and approve the access list and authorization credentials.

Appropriate authorization credentials may include badges, identification cards, and smart cards. The Call Center organization will promptly remove from the access list personnel no longer requiring access to the facility where the information system resides.

Information and Telecommunications Systems Security Information Systems (PWS C.3.5.5.2). The L-3 team will develop a formal, documented, system and communications protection Call Center policy that addresses purpose, scope, roles, responsibilities, and compliance; and documented procedures to facilitate the implementation of the Call Center system and communications protection policy and associated system and communications protection controls.

Telecommunications Systems. Telecommunications security will be sufficient to protect all incoming and outgoing calls and electronic inquiries/responses, and all data collected from these activities from unauthorized access or loss.

Software Applications and Databases. Our team will design and complete appropriate signed access agreements for individuals requiring access to call center information and information systems before authorizing access and reviews/updates the agreements. Access to software applications and databases will be limited to only those personnel who are authorized to support a given task. These restrictions will be accomplished through the use of: Customized menus, User log-on identification codes, Operator-defined password protection, and or automatic timeout values , Expiration dating as a method of password security maintenance.

Internet and E-mail Usage Policy. Guidelines regarding the appropriate Internet access and usage will be implemented and enforced. Policies addressing access to and disclosure of electronic mail message sent or received by employees of the Call Center will also be implemented and enforced.

Our team of experts, working with our Call Center partners, will establish and make readily available to all information system users a set of rules that describes their responsibilities and expected behavior with regard to information and information system usage. The Call Center organization will receive signed acknowledgement from users indicating that they have read, understand, and agree to abide by the rules of behavior, before authorizing access to the information system and its resident information. Our team will use NIST Special Publication 800-18 on preparing Call Center rules of behavior.

System Testing. System testing will be performed on a regular basis to monitor adherence to and compliance with security measures.

Proper Notification. The L-3 Team will report all attempts made whether successful or not to breach the physical security of the facilities or primary data centers where the work is performed or any related telecommunications and information systems that support each task. The L-3 Contact Team will employ automated mechanisms to support the incident handling process.

Incident Response Policy and Procedures

Our team with our Contact Center partners will develop, disseminate, and periodically review and or update: a formal, documented, incident response policy that addresses purpose, scope, roles, responsibilities, management commitment, coordination among organizational entities, and compliance; and formal, documented procedures to facilitate the implementation of the incident response policy and associated incident response controls in accordance with NISP 800-61. Our policies and procedures will cover:

- Incident response policy and procedures
- Incident response training
- Incident response testing
- Incident handling
- Incident monitoring
- Incident reporting
- Incident response assistance

Incident Handling. The L-3 Team will implement an incident handling capability for security incidents that will include preparation, detection and analysis, containment, eradication, and recovery. Our team will review incident-related information from a variety of sources including: Audit monitoring, Network monitoring, Physical access monitoring and User/administrator reports. Our team will report cyber security incidents to the United States Computer Emergency Readiness Team (US-CERT) at http://www.us-cert.gov within the specified timeframe designated in the US-CERT Concept of Operations for Federal Cyber Security Incident Handling. In addition to incident information, weaknesses and vulnerabilities in the information system will be reported to appropriate Call Center security officers in a timely manner to prevent security incidents.

Lessons Learned. Our team will incorporate the lessons learned from ongoing incident handling activities into the incident response procedures and implements the procedures accordingly.

Facility Security (PWS C.3.5.5.3). The Contact Center will monitor physical access to the facility and Contact Center information systems to detect and respond to physical security incidents. Our team will review physical access logs periodically and investigate apparent security violations or suspicious physical access activities.

Controlled Access. As planned by our team and partners, the Call center organization will control all physical access points (including designated entry/exit points) to the Call Center facility where the information system resides (except for those areas within the facility officially designated as publicly accessible) and will verify individual access authorizations before granting access to the facility. As planned, the Call Center will use physical access devices (e.g., keys, locks, combinations, card readers) and/or guards to control entry to facilities containing information systems. The Call Center will secure keys, combinations, and other access devices and inventories those devices regularly.

> Where federal Personal Identity Verification (PIV) credentials are used and an identification token and token-based access control is employed, the access control system will conform to the requirements of FIPS 201 and NIST Special Publication 800-73.
>
> If the token-based access control function employs cryptographic verification, the access control system conforms to the requirements of NIST Special Publication 800-78.
>
> If the token-based access control function employs biometric verification, the access control system will conform to the requirements of NIST Special Publication 800-76.

Data and Telecommunications Center. The L-3 Team will ensure that the primary data and telecommunications center will be secured through the use of key-code access with entrance granted only to those requiring access to this area on a regular basis to perform their normal job functions or who are escorted as in the case of visitors or technicians.

Confidential information. Confidential items such as customer names, addresses, and social security numbers and other proprietary data will be protected by appropriate security measures such as locked file storage, confidentiality stamping, restricted system access, data encryption, restricted print options, and disposal by shredding.

Proper Notification. The L-3 Team will report all attempts made, whether successful or not, to breach the physical security of the facilities or primary data centers where the work is performed, or any related telecommunications and information systems that support each task.

2.2.5.1 Content and Knowledge Management & Contact/Case Management (PWS C.3.5.6, C.3.5.7)

The L-3 Contact Team provides the necessary support personnel and technology to develop, implement, and maintain all knowledge and content data that will drive the various contact support engines like IVR, Voice mail systems, ACD prompts and voice menu paths, email responses, knowledge bases, FAQ taxonomies, and voice processing systems like text-to-speech. All maintenance will be done within the specified time requirements listed in the document including accelerate response of 2 hours in emergency situations. All access will be strictly control to authorized personnel only. Personnel hired to perform functions will be subject matter experts in the particular technology that is being supported and will; Conduct research, collect, organize, select, record, verify, and update all necessary content in line with the specific task order.; Develop and adhere to procedures to insure agency updates are applied in the proper and timely fashion ; Analyze all usage data for trends and patterns and then report findings and recommendations as needed; React to sudden influx of new inquiries or sources of data and inform the appropriate agency ; Coordinate content on all content engines to insure continuity across voice and data platforms; Maintain a case/contact system to insure all interactions with customers are being appropriate track and reported on

2.2.5.2 Relationship Management (PWS C.3.5.8)

L-3 will provide superior interface management will all agency's we support. For detail information on our support model please see our Program Management Section. L-3 maintains as an organization 100's of focused business development personnel. The USA Contact initiative, managed from the L-3 Contact PMO has created the centralized interface in the PMO, will create a sales kit and program introduction provided to all L-3 business development personnel and most importantly the L-3 Contact PMO has received the endorsement of all levels within the corporation providing for GSA sanctioned press and public outreach sessions, joint marketing initiative with GSA and direct relationship management at all levels of agency, department and organization government wide.

2.2.5.3 Customer Satisfaction Assessments (PWS C.3.5.9)

L-3's customer satisfaction measurement methods include a wide range of qualitative and quantitative techniques such as depth interviews, mystery shops, sampled observations, and dynamic online surveys.

Our highly focused, customer satisfaction measurement solution delivers:

Fact-based research showing how satisfied your customers truly are.

A findings report with audio capture that identifies your critical gaps and opportunities.

Our focus is the collection and analysis of highly detailed primary data. With our approach, you get the facts about how satisfied your customers truly are and what changes will create a better, more productive customer experience.

2.2.6 Special Project Support (PWS C.3.6)

L-3 is prepared to respond to any special projects or SOW that maybe necessary. With over 60,000 plus employees crossing hundred's of disciplines and lines of government businesses, L-3 is uniquely positioned to respond to almost any kind of request. The L-3 organization represents leadership in support of the Federal Enterprise Architecture. L-3 has delivered over $3 Billion in support for areas that sit on the periphery of the USA Contact Initiative. Serving GSA and the mission is our goal. We are the right partner for GSA; we will commit all necessary resources to ensure the success of the USA Contact Program and will structure our business organization and management systems to deliver high-quality services and solutions to GSA's customers.

2.3 Facilities and Technology Infrastructure

The integrated technology approach that will be utilized by the L-3 Contact Team for this initiative thus providing for integrated facilities as well. The technology underpinnings of the solution, the scalability of the technology and the availability of actual facilities provide the L-3 Contact Team with an overarching solution to all aspects of this initiative.

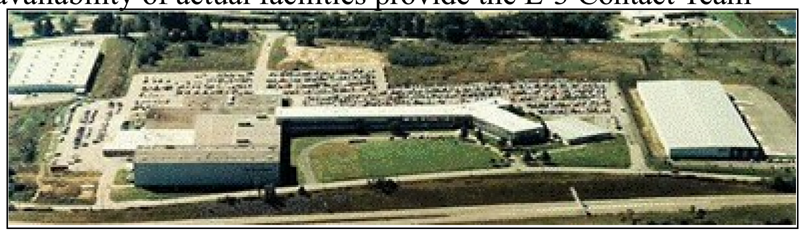

Figure 1 L-
[REDACTED]

Contact Center Sites

The L-3 Contact Team's facilities are currently implemented across its enterprise are the basis for a secure and flexible network to meet USA Contact requirements. Figure 2 displays our facilities across the US.

Figure 2 Existing L-3 Contact Team Facilities

The L-3 Team is currently operating approximately [REDACTED] seats in the United States. Using industry averages, at any point in time, our centers are subject to a vacancy rate of 15%, so [REDACTED] will be vacant, although the vacancies are distributed [REDACTED] centers.

The L-3 USA Contact Center Team does have significant current availability at 2 Primary and 3 backup centers that meet the requirements of the Solicitation. The Primary sites have approximately 1000 seats available for GSA deployment. There are an additional 1800 available seats in the back up centers.

- The primary centers are:
  - L-3 MOI [REDACTED]

In response to this Solicitation, L-3 designed a National Voice and Data Contact Center Network that is built on common technology platforms. This offers the GSA and any Government Client access to centralized contact center call processing and operational management, a common set of reports and the ability to scale to meet emergencies without the delays or the costs required to integrate the services of multiple partners.

The Primary Data Center is owned by L-3. It is located in Orono, ME [REDACTED], PA.

The existing [REDACTED] L-3 Contact Team sites are geographically dispersed and selected based on an established criterion that focuses on four elements: Site, Economic, Financial and Construction. The existing sites were selected to best meet the needs of our contact center business utilizing the criteria and processes mentioned below in **Table 6**.

Table 6 L-3 Contact Team Sites

Site Selection	Economic Analysis	Financial Analysis	Construction Assessment
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

As part of the evaluation process our management team utilizes several demographic and geographic databases to gather relevant data for the various models we employ for optimal site selection.

[REDACTED]

Our approach insures that all facilities are not only adequate and compliant with the solicitation but are expressly designed and located with the intent of providing the highest quality US based contact center services at the best and most affordable costs. Additionally, by utilizing the various demographic models above, we are assured that our sites are staffed by qualified personnel compliant under the Wage Determination requirements of GSA.

All L-3 Contact Team Contact Centers will be fully provisioned in accordance with all applicable standards and regulations to meet or exceed call center industry standards. For example, all L-3 sites have a backup generator, along with uninterruptible power supplies to continue operation in the event of local power outages. The provision of both emergency stand-by power and security technology will ensure that the L-3 Contact Team is able to maintain the customer service mission in a secure and reliable manner, even through periods of local disruption. Individual task order operational and training facilities are physically secured within each site, dedicated unless specified in the task order request and are secured ensuring controlled access to sensitive GSA and GSA Customer information. All L-3 Contact Center facilities will maintain a non-dedicated office for government employee use that will be fully operational with connectivity and telephony. Additionally, each of these facilities will have contingent space available on a task order basis when needed.

2.3.2 Systems Architecture

L-3 Communications has assembled a technology infrastructure that will meet and exceed the requirements for USA Contact. It is Scalable, Redundant, Secure, and Adaptable. All technologies are Commercial off the Shelf (COTS) solutions that provide fast implementation and/or customization necessary to address the various task orders to be serviced under this program. L-3 has structured an integrated solution that is available to all partners on all Task Order responses. The L-3 USA Contact Team will utilize the proposed technology infrastructure, which includes four data centers and redundant voice and data paths for all interactions with the Government Client, assuring comprehensive reporting and a complete and redundant platform for all Task Orders. The Network has sufficient excess capacity in the form of Voice and Data circuits to handle any foreseeable spike in volume.

All Data Center Sites provide for the following: Included hardware and network devices for primary backup locations include:

2.3.2.1 IS Desktop

[REDACTED]

Any new system acquired as part of a new task order would meet any specific requirements of that task order or at the current standard PC configuration as defined by the market place. For example PC's that would be acquired today would have a CPU that is the new Duo-Core 2Ghz or better with the same specifications listed above.

As a major government contractor, L-3 procured over $30M in Dell hardware and software, for other government contracts in 2006. We have a premier status with Dell and can procure hardware in a rapid fashion. In a recent call center ramp we custom ordered, had Dell build delivered and L-3 installed 250 Desktops in 7 days. This was in response to a request from a commercial customer not a disaster. Had this been a disaster we could have reacted even faster.

Voice Platform	[REDACTED]
Network	[REDACTED]
Firewalls	[REDACTED]
Internet	[REDACTED]
SLAs	[REDACTED]

Our transport services provide an outsourced routed (layer 3) virtual private networking service based on the Internet Engineering Task Force (IETF) RFC 2547. RFC 2547 provides the ability for a service provider to divide their network into separate, independent logical networks for each customer.

[REDACTED] is initiated to define a specific implementation of the Business Communications Software and develop a migration plan in order to communicate the technology roadmap for our client to effectively position itself for success. During our Business Convergence assessment, the team works to position features with a scalable dynamic infrastructure that addresses requirements in support of business processes. Such capabilities will position our client to offer superior products and services.

The deliverables from this assessment include the Business Communications Software target architecture, a statement on opportunities and solutions in the form of projects and work packages and migration plans in the form of a prioritized list of projects. The completion of the assessment will allow our client to accurately estimate the level of effort and cost associated with development, deployment and implementation of the Business Communications Software.

The [REDACTED] utilizes a service based architectural model as a framework for architectural development. As a reference model we use The Open Group developed methodology and model known as The Open Group Architectural Framework or TOGAF for short.

L-3 employs the same methodology for ramping operations as it does with the transition and integration planning described. Infrastructure Management is more than just maintaining network bandwidth and making sure that production servers and commutations devices are available at all times. Availability of a network, its systems, applications, and databases is critical in this competitive marketplace. Customers want and need to access to the L-3 Converged Business Platform 24 hours a day, 7 days a week.

Figure 3 is a simplified view of the voice and data networks that connect all of our call centers. No single point of failure across telecom and data circuits.

Figure 3 Technical Infrastructure Diagram

Any one site can fail over to be support from any other data center and all sites are geographically dispersed to ensure continuity of operations. Data centers are all harden with UPS system and generated power for five days with refuel contracts at three days. Contact centers local termination equipment is also protected by UPS and generator power for at least five days with refuel contracts at three days.

L-3's proposed National Voice and Data Contact Center Network is built on a common technology platform. This approach offers the GSA and any Government Client access to centralized contact center call processing and operational management, a common set of reports and the ability to scale to meet emergencies without the delays or the costs required to integrate the services of multiple partners.

The Primary Data Center is owned by [REDACTED]
All four Data centers have a tested BCP in place.

Figure 4 represents our business process management system.

The basis for all contact from the constituents starts with one of the various channels of communications. There are many channel engines commercially available in the market space today and over the next 10 to 15 years the vendors providing those engines will enhance and modify their platforms to keep up with technology advancements. New engines will emerge and others will be retired. Our solution provides for maximum flexibility and adaptability to adequately deal with the changing technology landscape.

L-3 will provide best in class, COTS, communication engines to power any interaction strategy set forth in any current or future task order. We recognize and embrace the fact that many agencies will have a significant investment in communication engines that are not proposed here, are already in operation, and are critical to the ongoing operations. It may be a recent investment that makes no economic sense to replace or it could be a legacy engine that requires a parallel operational strategy prior to replacement. To that end we have provided for a connector environment to our [REDACTED] that will allow L-3's implementation teams to integrate these technologies into our environment.

Figure 4 Logical Application Diagram

2.3.2.2 Voice Communication Engines (PWS C.3.5.5.4.2, C.6.1.1, C.6.1.3, C.6.1.4, C.6.1.5, C. 6.1.6, C.6.1.7, C.6.1.8, C.6.1.9, C.6.1.10, C.6.1.11, C.6.7)

Voice, while the most traditional, is still the most popular method for communicating. However, traditional voice (TDM) is changing with the emergence of VoIP protocols. Simple Internet Protocol (SIP) is now becoming the preferred protocol for voice engines. L-3 voice infrastructure is comprised of [REDACTED] communication server platform for the delivery of live voice to IS agents. L-3's infrastructure is supported by [REDACTED] all located in separate datacenters. Each server is configured with a redundant system that is self monitoring for automatic failover. Each platform can support over 10,000 IS stations for an [REDACTED] seats. Currently, L-3 can rapidly expand the platform to scale up for emergency situations far beyond the [REDACTED] seat requirement. It is also useful for special programs that require a large temporary ramp of seats to support new legislation that drive spiked customer inquiries.

The [REDACTED] platform has native capabilities to handle both traditional TDM and SIP for VoIP. Currently the telephone network companies only provide traditional TDM services, but they are beginning to pilot SIP trunking services that will provide pure IP voice with no conversion necessary from the older TDM protocol. As these services become available the L-3 communications platforms are ready to handle them today insuring that future task orders will be able to take full advantage of these services when they become available.

Feature and functionality within the L-3 voice platforms provide the full breadth options for handling incoming and outgoing telephone calls. The following table lists the products and their descriptions utilized by our team.

Table 7 Products and Descriptions

Benefits	[REDACTED]
Capabilities	[REDACTED]
Automatic Call Distribution	[REDACTED]
Intelligent Call Routing	[REDACTED]
Skills Based Routing	[REDACTED]
Voice Mail	[REDACTED]
Reporting	[REDACTED]

Benefits	[REDACTED]
Capabilities	[REDACTED]
Interactive Voice Response	[REDACTED]

Benefits	[REDACTED]
Capabilities	[REDACTED]
Outbound Voice Campaigns	[REDACTED]
Preview Dialing	[REDACTED]
Precision Dialing	[REDACTED]
Predictive Dialing	[REDACTED]
Call Analysis	[REDACTED]
Call Blending	[REDACTED]
Multi-number Dialing	[REDACTED]
Web Callback	[REDACTED]
Campaign Flow	[REDACTED]

List Flow	[REDACTED]
Exclusion List Management	[REDACTED]
Filters	[REDACTED]
Alert Manager	[REDACTED]
Recall Management –	[REDACTED]
Skills-based Routing	[REDACTED]
Specific Agent Recall	[REDACTED]
Time Zone Management	[REDACTED]
Comprehensive Reporting	[REDACTED]

2.3.2.3 Data Communication Engines (PWS C.6.2.1, C.6.2.2, C.6.2.3, C.6.2.4, C.6.2.5, C.6.2.6, C.6.2.7, C.6.2.8, C.6.2.9, C.6.2.10, C.6.2.11, C.6.2.12, C.6.2.13, C.6.2.14, C.6.2.15, C.6.2.16, C.6.7)

Currently the telephone network companies only provide traditional TDM services, but they are beginning to pilot SIP trunking services that will provide pure IP voice with no conversion necessary from the older TDM protocol. As these services become available the L-3 communications platforms are ready to handle them today insuring that future task orders will be able to take full advantage of these services when they become available.

Email Routing and Management	
Product	[REDACTED]
Benefits	[REDACTED]
Capabilities	[REDACTED]
Automatic Call Distribution	[REDACTED]
Intelligent Call Routing	[REDACTED]
Skills Based Routing	[REDACTED]
Voice Mail	[REDACTED]
Reporting	[REDACTED]

As Web collaboration can be an important and useful tool in resolution management, L-3 offers a collaboration solution that enables enterprises to more effectively reach, serve and retain customers. With integrated text chat, and Web page co-browsing, Agencies get a comprehensive, communication solution.

Chat and Collaboration	
Product	[REDACTED]
Benefits	[REDACTED]
Capabilities	[REDACTED]
Dynamic Page Sharing	[REDACTED]
Synchronized Form Fill	[REDACTED]
Dynamic Start Page	[REDACTED]
Business Rules	[REDACTED]
Facsimile Communication	

Product	[REDACTED]
Benefits	[REDACTED]
Capabilities	[REDACTED]
Broadcast Fax	[REDACTED]
Controlled Delivery	[REDACTED]
Inbound Routing	[REDACTED]
FileNet P8 Integration	[REDACTED]

2.3.2.4 System-2-System Communication Engines

L-3's platform supports connectivity to most legacy and current application platforms. The Technology Adapters span all areas of technology including Applications, E-business Transaction Processing, RDBMS, XML, Data, SQL and hundreds of other connections.

2.3.3 Knowledge Management – Kana IQ/IBM FileNet (C.6.3, C.6.4.1, C.6.4.2, C.6.4.3, C.6.4.4)

[REDACTED] delivers a guided knowledge approach that dramatically reduces the time it takes to answer customers' inquiries. The solution delivers on-demand advice that intelligently guides agents through the process of diagnosing the inquiry and determining the right answer. Using intuitive information retrieval methodologies that automate best practices for inquiry resolution, your agents can provide consistent, accurate answers without time-consuming searches or extensive training.

Advice-DrivenDesktop. The advice-driven desktop leverages expert reasoning to automate best-practice diagnostic processes for interpreting the customer's intent and mapping intent to the right answer. Expert reasoning combines multiple information access methodologies that help agents rapidly find the correct solution. These include clarifying questions that turn Natural Language Queries into diagnostic conversations; guided interviews that eliminate answers until the best one is found; expert modeling which leverages specialists' advice to present answers in order of relevance; and dynamic learning that polls solution history and usage to present solutions in order of popularity.

Workflow-ManagedAuthoring. Drag-and-drop authoring tools let IS experts rapidly create and organize content, establish content relationships and categorize knowledge for a trustworthy body of solutions. Easy-to-use Web authoring lets agents, partners and others make contributions to the knowledgebase. Configurable, rules-driven workflow automatically routes all contributions through a review and approval process to increase the accuracy and consistency of solutions.

Knowledge ContentReuse. Object-oriented design simplifies the process of supporting thousands of products and services by enabling content components to be reused multiple times. Authors create a content object only once for use across multiple cases, problems and questions as well as by multiple audiences, including agents, partners and customers. Maintenance time is drastically reduced, as authors make changes only once.

Dynamic Insight [REDACTED] IQ automatically uses data about the customer and the interaction to fine-tune search paths and recommend targeted, personalized answers. Integration with enterprise systems allows agents to discover relevant answers in databases, content management systems, Web pages and on the desktop. KANA automates the process of extracting, indexing and classifying this external content, which agents can then add to the knowledgebase with the click of a button.

[REDACTED] Enterprise Content Management system will provide the underpinnings for all content storage. At the core of the platform are repository services for capturing, managing, and storing all related digital assets. Multiple repositories, called object stores, can be created and managed within a single system. Object stores can be configured to store content in a database, a file system, a fixed content device (such as an Image Services repository, Network Appliance), or a combination of these options. It can store any type of structured or unstructured content such as XML documents, Microsoft Office documents, web pages, photos, voice data, images, process definitions, templates, and more.

2.3.3.1 Contact Management – FirstWave (PWS C.6.5.1, C.6.5.2, C.6.5.3, C.6.5.4)

L-3's case/contact management tool is designed to automate and facilitate rapid diagnoses, management and resolution of service requests. The system is integrated with the Business Convergence Engine and provides for a single point of consolidation and presentation of all customer interactions, regardless of the channel or channels used. Each Customer CASE follows a distinct life cycle, as described in Table 8 below.

Table 8 Case Lifecycle

Case Lifecycle	
Creation	[REDACTED]
Categorization	[REDACTED]
Management	[REDACTED]
Classification	[REDACTED]
Analysis	[REDACTED]

Service requests can be entered through the web, email, or manually from a phone call and contain the following information:

Customer Demographic Information. Company/Contact Name/Address and hierarchical relationships between parent companies, subsidiaries and contacts.

Activities. All actions associated with tasks performed throughout the application. These are the vehicles that track time expended in problem resolution, sales calls, professional services billable time, etc.

Profiles. Generic data containers for grouping information, i.e., used for holding billing information, OLE attachments, ship to information, customer's personal information, etc.

Notifications. Alerts from the system automatically notifies users of various events

Contracts. Tracks the current status of customer's contract. Enables support personnel to verify support entitlement for customer.

Cases. Database document into which the support personnel log the incoming support calls associated with each customer.

Case-specific Activities. All actions associated with tasks performed on a customer's case(s). There may be multiple activities associated with a case before the problem is resolved.

Knowledge-Now. Allows powerful structured or intuitive full text searches on both database records and external documents.

The system provides extensive capability for data capture and analysis as a basis for improving constituent service. Each CASE is time stamped at all critical junctures such as open, response, activity creation, escalate, time worked, and close. Further, as part of the Categorization and Classification process, user defined coding schemes and full text notes are captured for root cause analysis. Standard reports include those that analyze workload by time of day/day of week; CASES per agent, close rate; number of escalations, CASES by problem code, and the like. In addition, users can create additional reports using industry standard report tools.

2.3.3.2 Database Design (C.6.16)

L-3 utilizes best practices and subject matter experts in the database design process for all data stores across all systems discussed here in. All designs take into account the purpose and use in order to insure optimal performance from the end product.

Workforce Management – (C6.6)	
Product	[REDACTED]
Benefits	[REDACTED]
Capabilities	[REDACTED]
Forecasting Volumes	[REDACTED]
Agent Schedule	[REDACTED]
Supervisor Control	[REDACTED]
Increase Productivity	[REDACTED]

Customer Survey Automation Compliment – Voice and Data channels (PWS C.6.7). L-3 will utilize the various voice and data channels to conduct the required customer survey's by task order. The technology platforms provided will allow for a mixed use of outbound attended and unattended voice calls, email solicitation, and web based survey tools.

Compliment and Complaint Management – Voice and Data channels (PWS C.6.8). Complaints and/or complements will be logged in the provided case management tool and will be part of the customers contact history. Additionally, complaints and complements will be categorized separately for reporting and tracking purposes within the Enterprise Content Management.

Telecommunication Services. L-3 will utilized Government furnished equipment and services as deemed necessary on each task order or procure voice and data services from approved Government vendors like Verizon and AT&T. Additionally we work with all carriers, but national and local to provide connectivity for voice. We can provision service that will provide any or all of the below.

- Domestic and International Toll Free service
- Advance routing feature set
- Call termination feature set
- IVR
- Outbound voice

We will provide all necessary staff to design and implement the services that are required by the task orders. All equipment required for termination and connectivity to the IS desktop will be supplied by L-3 unless otherwise directed by the contracting agency.

800 number and website addresses can be obtained by L-3 or handled by the existing agency. All ownership will be transferred to the Government at the conclusion of any task order.

L-3 ensures that all LAN/WAN and Internet connections are secure through the use of Check Point FireWall(NG) software deployed on secure redundant Nokia network security appliances. Check Point Software Technologies is the recognized world-wide leader in electronic security and provides the most flexible network security architecture available while Nokia is the leader in hardware security platforms and communications.

2.3.4 Technology Solutions and Facilities for Training

L-3 call centers all have facilities on-site for new hire and refresh training. For every [REDACTED] seats we provide [REDACTED] [REDACTED] seats of separate training. All training facilities provide for both simulation and live training within the training environment. We also utilize a suite of Adobe products to produce and distribute Computer Based Training for ongoing refreshers, new product or service introduction, help desk support, knowledge base reference and distant or remote based training.

2.3.5 Technology Solutions to Support Quality Assurance (PWS C.6.9, C.6.9.1, C.6.9.2, C.6.9.3, C.6.9.4, C.9, C.9.1)

Service Monitoring and Quality Control – [REDACTED]**.** L-3 Voice and Data platforms allow for remote monitoring from any location with secure access to the established facility. Voice monitoring will be accomplished by dialing a domestic telephone number and providing the appropriate DTFM security and monitoring codes. The monitor will then be able to listen IS agents on live calls with or without tone notification.

When utilizing suppliers contact management system IS screen activity can be recorded and stored with the voice recording to allow for more advanced quality control measures. Data files can be stored for any length of period specified in a task order and by default will maintain 90 days of data on-line.

Full access for authorized government personnel can be granted to review data communications being conducted by IS agents responding to customers using email or collaboration tools.

2.3.6 Accessibility of Technology Solutions for Individuals with Disabilities

L-3 stipulates that the proposed technology solutions will be fully accessible by individuals with disabilities as required by Section 508 of the Rehabilitation Act Amendments of 1998.

Technology	Compliancy
[REDACTED] telephone platform	[REDACTED]
[REDACTED] Knowledge Portal	[REDACTED]
Hosted Online Ordering	[REDACTED]

2.3.7 Contingency/Disaster Recovery (PWS C.3.5.5.4, C.3.5.5.4.1, C.3.5.5.4.2, C.3.5.5.4.3)

The L-3 Contact Team utilizes as a methodology NIST Special Publication 800-34, Contingency Planning Guide for Information Technology (IT) Systems provides instructions, recommendations, and considerations for government IT contingency planning.

Contingency planning refers to interim measures to recover IT services following an emergency or system disruption. Interim measures may include the relocation of IT systems and operations to an alternate site, the recovery of IT functions using alternate equipment, or the performance of IT functions using manual methods.

Call Center systems are vulnerable to a variety of disruptions, ranging from mild (e.g., short-term power outage, disk drive failure) to severe (e.g., equipment destruction, fire) from a variety of sources such as natural disasters to terrorists actions. While much vulnerability may be minimized or eliminated through technical, management, or operational solutions as part of the organization's risk management effort, it is virtually impossible to completely eliminate all risks. In many cases, critical resources may reside outside the organization's control (such as electric power or telecommunications), and the organization may be unable to ensure their availability. Thus effective call center contingency planning, execution, and testing are essential to mitigate the risk of system and service unavailability. Our Continuity Management Coordinator will attempt to identify every risk as well as the plans necessary to prevent it from happening in the first place.

L-3 has approximately 1,000 sites and every site maintains a Business Continuity Plan that details the people, process, and procedures to be followed to prevent failures as well as what to do in the event of disaster. These plans are updated annually and undergo audit from both internal and external staff.

Contingency Plan Structure

1. An alternate set of steps to minimize the impact should prevention fail.
2. Backup and restoration processes and the precise steps to take to recover as quickly as possible.
3. Recovery procedures for physical facility, voice, data, and desktop systems and applications, communications networks, electrical service, call center access points, partners and procedures and staff.
4. Clearly defined roles and responsibilities of L-3 as well as call-center personnel during contingent and disaster events, including plans for training the personnel to prepare them to respond to such events.

5. The plan shall include implementation procedures to test and execute the plan on a regular basis to ensure preparedness for such events.

To serve this GSA USA Contact vehicle L-3 has in place today an N+1, self-healing network. We have sufficient redundancy and capacity built into our current infrastructure and design that will allow us to recover quickly from almost any disaster.

Four Data centers in 4 geographically dispersed locations

Data and application mirroring between data centers

Redundant network providers in all locations

Contact Centers dispersed CONUS with redundant connectivity back to data centers

No mission critical applications are stored at Contact Centers

3.4 million square feet of available space to bring up new centers in event of disaster.

The L-3 Team will support the effectiveness of contingency operations by creating a Disaster/Contingency plan that consists of the following phases:

1. Activation phase to detect and assess damages and, if needed, to authorize activation of the plan.
2. Notification phase to inform Call Center management and staff, the restoration service provider, other Government agencies, and Call Center contractors about the temporary disruption to operations and projections for resuming partial or full operations.
3. Recovery phase to restore critical and essential Call Center IT operations at an alternate site for a period of up to 6 weeks.
4. Reconstitution phase to restore IT system-processing capabilities to normal operations at the Call Center facility, or at a substitute facility if the Call Center facility cannot be restored in 6 weeks.

Our experts will identify the activities, resources, and procedures needed to continue Call Center processing requirements at an alternate site during prolonged interruptions to normal operations and: Assign responsibilities to designated personnel, provide guidance for recovering critical applications and services during prolonged periods of interruption to normal operation.

1. Identify primary and alternate telecommunications services to support the information system and initiates necessary agreements to permit the resumption of system operations for critical mission/business functions when the primary telecommunications capabilities are unavailable.
2. Develop primary and alternate telecommunications service agreements that contain priority-of-service provisions in accordance with the organization's requirements.
3. Obtain alternate telecommunications services that do not share a single point of failure with primary telecommunications services.
4. Obtain alternate telecommunications service providers that are sufficiently separated from primary service providers so as not to be susceptible to the same hazards.
5. Require primary and alternate telecommunications service providers to have adequate contingency plans.

Program Operations Recovery

Our call center design team will include sufficient redundancy to allow normal business operations to continue with minimal disruption and inconvenience to customers for all access channels in the event of periodic or catastrophic failures that restrict or terminate program operations.

Voice Recovery

When designing disaster recovery plans for the communications network, The L-3 Contact Team will address the following factors including, but not limited to:

1. Diverse carrier's – Verizon, AT&T, MCI..etc.
2. Diverse paths – Different Central Offices or Point of Presence.
3. Diverse media – Fiber, Copper, Wireless, Satellite.
4. Voice Platform Redundancy.
5. Fault Tolerant hardware and software supporting voice platforms.
6. ASP services that could be activated if primary and secondary systems both fail.

Network Routing

If an individual facility should become inaccessible, a sufficient communications network shall be in place to allow for forwarding of customer calls to one or more alternate facilities. If the outage is brief, the network shall resume normal call routing as soon as the primary facility is operational again.

Operational Impact

Documented policies shall exist for assuming workload from an incapacitated facility for immediate, short-term, and long-term relief.

Simulated Tests

Regularly scheduled simulated tests shall be conducted for purposes of preparing the staff and assessing the plan's viability.

Data Recovery

When designing disaster recovery plans for data recovery, the L-3 team will address factors including:

- Backup routines
- Effectiveness
- Operational impact
- Data integrity
- Data recovery
- Simulated tests

Notification Process

L-3 will implement procedures for communicating to the Government primary point of contact and/or designated key personnel disaster-related issues that inhibit contact center operations. These procedures will include an escalation process defining various stages of issue severity and the notification level appropriate to each.

2.4.1 Backup and Restoration Process

Physical Facility	
1.	[REDACTED]
2.	[REDACTED]
3.	[REDACTED]
4.	[REDACTED]
5.	[REDACTED]
6.	[REDACTED]
7.	[REDACTED]
8.	[REDACTED]

Voice and Data	
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]

Desktop Systems and Applications	
	[REDACTED]
	[REDACTED]
	[REDACTED]
	[REDACTED]

L-3 Contact Team will utilize and operate the following types of test plans:

Table top exercise

Specific functional test (Electric Power)

Specific physical simulation (Airborne pathogen; fire)

2.4.2.1 Contingency Test Plan

2.4.2.2 Emergency Response Capability

The L-3 Contact Team has significant experience, facilities, bandwidth and infrastructure available for all aspects of Rapid Response and Critical Incident Ramp. With a technology infrastructure (see Facilities and Technology Infrastructure section) that has the capacity to double the number of active seats from [REDACTED] call annually. Additionally, the L-3 Contact Team management methodology has allocated within the Program Management Office (PMO) the position of Continuity Management Coordinator whose role and mission is to provide experience in rapid ramp and continuity of operations (COOP) planning. The L-3 Contact Team realizes the 2 very different and distinct environments of Emergency Response Capability — Rapid Ramp in support of GSA and the GSA customer, [REDACTED] The L-3 Contact Team's technology architecture provides for redundancy and most importantly scalability. Working with the government client's during situation of crisis the L-3 Contact Team Methodology addresses in real-time and concurrently the following components:

Facilities and Infrastructure	[REDACTED]
Staffing	[REDACTED]
Technology Requirements	[REDACTED]
Forecasting of call volume	[REDACTED]
Risk Mitigation	[REDACTED]
Training and QA	[REDACTED]
Fulfillment	[REDACTED]
Finance and Accounting	[REDACTED]

Teaming	[REDACTED]

2.4.2 *Capacity to Provide Emergency Contact Center Services*

The L-3 Contact Team is a leader in multi-channel contact services and provides capacity that far exceeds the anticipated requirements of the USA Contact solicitation.

Use of Excess Capacity versus Additional Infrastructure

The L-3 Contact Team understands the importance of using excess capacity is pivotal to the success of the GSA mission as related to emergency response and crisis contact center management. In order to rapidly deploy in a cost effective manner L-3 believes that being a vendor with excess capacity in both "floor space" and technology infrastructure is advantageous to GSA. The L-3 Contact Team includes a total of [REDACTED]

However, in the event that additional seats are needed, L-3 has significant resources and relationships with additional domestic contact centers that have current seat availability to bring to the L-3 platform.

Additionally, the L-3 Contact Team's infrastructure solution includes a family of full service electronic (web collaboration, e-mail and text chat) and traditional voice (PBX/ACD, IVR/VRU and Predictive Dialing) architecture wrapped within carrier-grade, co-location facilities for scalability, information security and disaster recovery. This hosted communications infrastructure and relevant software tools enables the L-3 Contact Team to fuse business processes, mission critical applications and multi-media interaction channels such that strategic business decisions required by the GSA can be driven by needs of Rapid Response to Critical Incident Ramp rather than dealing with sedimentary layers of legacy technology and poorly integrated business processes. Our current solution offers:

Live agent voice interfaces via our inbound contact centers;

A voice self-service (VSS) application that should be able to readily handle [REDACTED] of the contacts;

A web interface to the same application for non-phone inquiries and applicant processing;

Electronic mail based query capabilities;

A fax interaction interface that is capable of converting fax correspondence to electronic mail for processing;

Comprehensive financial reporting to satisfy GSA oversight requirements;

Interface capabilities to any required 3rd party applications;

Fulfillment capabilities to address the fulfillment requirement of this campaign.

L-3 Team will accomplish this through:

- Working with GSA and any relevant US Federal Agency to develop comprehensive workflow diagrams to map out all possible processes contained within this campaign
- Developing a common database design to provide a “back-end” for all citizen interactions that supports all necessary data elements for this campaign
- Design and develop a fully functional application to overlay the aforementioned database.

While developing the above application from scratch could be very costly and take an extended amount of time, the L-3 Contact Team will recommend use of The L-3 Contact Team Member, [REDACTED] which removes the complexities of building these seemingly non-related citizen interaction capabilities and instead offers a rapid development platform for just this specific type of solution. The L-3 Team staff will partner with GSA and M1 resources to develop a comprehensive application that meets or exceeds GSA’s stated requirements. Upon further definition of requirements, the L-3 Team will develop a comprehensive project plan with staffing levels for GSA approval. GSA will require the L-3 Team to handle citizen inquiries, qualify applicants, respond to applicants, evaluate campaign performance, and deliver detailed status and performance reporting back to GSA. We believe the above solution provides the best and most effective vehicle for accomplishing these goals.

Workforce Management. Effective use of Workforce Management tools is crucial to meeting the requirements of a Rapid Response Task Order. The L-3 Team [REDACTED] [redacted]or our staffing and scheduling requirements [REDACTED] provides a suite of applications to address workforce management in contact centers. We use this system in conjunction with past contact data blended with future customer forecasts to predict, staff, and provision the appropriate workforce. Particular attention is paid to individual performance as it relates to program stated goals. This system provides us the necessary data required to staff each client application so that these goals are met.

Staffing for Disaster Reovery. The Program Management Office includes a Continuity Management Coordinator who has the responsibility to maintain and test plans for recovery of Contact Center call processing capacity. During implementation, specific Disaster Recovery/Contingency Plans will be developed and tested for each Task Order. These plans cover all business process required to recover operations including, but not limited to IT services, staffing, training, quality assurance, etc.

The foundation of our Disaster Recovery/Contingency Planning is that it is statistically impossible for an individual disaster event to take down all seats at the [REDACTED] operated by the L-3 team.

We also assume that the geographic diversity of the [REDACTED] available to Government Clients at the L-3 Contact Team’s initial primary and backup centers as discussed on Page 47, makes it highly unlikely that more than one center would be lost in any single disaster event. One lost center would equate to approximately [REDACTED] For each Task Order, the Program Manager in consultation with the Government Client, would make a determination regarding the possible duration and impact of the disaster on the contact center needs of the Government Client. As an example, the determination may be categorized as follows:

- Minor Outage: Loss of some contact center functionality for a period [REDACTED] customer service issues
- Severe Outage: Loss of most contact center functionality for a period estimated to be longer than 5 [REDACTED] days
- Total Outage: Loss of all functionality for a period [REDACTED] A total outage will trigger [REDACTED]

For each Task Order, we will include plans to staff and train both IS and Supervisors using the following proven practices:

a. Review of available capacity [REDACTED]
b. Reassignment of existing L-3 Team contact center employees [REDACTED]

2. Train the Trainers at the receiving centers- [REDACTED]
    a. Outreach to outside applicant pools – [REDACTED]
    b. GSA oversight requirements [REDACTED]

See Sections 2.4.2 and 2.4.4 for more specifics on our approach.

2.4.4 Staffing Plans for Rapid Addition of Qualified Information Specialists

The L-3 Contact Team will utilize proven methods for the rapid addition of Qualified Specialists relating to emergency contact services. These methods include:

Reassignment of Existing L-3 Team Employees. The L-3 Contact Team has in excess [REDACTED] current employees on our payroll that can be candidates for Rapid Ramp Information Specialists. We will identify a number of candidate Information Specialists that could qualify for a Rapid Ramp program with minimal training requirements. We will conduct initial interviews to make sure they will pass the broad requirements of a Rapid Ramp Task Order. In this way, we expect that we could bring 2,000 staff members to work on a Rapid Ramp Task Order within 48 hours of notification by GSA or the relevant US Federal Agency.

We will also cross train existing Information Specialists on the basics of GSA requirements and we will identify supervisors who are eligible to work on a Rapid Ramp Task Order. Detailed hiring and training of all Information Specialists would begin immediately upon notification that an emergency program is on its way.

Staffing Strategies for Incremental Personnel. For certain Rapid Ramp Task Orders, the staffing requirements may be more challenging, requiring Subject Matter Experts or Security Clearances not usually found in Contact Centers. In such case, The L-3 Contact Team will utilize all resources available including the reach back within L-3, [REDACTED] Services to meet the requirements of these Task Orders.

Recruitment. The L-3 Contact Team has extensive experience in sourcing, assessing, acquiring, developing, and retaining staff for Federal agencies [REDACTED]. We have been successful in recruiting candidates in highly competitive labor markets by using innovative recruiting techniques and state-of the-art technology to increase the candidate pool and reduce the cost of hire.

The L-3 Contact Team supports the recruitment [REDACTED].

> **Rapid Ramp**
>
> When the public became aware that a Veterans Administration laptop was stolen with millions of records containing personal information that may compromise veterans' financial information and possibly make them subject to identify theft, the VA needed to have a way to communicate with potentially millions of veterans. The L-3 Contact Team member, M1 Global was contacted on a Friday to participate in a network of contact centers to answer calls from concerned veterans. They worked over the weekend and by Monday had set up 50 ISs in Georgia, 25 in Oklahoma, and 25 in North Carolina.

The L-3 Contact Team, as a subcontractor to Covenant Aviation, achieved extraordinary [REDACTED]. The post-September 11th congressionally mandated requirement for the placement of TSA security personnel by November 2002 was not fully met and [REDACTED]

Staffing. The L-3 Contact Team has extensive experience in using Federal staffing laws, rules, regulations, policies, and procedures to: conduct job analyses in order to develop reliable and valid job criteria; write and post vacancy announcements; develop crediting plans to assess candidates; evaluate candidates against Office of Personnel Management's *Operating Manual: Qualification Standards for General Schedule Positions* (as well as conducting evaluations against TSA's established qualification standards for Lead and Supervisory TSO positions) and expeditiously certify candidates to management officials. The L-3 Contact Team has used a number of automated systems to track the status of applicants from inception to selection and start date. Our team is also skilled and experienced in using various automated systems, such as [REDACTED] demonstrated its expertise in the nationwide staffing of Transportation Security Officers, and all non-TSES management, administrative and professional (MAP) positions at TSA Headquarters and the airports.

The L-3 Contact Team includes [REDACTED] In addition to these 3 million profiles, [REDACTED] back-end integration with the Internet's leading job boards, including [REDACTED] extends our recruiting reach to the total universe of active job seekers, making it the largest talent pool of its kind. All resumes and candidate profiles in the talent base are seamlessly reformatted by [REDACTED] engine which works 24/7 to expedite entry, search, retrieval and presentation to the customer.

The L-3 Contact Team provides temporary staffing services across all US locations for call center representatives, administrative and clerical staff, and accounting and finance professionals when needed for Sallie Mae.

Incentive/Referral Programs. Our employees and our customers are strong recruiting resources for our company. Over the years, an extraordinary volume of talent has chosen The L-3 Contact Team as their employer through recommendations from their friends or our customers.

Redeployment. Primarily used for unique or rare hot skills, redeployment is a viable source of qualified talent. L-3 Team redeploys talent from previous assignments to other L-3 divisions or departments, or to other customers with similar skills and business requirements. Redeployment has been an invaluable tool for retaining talent with unique or rare hot skills by keeping them actively engaged.

The L-3 Contact Team employs reassignment, additional skills training and Professional Placement services to manage redeployment of IS personnel. Our structured solution delivers several advantages: resources placed on other assignments are off the Task Order when not needed, yet experienced contractors are recallable as the task order requires.

2.5.5.2 Plans for Processing Security Clearances and Training Information Specialists

The L-3 Contact Team has significant experience with providing cleared personnel to various Federal Agencies, with over 10,000 clearances processed each year.

Processing Security Clearances. When it is necessary to provide cleared Information Specialists under a Rapid Ramp Task Order, the most important element in the candidate selection process is the investigation of the candidate's background. With homeland security as a major objective, we have established a detailed process to verify the candidate's background and authenticity of the application.

As shown below, this process includes critical qualification criteria and verifies completeness of government forms required for these positions. It is important to note that The L-3 Contact Team will conduct a due diligence effort to verify the candidate's interest is still intact once a clearance has been obtained.

This approach has been successfully used in the [REDACTED] employees.

Training Procedures for Personnel in the Process of Achieving Clearances. See Section 3.3, HR Plan for specifics on training procedures for personnel in the process of obtaining clearances. In general terms, The L-3 Contact Team will not train personnel in the process of obtaining a clearance until the clearance is received.

Method of accounting for all Information Specialist hours in a rapidly changing volume surge environment

The L-3 Contact Team has the ability to track all interactions within a Rapid Ramp Task Order solution. The key to this capability is the standardized contact center technologies already in place. We would recommend that all of the necessary interfaces to The L-3 Contact Team's Database and CRM systems be established shortly after contract so that the only technology needed in a Rapid Ramp is to point the calls when required to our Points of Presence around the USA. From there we would route the calls to the appropriate center and Information Specialist.

The proof of this methodology is that financial and other operational reporting is available in a Rapid Ramp environment as follows:

Schedule of Reporting Deliverables. Reports as described further below are available to the GSA or relevant US Federal Agency within 1 hour at the end of each 8 hour shift. Reports can be delivered electronically in a form and manner agreed to by the Parties:

- Total calls offered
- Total calls handled
- Total calls abandoned
- Average handling time of calls
- Average hold time
- Average talk time
- Average after call work time
- Service level
- Number of calls rejected by the platform.
- Total calls transferred

In order to effectively manage the call handling during a Rapid Ramp activation, the following site level call handling metrics are available:

Queue Staffing (real-time), Queue Calls Waiting (real-time), Queue Longest Waiting Calls (real-time), Queue Number of Calls Offered (for the current day/previous half-hour /real-time), Queue Number of Calls Handled (for the current day/previous half-hour/real-time), Queue Abandonment (for the current day/previous half-hour/ real-time), Queue Average Speed of Answer (for the current day/previous half-hour/real-time), Queue Average Talk Time (for the current day/previous half-hour/real-time), Queue Average Handling Time (for the current day/previous half-hour/real-time), Queue Service Level (for the current day/previous half-hour/ real-time) or as required

Documentation. The L-3 Team will work together with the GSA and any relevant US Federal Agency to create and maintain a Rapid Ramp operational plan. This plan will cover operational aspects of the Services including readiness to provide the Services at committed capacity levels, processes for activation and ramp down for events, and other key operational metrics and processes.

Activation Testing. The L-3 Team will define the scope and schedule to plan and perform functional and load tests on the solution as often as semi-annually. Results of this testing will be documented, and lessons learned will be incorporated into the Rapid Ramp operational plan.

2.5.4.0 Method for Accounting for Information Specialist Hours

All billing for IS's as described in the Solicitation is on an hourly basis. The L-3 Contact Team has the ability to track all IS time within the standardized contact center technologies deployed in our proposed solution. Our [REDACTED] require all IS staff to log on prior to taking calls as envisioned under this Solicitation. The log in time, and work time of an individual IS is then tracked in the ACD. That data is sent to L-3's Baan Enterprise Resource Planning ERP system on a programmed, chronological basis, (at least once in 24 hours) where it is consolidated with other data as may be required in a specific task order. That required data may include tracking minutes of actual talk time vs. hourly log on time; transactional costs; successful transactions; key strokes or many other possible forms of tracking costs as required in a given task order.

The key to this capability is the standardized contact center technologies already deployed by L-3. The L-3 Contact Team's goal is to accurately and fairly account for all IS time and directly manage [REDACTED] all IS hours used in delivering the multi-channel contact services.

Section 3 – Management Plan

3.1 Introduction

The L-3 Contact Team Management Plan is centered around the deliverables expected by GSA and GSA's customers including integrating and managing diverse requirements, multi-lingual expertise and experience, multi-channel management for a multi-channel solution and dedicated resources that deliver scalable solutions from a position of technical leadership and strength rather than what can be viewed as "scrambling" to deliver customer services to the citizens. The L-3 history of proven project and program management, managing 100's of task orders for GSA customers, more than $3 Billion in value, coupled with award winning small business management and integration into the PMO create a "win/win" situation for GSA and the end users. Because of the dynamic nature of the call center business, it is imperative that a contractor can quickly launch call center services, including hiring, training, and staffing personnel and providing scalable systems that can handle fluctuating call volumes. The challenge of managing the processes, personnel, and systems, while ensuring high-quality support that meets and exceeds performance standards can only be met by an experienced contractor with an in-depth understanding of the not only the call center business, but a proven record of successfully managing a diverse group of personnel and subcontractors, while providing in-place call center systems that have been proven to be both scalable and flexible to meet all of GSA's needs.

With more than [REDACTED] experience providing call center support services to commercial and government clients, proven best-practices management processes, 20 years of experience managing varying volumes of personnel, and extensive experience providing large scale management of subcontractors, the L-3 Contact Team, led by L-3, has a proven record performing successfully on identical contracts in identical environments.

The L-3 Contact Team's Management Plan focuses the four distinct areas, as required under this solicitation, that will ensure the successful management of this contract, including:

A structured **Program Management Plan** that identifies roles and responsibilities under the Program Management Office, ensures processes, resources, and personnel are effectively managed, and promotes diversity among personnel and contractors

A proven **Human Resources Management Plan** that ensures scalable recruiting, staffing, training and retaining of contact center personnel

A **Performance Management Plan** based on industry standards, best practices and COPC, ISO and Six Sigma certified methodologies.

A **Quality Control, Quality Improvement Plan** that provides best-in-class commercial best practices for focused quality including agent, site, project and program metrics that provide measurable quality standards and proven continuous improvement methodologies.

3.2 Program Management Plan

The L-3 Contact Team's Program Management Plan leverages our experienced personnel, existing management processes and GWAC management best practices and combines those facets with a best-in-class diverse team of partners to provide GSA with a dedicated, matrixed resource delivery model. L-3 will harness these resources by consolidating them into a single, seamless USA Contact Program Management Office (PMO). This PMO will lead and direct all delivery efforts covered by the master contract. Under our model, the PMO will leverage the combined efforts of dedicated and matrixed resources to provide the optimal service delivery structure. The PMO and Business Development are dedicated resources under the GSA contract, while the corporate support functions are matrixed based on requirements of particular TOs.

We designed our PMO to help GSA achieve its USA Contact goals. Our PMO minimizes overhead and provides efficient lines of communication for effective task management. Our program management structure included four key personnel: Program Management, Site Manager(s), Project Manager(s), Information Systems Security Manager (ISSM) and Market Outreach. All of these core positions in the PMO are supported by in-depth team-wide resources available at either the PMO or as a corporate support entity.

3.2.1 Program Management Office

The L-3 Contact Team has organized a dedicated PMO implementing our best practices Program Management approach that we have used successfully on other contracts. The L-3 Contact PMO is led by our highly qualified Program Manager (PM) who is responsible for the successful performance of our entire USA Contact organization. The L-3 Contact PM will perform management leadership and is ultimately accountable for all task order, contracting, proposal, and business development activities. Figure 5 identifies the overall PMO structure managing this contract and displays the corporate organizational components that will support this contract.

Figure 5 L-3 Contact Team – Program Management Office and Lines of Authority

The L-3 Contact PMO includes both dedicated resources and resources matrixed from our service delivery organizations and our corporate support resources. **Figure 5** represents the Program Management Office (PMO) operated by L-3 Communications. All of the staff of the PMO are employees of L-3. The PMO and its Program Manager are responsible for all aspects of the program.

This Program Management Organization is dedicated and provided to GSA and the GSA customers are part of the overall contract deliverable. The value of this proven PMO structure is five-fold:

1. Focused, Committed Program Manager delivered by an experienced GWAC Program Administrator.
2. Direct control by the PMO of all Project Managers and individual Site Managers including all areas of contact center operations, site specific tasks, technology infrastructure and development, mail operations, fulfillment and unique to the L-3 Contact Team specific Human Factors engineering focused on providing the proper contact mechanisms for the required task order opportunity.

3. Centralized Information Systems Security Management delivered by experienced, proven, recognized industry experts that have completed FISMA compliance initiatives for numerous organizations, are familiar with all aspects of NIST and Federal InfoSec legislation and will represent GSA in the highest levels of government as a leader in FISMA initiatives.
4. A much focused marketing outreach organization led by business development professionals with over 20 years of Federal agency sales/marketing experience successful in creating and implementing programs including press, marketing, publications and most importantly customers for GSA.
5. Independent Quality oversight directly reporting through the PMO to the Vice President and General Manager of L-3 Contact Center Operations.

Our PMO is organized to ensure that the appropriate oversight and structure is provide so that all contact center opportunities marketed and delivered through the USA Contact contract, whether large or small, will be delivered through a consistent, accountable L-3 Contact Team. As the program grows, we will transition more staff to full-time status. This approach provides cost-effective delivery of program support services, while allowing staff levels to meet program demands. The following sections describe our in detail.

3.2.2 Key Personnel

The PMO is comprised of a Program Manager, Quality Assurance Manager, Site Managers, Project Managers, and Information Security Systems Managers (ISSM). Our key personnel are responsible for ensuring the effective and efficient functioning of the PMO and the USA Contact Contract. They are dedicated resources that ensure quick reaction to task orders, allocation of resources and personnel, and effective performance monitoring for quality control. As seen in *Section 3.1.1.2, Management, Technical, Administrative, and Contractual Delegations of Authority* below, our management staff has reach-back capability to corporate resources in the areas of Human Resources, Recruiting, Legal/Contracts, Finance and Accounting, Marketing, Corporate Business Development, Facilities, and Compliance to. Table 9 describes our key personnel roles and their minimum educational and experience requirements, and general responsibilities.

Table 9 Key Personnel Roles

Role	Education / Experience	Responsibilities
Program Manager	[REDACTED]	[REDACTED]
Project Managers	[REDACTED]	[REDACTED]
Site Managers	[REDACTED]	[REDACTED]
ISSM	[REDACTED]	[REDACTED]

Each member of our key personnel staff will perform specific functions to ensure the streamlined functioning of the PMO and the effective use of the USA Contact contract. Listed below are the specific functions of each of our key personnel.

Program Manager. The L-3 Contact PM is responsible for the performance of our entire USA Contact organization and has full authority to commit the L-3 Contact Team. The PM performs management functions in support of all contracting, proposal, BD, and TO activities. He makes final decisions on TO management and staffing, and ensures adequate resources are allocated for each task. The PM is responsible for ensuring equitable distribution of work share across the team, and, specifically with our small business partners. The PM serves as the focal point for all management of services and functional operations. The PM will have organizational, technical, and contractual level authority to ensure full commitment of resources. The PM will be involved with the resolution of technical and contractual issues related to meeting contract performance requirements. The PM will provide hands-on leadership development in regards to the day-to-day performance of his or her management team and staff, all Customer Service Personnel and all partnering and subcontractor relationships. Responsibilities will include client management, budget, profit and loss, and all aspects of quality, training and operational management, with dotted line responsibilities over software development, information technology and human resources.

Project Managers. Project Managers report directly to our PM and will lead our task order multi-channel execution teams. Project Managers will monitor technical performance, review deliverables, and provide day-to-day technical direction and management guidance to the delivery team. Actual areas of focus led by our Project Managers include all task specific subcontract management, reporting, customer relations, task specific knowledge content and implementation. Each Project Manager will supervise either a single major task/site or a group of related tasks/sites dependent on task order requirements. Task order execution teams identified by our L-3 Contact PM and drawn from across the entire Team's talent pool, will be tailored to meet the task order technical, cost, and schedule requirements.

Site Managers. The Site Manager is accountable for the assigned project implementation within contract specifications relative to the project's timeline, quality standards, budget and deliverables. The Site Manager develops and coordinates all activities within a 50-499 seat facility; analyzes and communicates all data pertaining to production and quality to key individuals throughout the site. The Site Manager is accountable for leading and managing the strategy and operations of the contact center. This role supports the Program Manager and Task Project Manager in achieving the long term operations and transformational objectives. Key aspects of the Operations Manager Job include creating and managing the center budgets, monitoring key performance indicators to achieve goals, coaching staff, and interfacing with other groups within and outside of the contact center. The Site Manager is another key partner in the L-3 management structure.

ISSM. Consistent with the very diverse team of organizations that have been assembled to provide multi-channel contact center support to GSA and the GSA customers, the ISSM provides coordination, systems architecture and compliance across all systems, centers and personnel on a nationwide basis. The ISSM is a leader with direct accountability and responsibility to both the PMO and the government. The ISSM will have comprehensive experience implementing physical security strategies and methods for creating a secure environment including guarding equipment, rebuffing theft, safeguarding portable resources, regulating power supplies, and protecting output as will as awareness of Department of Transportation (DoT) Security Certification and Authorization Package (SCAP) or Department of Defense (DoD) Information Technology Security Certification and Accreditation Process (DITSCAP) requirements and direct experience with the applicable DoT, NIST, DHS and Federal ISS regulations.

All support personnel and additional individuals supporting each task will operate under the structure above. In the complex environment of delivery for the USA contact center initiative our Technology Architecture and Delivery operation operating inside the site is a fully staffed organization whose roles are defined above. The positions are available but only staffed and utilized when applicable. The L-3 Contact Team Goal is to provide full serve to GSA and GSA's customers.

Figure 6 Task Level Organizational Chart

Figure 6 represents the site management team responsible for specific operations of each of facility performing a Task Order. In all cases the site manager reports to the Program Manager. Each site is responsible for the overall operational aspects of the assigned project / task order.

In **Figure 6**, the Technology Architecture and Delivery organization reports solid line to the Site Manager and dotted line (matrixed) to the ISSM in the PMO office with Corporate Compliance oversight.

Both the Site Manager and the ISSM Manger in **Figure 5** report solid line to the Program Manager.

The Quality Assurance Manager represented in **Figure 6** is a site level role. This position reports dotted line (matrixed) to the Site Manager and solid line to the Quality Assurance Manager in the PMO in **Figure 5**. The Quality Assurance Manager is incorrectly represented as solid line to the Site Manager in **Figure 6**.

Positions of note within the technical structure:

Position	Role	Benefit to GSA

IVR Development	[REDACTED]	[REDACTED]
Voice Recognition	[REDACTED]	[REDACTED]
Human Factors Engineering	[REDACTED]	[REDACTED]
Language Engineering	[REDACTED]	[REDACTED]

3.2.2.1 Management, Technical, Administrative, and Contractual Delegations of Authority

The L-3 Program Manager (PM) is ultimately responsible for delivery of all tasks under the L-3 Contact Team USA Contact contract and is the ultimate signoff on facilities, personnel and expenditures. The L-3 Contact Team does, based on requirements and discussions with the government provide site level authority for contact center facilities and personnel on a task order by task order basis dependent on requirements. All financial transaction above a certain threshold must however be approved by either the government and/or the L-3 Contact Team USA Contact Program Manager.

Organizationally the L-3 Contact Team roles/authorities will line up with the following structure:

L-3 Contact Team Role	GSA Contact if Applicable	Agency Contact if Applicable	L-3 Contact if Applicable
Program Manager	[REDACTED]	[REDACTED]	[REDACTED]
Project Manager	[REDACTED]	[REDACTED]	[REDACTED]
Quality Lead	[REDACTED]	[REDACTED]	[REDACTED]
Continuity Management Coordinator	[REDACTED]	[REDACTED]	[REDACTED]
ISSM	[REDACTED]	[REDACTED]	[REDACTED]
Marketing Outreach	[REDACTED]	[REDACTED]	[REDACTED]
Site Manager	[REDACTED]	[REDACTED]	[REDACTED]
Technical Architecture and Delivery	[REDACTED]	[REDACTED]	[REDACTED]
Operations Manager	[REDACTED]	[REDACTED]	[REDACTED]
Training Manager	[REDACTED]	[REDACTED]	[REDACTED]
HR Manager	[REDACTED]	[REDACTED]	[REDACTED]
Resource Plan Manager	[REDACTED]	[REDACTED]	[REDACTED]

*Reporting methodology and hierarchy subject to GSA approval and represents our mission to serve GSA and deliver to the agencies.

3.2.2.2 Lines of Responsibility

The L-3 Team's approach to project organization and communications will center first on the formal PMO relationship that lines up directly with GSA and then on day-to-day contact between L-3 Contact Team personnel and GSA End Customer personnel on a TO by TO basis.

GSA will have direct interface to L-3 Program Management personnel at varying levels of seniority, subject matter expertise and technical ability. Shown in the organization chart above is the direct hierarchy for the PMO and below the planned hierarchy for the operational sites.

On a continual basis, communication, cooperation, and coordination (C3) are elements of our proactive approach to management, and are critical to successful task performance. The C3 paradigm ensures that L-3 Contact Team personnel are aware of the Client's requirements and expectations regarding task performance and ensures that GSA Program Management staff is informed of any potential problems that may arise before they affect individual task performance or the mission of the organization. Overall, the plan provides a structured approach to the organizational hierarchy of both GSA and the end user client and that coupled with a clear reporting structure, ultimately ending with the Program Manager will provide GSA with a hierarchical structure with dotted line extemporaneous interaction.

The L-3 Contact Team will communicate officially with GSA through the Program Manager for all operational issues. The L-3 Contact Team will work diligently to create a team atmosphere where sharing knowledge, information, work quality, and camaraderie occur daily.

3.2.1 Operational and Management Processes and Programs

The L-3 Contact Team has been designed to help GSA achieve its USA Contact goals. These processes ensure repeatable results and reduce cost, schedule, and performance risks.

Our PMO minimizes overhead and provides efficient lines of communication for effective task management. We will leverage CMMI processes and our ISO 9001:2000-certified QMS that provide proven, repeatable processes and ensure quality control on all of our contracts. We have successfully implemented the following processes on other contracts that to ensures timely responses to task orders, effective use of program management technology, quality assurance and improvement, effective contingency planning, and continuous training:

- Task Order Management Process
- Program Management Technology
- Quality Assurance/Quality Improvement
- Disaster Recovery and Contingency Planning
- Training Methodologies

3.2.1.1 Task Order Management Process

The L-3 Contact Team is fully prepared to receive requests to support all tasks in the Performance Work Statement (PWS) using our time-tested, proven Task Order Management Approach that focuses on providing the most highly-qualified personnel to meet each of the TO requirements and supporting them with the methods, tools, resources, oversight, and direction required for success. With more than 15 years of experience managing successful GWAC and multi-award programs, we have refined our approach to a level of maturity and stability that is quickly executed and effectively monitored by all managers. The L-3 Contact Team has extensive experience in supporting contracts that require concurrent management of multiple tasks orders. Our TO Management Process begins with the receipt of one, or several, separate task order requests from the GSA Contracting Officer (CO). The L-3 Contact Team will use the techniques laid out throughout this proposal that include weekly meetings between the PM and task leaders, [REDACTED] other technologies, coupled with corporate oversight and support. Our Program Manager will conduct periodic reviews with each task or Project Manager to ensure that the scheduling, resources, and outputs remain on schedule. With the assistance of the Project Managers, adjustments will be made in timing, sequencing our resource utilization, and correcting activities which are out of bounds within the schedule.

Figure 7 illustrates the multiple processes used to manage multiple task orders. Each effort is headed by a task lead, who reports to the Program and Project Managers. Each project is managed individually at the task level and is integrated at the project or program levels of management. As a combined effort, the managers are able to monitor outcomes, reallocate resources, and make adjustments as necessary to provide an optimal product that meets GSA's requirements, retains high levels of quality, and provides a best value solution to the task. Inherent in our planning is planning for multiple tasks orders. We believe that given our planning for risk in the initial phases of a project, plus our continuous monitoring of risks throughout multi-channel contact delivery execution we are provided with the proper resources to execute without compromising quality or timeliness.

Figure 7 Managing Multiple Task Orders

Responding to Task Orders. The PM and Project Manager, supported by technical and support personnel, develop a Task Order Execution Plan (TOEP) in response to each TO issued by GSA within 7 calendar days. Each plan defines the approach to satisfying task requirements, technical approach, names and companies of each individual assigned to the TO, time-phased staffing profile, resumes, milestone chart with expected start and completion dates for all critical project tasks and sub-tasks, resource budget (including materials, travel, etc.), and total TO cost. Once approved, the Contracting Officer (CO) will issue a TO to the L-3 Contact Team. The CO will designate a Government Point of Contact and the L-3 PM will then issue the task to the applicable Task Leader for execution of the TO based on the approved TOEP. Each TO's progress is managed by comparing the TOEP to the current status of performance factors identified in the TO. Our processes include an OCI Screening and Mitigation Process.

Project Managers, assigned from the PMO and Task Order personnel will be selected from across the Team reach-back pool based on their unique skill sets and fitness for a particular task; each will

be chosen based upon our "Best Talent Available" approach, regardless of corporate affiliation.
Program Management Technology Processes

To effectively support business operations, we use integrated and effective electronic business systems to automate processes, capture, and share data. These business systems are in place, improving staff efficiency, by automating many of our business functions. Table 10 below summarizes these systems along with the benefits to GSA. The use of these business systems will result in efficient administration of the USA Contact Program and TOs, providing timely, accurate contract- and TO-level reporting.

Table 10 L-3 Business Systems Automate Many Business Processes – Improving Productivity

System Name	Description	Benefits to GSA/Customers
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Program Management Information System. The L-3 Contact managed technology portal will be tailored specifically for the USA Contact Program and provide a number of customized views into the status of the contract and Tos, provide reports to stakeholders including program managers, contract administrators, and quality assurance. It is a 24x7 e-Business portal that allows us to conduct business with GSA and our customers to the maximum extent through electronic, paperless transactions. GSA will have timely access to program information through the portal. This includes TO modifications, invoicing, and TO status, such as milestone completion and planned versus actual expenditures of hours, travel, and other direct charges (ODC). We will work with USA Contact customers to ensure easy access to the portal for information relevant to their Tos.

Our Program Management Information System (PMIS) will be used to ensure timely delivery of all deliverables specified by RFP as well as all TO-specified deliverables.

Customized workflow processes developed using the IBM FileNet/Websphere technology will support the procedures needed to comply with the RFP including all aspects of reporting and task order plan requirements.

3.2.3.3 Quality Assurance/Quality Improvement Processes

L-3 has a corporate-wide quality control program with dedicated resources that collect and disseminate best practices and lessons learned across customer projects. Our quality management team is the proponents of our continuous improvement efforts. This program is fully scaleable to meet the needs of each project, whether it is a two-person or several-hundred-person effort.

At the heart of our quality control program is our Quality Management System (QMS). Regardless of type of product or service, we define quality as "Conformance with Specifications." This is a measurable approach to quality assessment that fully complies with ISO 9001:2000, the industry standard for defining a QMS. With this understanding of objective quality evaluation, we build quality into our products and services through consistent application of the following principles: Absolute clarity of task specifications and goals; Comprehensive and precise planning, including SOPs and Pis; Training and formal qualification of employees for the tasks they will perform; Process discipline, confirmed by audits, evaluations and trending.

From a set of requirements developed to satisfy both ISO 9000 and CMMI, L-3 has developed processes, procedures, templates and checklists for each functional area. These are stored in the QMS Process Asset Library (PAL) where they are accessible to all staff through the PMIS.A process owner will be appointed and made responsible for development and institutionalization of the processes under the supervision of the Program Management Quality Assurance Lead.

Our Quality Assurance Lead monitors TO management use of the PAL and adherence to the policies and QMS process shown below. The QAL works with TO managers to identify the functional areas that apply to their projects, and to tailor the processes and procedures as necessary. Adherence to the procedures is reflected in our PMIS by including the process steps in the project's master schedule and tracking process deliverables as milestones. We build quality oriented reviews into the task order schedule baseline and ensure that the quality of work is reaffirmed via the EVMS reports. Integrating the quality policy adherence procedure with the project schedule ensures that TO managers do not overlook procedural requirements and that performance monitoring and control is governed by the overall quality process.

3.2.3.4 Disaster Recovery and Contingency Planning

All L-3 Contact Team facilities must provide an environment that is safe and conducive to the effective execution operations in the multi-channel contact center world. The increasing dependency on telephony, computers for operational support poses the risk that a lengthy loss of these capabilities could seriously affect the overall performance of both the customer and the multi-channel contact center. The L-3 Contact Team responsible for ensuring the facilities operations and maintenance activities provide for mitigating and/or overcoming contingency events which may impact the GSA Customer.

A risk analysis is generally conducted by the team and usually identifies several systems as belonging to risk Category I, comprising those functions whose loss could cause a major impact to the facility within 8 hours. It also categorized a majority of facility functions as Essential, or Category II – requiring processing support within 2 week(s) of an outage. This risk assessment process will be repeated on a regular basis to ensure that changes to our processing and environment are reflected in recovery planning.

The plan identifies the critical functions and the resources required to support them. The plan provides guidelines for ensuring that needed personnel and resources are available for both disaster preparation and response and that the proper steps will be carried out to permit the timely restoration of services.

Development. The L-3 Contact Program Manager, with assistance from Project Managers and key support area supervisors, is responsible for developing a detailed facility contingency plan.

Development and support of individual facility support team plans are the responsibility of the functional area planning for recovery.

Maintenance. Ensuring that the plan reflects ongoing changes to resources is crucial. This task includes updating the plan and revising this document to reflect updates; testing the updated plan; and training personnel. Continuity Management Team Coordinators (CMTC) are responsible for this comprehensive maintenance task.

Quarterly, the Continuity Management Team Coordinators ensures that the plan undergoes a more formal review to confirm the incorporation of all changes since the prior quarter. Annually, the Continuity Management Team Coordinators initiates a complete review of the plan, which could result in major revisions to this document. These revisions will be distributed to all authorized personnel, who exchange their old plans for the newly revised plans. At that time the Coordinators will provide an annual status report on continuity planning to the COTR.

Testing the contingency plan is an essential element of preparedness. Partial tests of individual components and recovery plans of specific facility support teams will be carried out on a regular basis. A comprehensive exercise of our continuity capabilities and support by our designated recovery facilities will be performed on an annual basis.

For the facility maintenance and operations continuity of systems, two organizations are primary:

Continuity Management Team (CMT) and Facility Support Team (FST) for the area affected. In the event of a disaster, the CMT provides general support, while the FST is concerned with resources and tasks integral to running the specific functional area.

The CMT is composed of upper-level managers and supervisors in Multi-channel contact center operations and maintenance and administration. This organization, led by the Project Manager, provides the initial response to the majority of facility incidents. The following is a list of each position on the CMT, and a brief overview of each member's responsibilities:

> **Project Manager.** As coordinator of the CMT, provides liaison between IRS Facilities operational and management teams and the FSTs in affected areas. Also responsible for ongoing maintenance, training and testing of the Contingency Plan. Coordinates the Support Teams under the auspices of the Continuity Management Team.
>
> **Quality Assurance Lead.** Coordinates risk reduction and avoidance activities and emergency response with the CMT. Extends a security/safety perimeter around the functional area affected by the disaster.
>
> **Administrator.** Coordinates support for processing resources requests and maintaining appropriate records related to the incident. Provides audit support during the emergency. Makes recommendations on changes to the normal control procedures necessitated by the recovery process.
>
> **Supervisors.** Coordinate all services for the restoration of plumbing, electrical, and other support systems as well as structural integrity. Assesses damage and makes a prognosis for occupancy of the structure affected by the disaster.

Facility Support Teams. Under the overall direction of the CMT, support is provided to assist a functional area's recovery. These teams, described below, work in the area affected by the problem condition to restore services and provide assistance at the facility O&M level. In many cases, the individuals comprising these support teams have as their normal responsibility the provision of these support services. This support is generally documented in a Standing Operating Procedure for the organization. The contingency plan is an adjunct to that documentation and highlights, in particular, the interfaces between the facilities level service and the individual FST operations requirements. In cases where the documentation in this plan and the organization's documents differ, the organization's documentation has precedence.

Disaster Response. The L-3 Contact Team Process consists of six required responses to an event, or to a problem that could evolve into an event and are developed at a teaks order by task order level dependent on site, location, level of complexity and GSA Customer Mission. The six areas of coverage include:

Detect and determine a pending event condition

Notify persons responsible for recovery

Initiate the contingency plan

Activate the external support resources

Disseminate critical information

Provide support services to aid in recovery or resolution

3.2.3.5 Training Processes

The L-3 Contact PMO continually encourage our staff to continue their professional development in the interest of their own career, in L-3's interest, and in the interest of our customers. Benefits include a more highly skilled and motivated workforce, and improved staff retention, both of which improve the services that we provide. Training efforts are focused on maintaining technical currency and proficiency, and compliance with ethical and legal obligations. Our approach to professional development includes L-3 University, web-based training, tuition reimbursement and certification bonuses, and in-house and industry seminars. We offer a broad range of courses through online vendors to enhance technical proficiency. Many of these courses lead to vendor certification. On average, employees receive 40 hours of training per year.

Additionally, our Quality Assurance Office (QAO) and PMO sponsor training in industry-standard processes such as PMBOK, Earned Value Management (EVM), Capability Maturity Model-Integrated (CMMI), ISO, and Information Technology Infrastructure Library (ITIL). L-3 staff trained in best practices provides GSA customers with increased efficiency through higher-quality support. Because we are committed to ensuring the highest ethical and performance standards, L-3 mandates compliance training for all employees in five areas: business ethics, diversity, ensuring a drug-free workplace, preventing and reporting harassment, and proper time-charging procedures.

L-3 training resources are also made available to support our subcontractors, small business partners and Mentor-Protégé program participants. Sharing knowledge across team members improves the performance of the entire team to the benefit of L-3 and our customers.

Retention. L-3 management is committed to the retention of our valuable human capital. Our approach to employee retention encompasses a broad range of activities including: incentive plans, flexible work schedules, professional development/training, service awards, stock ownership programs, and generous employee benefits packages. The figure below shows this broad range of benefits. Additionally, we include retention as a goal in our managers' performance reviews, and we conduct periodic employee surveys to find out what employees like and what they would like to see improved. This has resulted in L-3 hosting employee wellness fairs and family movie nights, and fine-tuning benefits to better meet our employees' needs.

We manage employees as they roll off task orders and rapidly place them into new or existing work within L-3. Our staffing specialists review qualifications and determine the best deployment of available resources to retain their knowledge for future efforts. Advance resource planning is vital to the success of this initiative. Our ability to maximize employee retention provides increased L-3 Contact TO staff continuity and preserves valuable project knowledge.

L-3's rich set of benefits and commitment to employee development results in higher retention and preservation of institutional knowledge.

L-3 believes that special hire personnel enrich the workplace beyond any costs or accommodations required to retain their services. The L-3 Team's Retention plan is applicable for all employees regardless of whether they are categorized as standard or special needs employees. All incentives provided by L-3 are position and/or person specific, regardless of whether the employee is standard or special needs. We pay special attention to needs for reasonable accommodation requirements for special needs employees. See our "Reasonable Accommodation response in Section 5.1.

Performance-Based Approach. L-3's management approach incorporates performance based metrics and reporting at the basic contract level and at the task order level. This affords GSA and its customers the ability to objectively and thoroughly assess our performance. At the basic contract level, using our PMIS and QMS we will meet or exceed the metrics required by GSA and the USA Contact Program Office. This includes all:

- Contract Administrative Reporting
- Order/Modification Data – Report all orders/modifications within 30 days of order acceptance/award
- Invoice Data –Report all invoicing activity within 60 days of performance acceptance

At the TO level, we will meet the performance-based contracting objectives established for each TO. L-3 supports numerous performance-based service acquisitions that use performance metrics and incentives to drive the achievement of customer goals. When requested to propose performance metrics for a TO, L-3 will assess the customer's stated goals and objectives. The foundation of our metric categories will correlate to the general categories that GSA has indicated are important by their inclusion. Although performance metrics and incentives are customized to specific customer objectives, the following are examples from some of our existing programs, grouped according to the following categories:

- Quality of Service
- Schedule
- Cost Control
- Business Relations
- Subcontract, Socioeconomic Goals

Categorizing these metrics allows us to report program-wide performance in terms GSA has already determined are valuable for assessing performance.

USA Contact Basic Contract Deliverables. We apply proven, low-risk ISO 9001:2000 management and invoicing processes to our e-Business/e-Commerce systems described in this section to ensure timely, prompt, and accurate production of USA Contact deliverables. The USA Contact PMO in conjunction with the L-3 Corporate support resources ensures that accounts are properly established with GSA to eliminate hand delivery of invoices, minimize paperwork-based transactions, and maximize electronic approvals. Our objective is always to achieve the shortest invoice cycle time consistent with superior quality and accuracy.

We use our integrated e-Business solutions to streamline every aspect of our TO management and QA process. All subcontractors will access our [REDACTED] (IEB) Electronic Time Collection system through our Management Portal. This single-entry time-keeping solution reduces the risk of data entry errors inherent in double-entry systems. The IEB system feeds our Deltek Costpoint accounting system.

The L-3 Contact Team has specific designated levels of oversight that correspond directly to the anticipated Task Order Deliverables expected by GSA and their customers. These include:

Task Order Deliverable	Program Responsibility	Oversight
The L-3 Team Conflict of Interest Compliance Plan	[REDACTED]	[REDACTED]
USA Contact Customer Satisfaction Plan	[REDACTED]	[REDACTED]
Technology Design, Engineering, Implementation and Management Plan	[REDACTED]	[REDACTED]
Site Selection including	[REDACTED]	[REDACTED]
Networks	[REDACTED]	[REDACTED]
Operations	[REDACTED]	[REDACTED]
Disaster Recovery/Contingency Plan	[REDACTED]	[REDACTED]
Human Resources Management Plan	[REDACTED]	[REDACTED]
Dismissal Procedures	[REDACTED]	[REDACTED]

Task Order Deliverable	Program Responsibility	Oversight
Knowledge/Case Management Plan	[REDACTED]	[REDACTED]
Operations Management Plan	[REDACTED]	[REDACTED]
Performance Management Plan	[REDACTED]	[REDACTED]
Phase-In Plan	[REDACTED]	[REDACTED]
Program Management Plan	[REDACTED]	[REDACTED]
Project Plan	[REDACTED]	[REDACTED]
Quality Assurance/Quality Improvement Program Plan	[REDACTED]	[REDACTED]
Security Plan	[REDACTED]	[REDACTED]
Service Level Management Plan	[REDACTED]	[REDACTED]
Test and Acceptance Plan	[REDACTED]	[REDACTED]
Value Engineering/Process Improvement Plan	[REDACTED]	[REDACTED]

Market Outreach. The L-3 Contact Team places a significant amount of value on its ability to maximize contract lifecycle value through market outreach. This L-3 Contact Outreach plan is a three pronged approach:

1. Maximize the utilization of the GSA USA Contact contract for multi-channel requirements

   L-3 has Business Development Executives [REDACTED] each of whom will be tasked with looking to the USA Contact Contract when offering call center, help desk, fulfillment or multi-channel access contracts.

   L-3 is one of the Forbes 25 Fastest-Growing Tech Companies ranked by five-year growth. As such, we have the proven customer-base expansion and new business to grow the USA Contact contract vehicle for GSA. We are committed to business growth, successful TO performance, and timely GWAC administration. Our extensive resources and proven repeatable processes enable our USA Contact Program to meet federal end user needs ensuring Program growth and success. Add to that a robust financially sound group of diverse partners and the L-3 Contact Team offers GSA unmatched capabilities.

   The L-3 Contact Team Members each have committed direct Business Development and administrative personnel to the L-3 Contact Program Management Office thus ensuring a conscious connection to this contract. Included in this mix of personnel is Mr. Grady Putnam who is tasked to actively work with and promote with Mr. Stuart Willoughby, the USA Contact program and develop a marketing plan designed to create awareness of the USA Contact program. L-3, with nearly $3 billion ($3B) in GSA sales over the past 5 years, has the experience and expertise to market the USA Contact Program to existing clients and generate even more business for GSA.

2. Maximize the utilization of small, disadvantaged businesses including Hub Zone, 8(a), Woman Owned, and Service Disabled Veteran Owned.

   The L-3 Contact Team will assign a small business advocate to the Program Management Office. The purpose of this position is to manage the existing partnerships with the myriad of team members always ensuring that the scope and delivery of each task order is consistently represented by the best and brightest small business partners.

   As technology changes and consolidations occur, the L-3 PMO will actively evaluate and potentially add additional small business partners to the USA Contact Team when suitable and with GSA's prior approval.

L-3 will actively pursue a suitable mentor-protégé with one or more team members dependent on agency requirements.

3. Maximize our commitment to the community at large by employing both physically and mentally challenged individuals by partnering with a series of not for profit organizations.

L-3 Contact Reengaging America's Disabled Veterans one by one

The L-3 Contact Team has committed itself to utilize, in many areas of support, physically and mentally challenged personnel. Our commitment includes partnerships with the National Industries for the Blind and actual committed teaming arrangements [REDACTED] challenged personnel.

A commitment to the re-introduction to the workforce of Service Disabled Veterans returning from the Middle East in management and support areas such as Site Management, Customer/Citizen Service Representatives and technology management. The L-3 Contact team member Prime Federal Services is a Service Disabled Veteran Owned Small Business who will be tasked with validating and consolidating efforts related to FISMA as each contact center become certified.

A commitment to flexibility of location is an absolute necessity when attempting to gainfully employ an individual that may be obtaining medical or therapeutic services at a local veteran's facility. Consistent and compliant with the "[REDACTED]"*

*Source: Federal Register/Vol. 72, No. 41/Friday, March 2, 2007/Notices

Our commitment to small business subcontractors is attested to by awards received from the Veterans Administration for exceeding SDVOSB goals, and the San Diego Supplier Development Council for our outreach program. At the Army's National Conference for SDVOSB in Las Vegas, 28 June 2006, the Veterans Enterprise awarded L-3 the Champion of Veterans Enterprise award for achieving greater than 3% subcontracting to SDVOSB for a total of $104.4M.

The L-3 Contact Team and team member [REDACTED] is currently being utilized by the Internal Revenue Service under an AbilityOne service. This solution from L-3 is compliant in regard to network, structure, COOP and FISMA. This allows for our employment of Service Disabled Veterans, returning from service to our nation, who, as a result of logistics and location issues may only be able to re-engage to society using this service.

The L-3 Contact Team Market Outreach will use our significant reach-back into various L-3 divisions to actively advertise and publicize this avenue in support of the GSA USA Contact initiative.

3.2.4 Subcontractor Management

L-3 recognizes the need to complement its own strengths with quality external resources to achieve the best possible solution for GSA USA Contact customers. This is the reason we created such a diverse, multi-channel team. This team is an established set of pre-qualified subcontractors with preferred vendor agreements. This enables us to rapidly access their services to support our customers. GSA customers will have access to the highest-quality internal and external personnel and specialty services, as required to achieve their contact center mission.

The Preferred Partner Plan (P3) is constructed by matching each SOW requirement area with competent, pre-screened subcontractors that possess specific technology expertise aligning them with the designated core competency. When we screened the members of the L-3 Contact Team we ask them to identify the top three technology areas in which they excel. We then match them to the pre-categorized core competency listing in the requirements and the possible future needs of the government as related to the Federal Enterprise Architecture (FEA). For example, in the area of Knowledge and Contact Management, we may require expertise using a specific technology that includes image scanning and retrieval for the Contact Center Agent. Our partnership with [REDACTED] allows us to add that technology in an integrated fashion into any task order need. Our P3 is constructed to rapidly address niche requirements such as these and more mainstream requirements such as adding 10,000 multi-channel contact center seats. By having established business relationships and preferred subcontractor agreements that for a team under our leadership we can quickly identify the best source of support based on specific USA Contact TO requirements, avoiding staffing, technology or subject matter expertise delays.

For tracking and managing subcontractors, our approach is to link all aspects of the subcontractor's performance to the specific objectives of the project. This means going beyond activity-based service level agreements. We ensure that the results of the activities can be linked to specific impacts on the customer's business operations, and subsequently, to the effectiveness with which the customer delivers their mission.

Table 11 L-3's Approach for Tracking and Managing Subcontractors

Process	Activities
Subcontracts	[REDACTED]
Performance Plan	[REDACTED]
Subcontract Management	[REDACTED]
Performance Tracking and Surveillance	[REDACTED]

Reporting Procedures

Management reporting is a key component of service to GSA and GSA Customers. As described in the Program Management Information System above, The L-3 Contact Team has provided for an infrastructure of data collection from the various elements of both task orders and program level initiatives. Immediately after contract award the L-3 Contact Team PM will meet with both the GSA Contracting Officer (CO) and the GSA Contracting Officer Technical Representative (COTR). At this initial meeting the L-3 Contact Team, in conjunction with the US Government will determine the actual reports structure necessary to meet and exceed all expectations and requirements. The PMIS environment provides for a portal like opening into the information available as related to the contract. Reporting will be at both the program and task order level.

The L-3 Contact Team Program Manager will prepare and deliver a Monthly Progress Report (MPR). It will outline deliverables submitted; problems encountered, and schedule deviations. We will provide a sample-reporting format and will work with the Government to modify, if needed, to meet their business needs. In general, monthly reports also include summary ticket and customer satisfaction information to help frame the overall progress of the program.

The Monthly Progress Report will be submitted with the Monthly Performance Metrics Report. Metrics will be available that specify

Client/Task order

Calls by type, priority, and tier,

First call resolution percentage, and

Average call resolution times.

The metrics will be presented as combined totals, as well as by program, and will show both monthly and cumulative totals. These reports will allow GSA and GSA Customers to verify compliance with the following performance standards specified in all task orders.

3.2.5 Weekly Performance Reporting

Weekly reports will be submitted by noon on each Friday. They provide a summary of the week's activities and will also include trip reports, when applicable; plans for the following week; and any Unresolved Trouble Tickets. Weekly reports may follow the format of the monthly report and will be customized to meet the needs of the Government.

Reports can be delivered in a variety of different ways to include but not be limited by: fax, email, hardcopy printed, electronic CD, web access, and FTP site. Reports can also be generated at any desired frequency. Typically, the standard process involves generating daily reports which are delivered to a dedicated client secure FTP site for review and download.

Human Resources Management Plan

Meeting USA Contact goals with the best personnel in the industry

The L-3 Team understands the complexities of successfully implementing a Human Resources Management Plan that will meet the goals and needs of USA First Contact. Using an recruitment team of more than 400 professional recruiters able to staff multilingual call center employees world-wide, the L-3 Team is able to implement an effective Human Resources Management Plan designed to recruit, retain, and train the best personnel in the industry. Leveraging our extensive worldwide relationships, performing detailed screening and testing of candidates, and ensuring employee satisfaction by providing competitive benefits packages and employee training, our Team is able to provide and retain the most qualified staff in the industry. Table 12 lists the features and benefits of our Human Resources Plan.

Table 12 Human Resources Plan

Features of L-3 Team	Benefits to GSA
Seamlessly on boarding workers as each contact center comes online to ensure the contact centers ability to operate in an uninterrupted and efficient manner	[REDACTED]
Meeting and exceeding federal hiring and staffing requirements	[REDACTED]
Implementing and integrating with each federal agencies HR policies and practices	[REDACTED]
Supporting the agency and department's efforts on the President's Management Agenda (PMA)	[REDACTED]
Managing and facilitating changes that impact every employee	[REDACTED]

Features of L-3 Team	Benefits to GSA
The L-3 Team is familiar with operating in a number of diverse environments to blend their human resource practices with an organization's ongoing operations	[REDACTED]

Through sound, engaged management and technical/operational performance expertise and our commitment to innovative excellence we can provide the support required by GSA. The services, innovations, and expertise we offer will provide all federal agencies with established best practices, best price, and best overall value. As the diagram depicts, there are a number of factors that need to work together to ensure successful results. The L-3 Team is eager to partner with federal agencies in a partnership of combined efforts which will ensure all objectives are met, and to create a partnership that will streamline processes, accomplish required tasks, mitigate risk, and support innovative excellence in a transparent and cost effective manner.

3.3.1 Human Resources Program

20 years of experience ensures effective recruitment, retention and training of personnel

With over 20 years of experience providing call center support services worldwide, the L-3 Team has developed a sound Human Resources Program that encompasses all the requirements listed in Section C.8 of the PWS. Our program ensures that we are able to recruit, retain, and effectively train quality call center personnel effectively while remaining cost competitive. Our Human Resources Program is focused on Recruitment and Retention and Personnel Training. The following sections describe our Human Resources Program in detail, as required under Section C.8 of the PWS. Our Human Resources Plan applies to all USA Contact employees regardless of position or job category.

3.3.1.1 Recruitment and Retention (SOW C.8.1)

Collectively, our Team has more than [REDACTED] personnel currently working at call centers in more than [REDACTED] centers. We have a recruiting team of more than [REDACTED] recruiters focused on quickly recruiting the highest quality call center personnel in the industry. The L-3 Team ensures that the people, the technology, and the process are used to meet the GSA hiring goals and objectives.

With more than 20 years of the call center support experience, we have developed a recruitment and retention strategy that we have successfully employed on all of our contracts that includes:

Corporate Human Resources Support dedicated to finding, testing and hiring competent contact center personnel and foreign language support

Recruitment Resources designed to maintain an extensive pipeline of personnel to quickly and effectively staff a call center in under 48 hours

Testing and Qualification Processes that ensure the consistent, high quality personnel

Retention Techniques and Incentives implemented to minimize employee turnover and retain high quality performers

Employee Satisfaction that ensures employee retention

3.3.1.3 Corporate Human Resources Support

Our corporate team provides unparalleled strength in staffing and recruiting

Using the expertise of our international network of more than 400 in-house recruiters and account representatives, more than 400 servicing locations and a database of 1.9 million technical and 1.1 million non-technical candidates, the L-3 Team offers niche recruiting strength to meet the US Contact staffing requirements. Each servicing location is fully staffed to fulfill the recruiting and customer service requirements of a large client base and larger geography. L-3 Team's nationwide team of in-house recruiters comprises continuously trained professionals who average over 10 years experience in the staffing industry. All were drawn from the verticals for which they recruit, and many have had successful careers in their specific field. Each specializes in one or two niche disciplines, such as administrative, industrial, technical/engineering, IT, accounting, scientific or professional.

Through our targeted selection process, our recruiting team will work closely with each USA Contact client to profile the individuals most likely to succeed in the particular position specified and to define an appropriate assessment process, tailored to generate the best staff for a specific task order. Table 13 describes our basic recruiting and hiring process in detail, from the time of task order issuance:

Table 13 Recruiting and Hiring Process

Phase	Action	Detailed Description	Date/Day
Planning	Identify Hiring Need	[REDACTED]	
	Classify Position	[REDACTED]	
	Determine Method for Filling Position	[REDACTED]	
	Vacancy Announcement and Application	[REDACTED]	
Assessment	Call Center Support	[REDACTED]	
	Review Application	[REDACTED]	
	Qualify Candidate	[REDACTED]	
Selection	Interview, Select and Approve	[REDACTED]	
	Offer Letter Process	[REDACTED]	
	Security Clearance	[REDACTED]	
	Finalize Employment	[REDACTED]	
On-boarding	Process Candidate	[REDACTED]	
	Orientation	[REDACTED]	
	Evaluation	[REDACTED]	
	Staff Plans	[REDACTED]	

Recruiting Foreign Language Support. The L-3 Team's proven recruiting processes are designed to meet critical USA Contact linguist requirements. Our process validates a candidate's language skills, as well any security or other technical skill requirements. Those not meeting contract requirements are identified and rejected early in the process, thereby reducing costs. The quality management controls maximize positive results, shorten gap times, and quickly deploy our foreign language support personnel where needed.

Before any screening or deployment can occur, the L-3 must first locate and contact potentially qualified linguist candidates. Our team has the ability to reach across the US and Canada using traditional and innovative methods of recruiting to identify and grow a qualified candidate pool. Our traditional and innovative recruitment methods include:

Employee and Non-Employee Referral Program. Our Employee Referral Program offers employees bonuses for referring individuals that successfully meet standards and deploy on a program. We also have a Non-employee Referral Program that capitalizes on the power of networking throughout ethnic communities.

Re-recruit Former Employees. Our retention staff stays in contact with former employees in order to re-hire them once they are ready and willing. Since January 2006, these efforts have resulted in [REDACTED] returning to the field.

Decentralized Recruiting. Our reach across the United States into ethnic communities continues to grow. We have augmented our pre-screening process in Reston, VA with Regional Processing Centers at Dearborn, MI and San Diego, CA to reduce the number of unqualified candidates traveling to Reston, thereby reducing unnecessary travel costs. Our recruiters are positioned in key US cities (e.g., Chicago, Houston, Atlanta, Columbus, Los Angeles, and New York) augmenting the Reston, VA, home station. Our recruiters canvass densely populated ethnic communities to raise and maintain awareness of linguist opportunities overseas.

3.3.1.3 Recruitment Sources

Because of the size and coverage of our recruiting team, the L-3 Team has extensive recruiting resources from which we draw that include:

- Existing Pool of Existing, High On-Site and Off-Site Job Fairs
- Mobile Recruiting Teams
- Hiring Sessions
- Traditional Recruiting Methods
- Performing Personnel
- Redeployment of Existing Personnel
- Referral Programs

Redeployment Success Story

Currently, the L-3 Team manages a structured redeployment program for a large technology client The program was designed to manage mandatory breaks in service for all contingent employees while maximizing assignment productivity by maintaining a rotating queue of experienced contractors. L-3 Team manages these objectives by rotating a large group of skilled and qualified employees with expertise in the customer's technologies through assignments at other local customers as applicable. This rotation eliminates gaps in employment for our contractors, ensures a stable workforce by minimizing contractor attrition, complies with customer mandated tenure limits and breaks in service, and ensures redeployment of experienced staff back to the client.

The L-3 Team uses different recruitment sources and in-house recruiters for Technical and Professional positions. However, we follow all of the same processes to qualify applicants and their status is tracked on the same applicant tracking systems. Cleared Personnel are subject to different procedures. While the specific assessments for required job skills and job fit are identical to a non-cleared position, the most important element of the hiring process is the investigation of the applicant's background.

Pool of Existing, High Performing Employees. Our talent sourcing strategies will vary by task order allowing us to source the best employee for each task order's unique skills requirements and business culture. The L-3 Team has a diverse team talent pool that we all will share that consists of the resources that we can quickly have available for job assignments. This will enable us to quickly assign or reassign human resources on demand before we start to recruit for new talent. As projects ramp down, we will just as easily be able to reassign our resources onto projects that need their skills. The L-3 Team's first avenue for candidate identification is our extensive talent base of [REDACTED] non-technical candidates. All resumes and candidate profiles in the talent base are seamlessly reformatted by our [REDACTED] engine which works 24/7 to expedite entry, search, retrieval and presentation to the customer.

Redeployment. Primarily used for unique or rare hot skills, redeployment is a viable source of qualified talent. L-3 Team redeploys talent from previous assignments to other L-3 divisions or departments, or to other customers with similar skills and business requirements. Redeployment has been an invaluable tool for retaining talent with unique or rare hot skills by keeping them actively engaged. Our structured and dynamic redeployment and outplacement solutions are part of our employer-of-choice Six Sigma goals. Redeployment benefits IS staff by providing continuous employment and opportunities for career growth, while our clients benefit from structured workforce ramp up, restructuring and reduction solutions. Redeployment services are usually available to all staff members that are eligible for rehire. Supervisory and Management personnel may be offered additional skills training or professional placement services.

Referral Programs. Our employees and our customers are strong recruiting resources for our company. Over the years, an extraordinary volume of talent has chosen L-3 Team as their employer through recommendations from their friends or our customers.

On-Site and Off-Site Job Fairs. Our recruiters host and proactively participate in local and regional job fairs, an extremely effective recruiting tool particularly when held in partnership with our customer. Our servicing locations sponsor or participate in more than 1,000 job fairs annually to source for all skill sets. We experience, on average, 90 percent application return rates from these events.

Mobile Recruiting Teams. Mobile recruiting teams are primarily utilized for technical skill sets. Leveraging our local sourcing knowledge and national reach, our Mobile Recruiting Teams fully mine regional markets for the best talent. These teams of tenured and experienced recruiters complement local sourcing campaigns with a focused and detailed plan that fully exploits each market's unique knowledge base, building a solid queue of hot-skills talent immediately available for assignment.

Traditional Recruiting Methods. To reach a maximum number of potential and qualified candidates, L-3 Team recruiters utilize a wide variety of traditional recruiting methods, including:

Advertising Campaigns, Targeted Niche Campaigns, Regional Recruiters, Trade Associations, College/Trade-School Recruiting, Customer HR Department, Referrals, Open Houses, Nonprofit, Government /Community Service Organizations Work Partnership Programs

3.3.1.4 Testing and Qualification Processes

With our extensive experience staffing Call Center personnel, we fully recognize that thorough screening and testing are necessary to identify qualified candidates for these environments. In addition to standard skills tests, we also test for highly specific skills and personal attributes, such as listening ability, data entry and e-mail familiarity. Our team supplies Call Center personnel to a variety of industries. Our training efforts are dedicated to providing qualified staff in the most frequently requested disciplines..

3.3.1.4.1 Retention Techniques and Incentives

With more than 20 years of collective experience providing call center support for the Federal Government and commercial clients, the L-3 Team understands the challenges associated with maintaining a high quality workforce in this competitive industry. Understanding that retaining corporate knowledge is pivotal to the effective function of call centers, we have we have invested in our ability to motivate, train, and ensure employee satisfaction.

We have implemented many forms of recognition to improve employee motivation and retention. We recognize performance at a variety of levels within our contact centers including the recognition specifically tied to specific TO goals. Table 14 is a list of incentives that we provide to our employees. The L-3 Team's compensation programs and performance review processes for Supervisors, Managers and technical staff such as Knowledgebase specialists or telecomm engineers are substantially similar in principle to those used for Information Specialists.

Table 14 L-3 Contact Incentives

Incentive	Description
Competitive Compensation	[REDACTED]
Comprehensive Benefits Package	[REDACTED]
Flexible Schedules	[REDACTED]
Pay for Performance	[REDACTED]
Company or Site Monthly Recognition	[REDACTED]
Individual Business Units/ Teams On-Going Recognition and Thanks	[REDACTED]
USA Contact Quarterly Recognition	[REDACTED]
Quality Assurance	[REDACTED]
Certificates for Length of Service	[REDACTED]
Employee Development and Training	[REDACTED]
Shift Premiums	[REDACTED][redacted]

3.3.1.5 Employee Satisfaction

We believe that employees are satisfied when they feel a sense of community in the workplace. Employees need to know they are an integral part of the company and its success from day one. To promote this sense of connection, we have instituted the following initiatives:

Manager Involvement During Training. Trainees meet the management team during the first two days of training. Supervisors spend time in training classes, presenting training modules and meeting with new team members. Each training class has a training graduation, which is attended by the management team, where graduation certificates are awarded.

Employee Recognition. Senior management present employees with an anniversary certificate during the month of their annual anniversary. The Employee of the Month is nominated by their peers and selected by the management team. Winners are presented with a parking space for a month, a Microdyne shirt, a gift card and a plaque. Our Site Incentive Leader regularly runs competitions to reward teams and individuals for good performance.

Corporate Challenge. Employee Teams compete with other area companies in a series of events including Wellness, Basketball, Volleyball, Trivia and Poker. Each company earns points and a winner is announced at the end of the challenge.

Measurement of Employee Satisfaction. We conduct annual employee surveys to help us identify opportunities for improving employee satisfaction. As an example, one of our sites participates in "The Best Places to Work in Maine" program. This program, conducted by the Society of Human Resources Management, does an annual survey of employees. The results of the scientifically validated survey take into account the employee policies and procedures as well as in-depth responses from the employees. After the survey is conducted, an "Assessment Findings Report" is presented to the site and provides a benchmark each year to help the site enhance, maintain, and improve policies, practices and procedures in the workplace environment.

3.3.1.6 Training (SOW C.8.2)

Using the expertise of our CONUS wide network of more than 100 in-house certified trainers, more than 50 training locations and our proven training methodology, the L-3 Team offers training strength to meet the US Contact requirements. Each contact center site is fully staffed to fulfill the training requirements of a contact center TO. In addition, we will tap into our nationwide recruiting resources to augment our existing resources with TO specific Subject Matter Experts (SMEs) to ensure accurate and complete content development as required at the TO level.

Each key "customer facing" job has a specific and comprehensive training program. Training programs include L-3-specific modules such as L-3 Orientation, History of the Internet, How to Use Your Avaya Telephone System, Accessing E-mail on Outlook, Internet Explorer. Our L-3 Curriculum Development team will work closely with the Government on a TO basis to develop specific modules to ensure the most effective and efficient knowledge training program possible. Training methodologies will vary, depending on the adult learning styles and needs of the L-3 IS workforce, but will certainly include lecture, video, online simulations, call monitoring, role-playing and mock calls, and significant hands-on learning.

3.3.1.7 Training Curriculum (C.8.2.1)

The L-3 Team will create training curricula and resources to support each TO, ensuring that Information Specialists, Leadership and Support Personnel understand the project goals and objectives and are ready to provide professional, expert customer service.

Of course, no new CSR is allowed to take calls without first completing training on product support, customer service, phone etiquette, problem probing, and other TO specific processes in a formal classroom setting. The L-3 Team employs a multi-staged training process, which will generally consist of the following elements:

Basic Training. Basic Training is required of all new Iss and includes a general L-3 orientation and an introduction to our history, policies, procedures, and our commitment to quality service. Customer service skills are emphasized such as call control, effective listening skills, problem solving techniques, and effective verbal and written communication.

During Basic Training, IS's are trained in foundation level customer service skills. Particular emphasis is placed on handling calls from individuals from diverse backgrounds including non-English speaking, visually and/or hearing impaired, callers in crisis, etc.

As part of their initial orientation training, all new employees will sign acknowledgments of receipt of employee handbooks, Security Awareness Training, behavior expectations and awareness of call monitoring and recording. These acknowledgments will be renewed on an annual basis.

Product/Service Training. Product/Service Specific Training provides training which is more specific to the general types of call that will be received in the call center. We look forward to working closely each TO organization to develop a training program that emulates the service culture of the organization as closely as possible, ensuring a smooth transition into the support environment. This training reinforces customer service training and TO-specific escalation procedures. Courses include TO nomenclature, terminology, processes, The language of the TO organization, Standard operating procedures, Protocols specific to the TO, Ethics, Laws and Regulation

Technical Training. Technical Training covers the underlying technology that the L-3 Team IS will be supporting. In a classroom with dedicated training computers, Iss will engage in hands-on technology exercises and training on the Desktop toolset, working with databases and the applicable Government furnished systems. In group and individual sessions, Iss will also role-play with simulated calls from the TO telephone queues. During this stage of training, the IS's will be trained in the proper access methods and security. The L-3 Team will provide training in the use of the specific desktop application. Certification tests will be given to ensure that each CSR is able to use the application, including advanced search strategies and screen guides to locate appropriate content. Extensive testing and evaluations are conducted as part of this process to ensure that students are ready to move to the next level.

Immediately prior to going 'live,' Iss are provided with live customer calls on a restricted basis. We will coordinate this process closely with the TO organization, as we typically move to this level of training in close cooperation with our business partners. Senior L-3 support staff (both supervisors and QA specialists) will oversee this process, providing assistance when needed by live monitoring of the individual Iss. Iss will be assigned to teams based on skill sets, and will answer calls courteously and professionally, using a customized greeting, and adhering to prescribed call processing and escalation procedures.

After completing the training curriculum and passing their final exam, Iss "graduate" to the Nesting Area. If a trainee does not "pass" their final exam then they must go through remediation, and re-take the final exam, before taking their first call.

Ongoing Training. L-3 has found that these training practices result in a highly effective support team, capable of providing world-class service to First Contact customers. L-3 contact centers have dedicated, fully equipped training facilities, and training programs can be customized to meet L-3's requirements. Training is an ongoing process as detailed below:

Verifying Skill Levels. Iss are tested regularly on skill levels to ensure all qualifications have been met. Certificates of qualification are issued to Iss who successfully complete additional training.

Industry Certification. Because our L-3 Iss will be using state-of-the art tools in their work, we encourage all employees to pursue industry and technology certifications. Our tuition reimbursement program provides a means for our employees to continually upgrade their skills and earn relevant professional certifications. We know that investing in our workforce is the only sure way to improve retention and the overall quality of our services in support of First Contact.

Leadership Training. Supervisors and Quality Personnel are required to attend all IS training. In addition, all members of management may participate on a monthly basis in the L-3 Leadership courses, which include: Basic Principles, The Leader in Each of Us, Coaching-Bringing Out the Best In Others, Giving and Receiving Constructive Feedback, Taking Corrective Action, Valuing Workforce and Cultural Diversity.

Training Facilities (SOW C.8.2.2). Each call center facility is equipped with dedicated training rooms. The rooms are set up in a classroom style that is most conducive to an adult learning environment. They are equipped with the appropriate hardware, software, connectivity, and teaching aids required to effectively deliver the required training. Our training rooms are designed to hold 20 to 25 trainees and up to two instructors. We have the additional capability of expanding training capacity by partnering with local educational organizations or businesses to provide flex training facilities. We are also able to schedule up to 3 classes per day in each training room by scheduling training on a 24 hour per day, seven day a week (24/7) basis.

Instructor and Classroom Criteria (SOW C.8.2.3). The training department at the USA Contact PMO will consist of a director of training for all customer contact centers, site-training managers, and Levels I and II instructors. Training, quality assurance, and operations teams are organized autonomously to ensure objectivity and integrity. Instructors all have corporate training delivery experience and are certified for the courses they deliver. Level I instructors deliver training; Level II instructors deliver training and are also qualified to design training for programs requiring development and design. Instructors have various backgrounds and have designed numerous types of programs (sales, customer service, technical support, Internet, etc.). The L-3 Team welcomes client-delivered train-the-trainer sessions, and the client's team is welcome to participate in training delivery at any time.

Course and Reference Materials (SOW C.8.2.3). The L-3 Team's training department designs new hire, recurrent and refresher training courses, based on information and materials provided by the government that are specific to individual task orders and approved by government prior to presentations. Additionally, our training department delivers new hire, recurrent and refresher training courses and maintains training documents and materials, ensuring that the information is disseminated into reference materials, job aides, supporting processes, quality assurance and information systems (knowledge database). We provide documentation of training activities, management of training program implementation and subsequent training, and a Blended Learning environment.

Reporting and Recordkeeping (C.8.2.5). All aspects of training will be tracked in our Train Track database, including classroom attendance, testing and certification scores, QA scores, and the like. All of this information will be made available to the Government and its subcontractors for analysis. Centralized training records are immediately available to help managers and supervisors focus in on each IS's needs and to track progress.

Training Metrics and Analysis (C.8.2.6). Training effectiveness is determined first by comparing test results with program requirements, then by evaluating program training, tests and QA monitoring results, as well as the team results from management observations and daily productivity reports.

Testing. The L-3 Team provides two types of evaluations to ascertain training effectiveness and personnel competence.

Level I Evaluations. Completed at the end of each training day to gather trainee reaction to the training experience.

Level II Evaluations. Final examinations that are administered at the conclusion of the classroom training to assess student program knowledge and acquired skills

Prior to going *on the phones*, each student is certified by a team of instructors, supervisors, and quality personnel. ***Students must pass the final examination with a score of 90% or higher***, or as requested by our customer. All IS quality personnel and supervisors assigned to a program must attend new hire training and all subsequent recurrent and skills enhancement training. Test performance requirements are the same for all attendees.

Performance Monitoring. After successful completion of the transition phase, the performance improvement team continues monitoring the Iss' performance, and, as quality improvement opportunities arise, responds quickly with constructive feedback, coaching and training interventions. For example, ***individuals with three monitoring scores below 95% within a one-week period receive monitoring feedback and coaching, and may receive additional training.*** Performance results are communicated via QA reports and weekly Training & QA meetings. Performance results and feedback may indicate a need for revisions to the training materials, which are forwarded to the instructor who is maintaining the training materials for the client's program.

3.3.2 Contingency Plans

Contingency plans for human resource acquisition during surge operations are described in the contingency section of this proposal response. See Section 4 Staffing plans for rapid addition of qualified specialists

3.3.3 Wage Rate Category Compensation

L-3 Contact Team has used the Service Contract Act Wage Determinations for Fairfax County, Virginia as our basis for compensation for each level of contact center staff. The compensation plan includes applicable Health and Welfare as well as stipulated vacation and holiday costs and applicable overheads and fee. Depending on the specific requirements of the individual task orders, the proposed compensation plan will be dependent upon factors such as location and skill level of the proposed staff.

L-3 used the following wage determination occupations:

RFP Category	Service Contract Act Classification	SCA Code
IS1 English	[REDACTED]	[REDACTED]
IS2 English	[REDACTED]	[REDACTED]
IS3 English	[REDACTED]	[REDACTED]

IS4 English	[REDACTED]	[REDACTED]
IS5 English	[REDACTED]	[REDACTED]

RFP Category	Service Contract Act Classification	SCA Code
IS1 Bi-Lingual	[REDACTED]	[REDACTED]
IS2 Bi-Lingual	[REDACTED]	[REDACTED]
IS3 Bi-Lingual	[REDACTED]	[REDACTED]
IS4 Bi-Lingual	[REDACTED]	[REDACTED]
IS5 Bi-Lingual	[REDACTED]	[REDACTED]

3.4 Performance Management Plan

The L-3 Contact Team's approach to performance management will center on day-to-day, informal contact between L-3 Team personnel and TO personnel. On a continual basis, communication, cooperation, and coordination (Ce) are elements of our proactive approach to management, and are critical to successful task performance. The C3 paradigm ensures that L-3 Team personnel are aware of TO requirements and expectations regarding task performance. It also ensures that TO staff is informed of any potential problems that may arise before they affect task performance or the mission of the organization. Overall, the plan provides a structured approach to the organizational hierarchy so that all employees know who is in charge of what at any given moment. The L-3 Contact Team will communicate with the Government TO team through the Program Manager and the Operations Managers for all contract and performance related issues. The L-3 Team will work diligently to create a team atmosphere where sharing knowledge, information, work quality, and camaraderie occur daily.

3.4.1 Processes and Methodologies Implemented to Ensure Effective Performance Management

The L-3 Contact Team Performance Management Process is consistent with the objectives of GSA and at the beginning details the set of performance goals specific to the GSA customer. The Initial stage of the process validates the requirements, develops action plans, and then allocates resources. This detailed financial, budgetary, and performance data provides managers with a solid foundation on which to base day-to-day management decisions. We recognize the interdependencies of technical and business disciplines and combine mature systems architecture and engineering methodologies (e.g., capability maturity model integration [CMMI] and International Organization for Standardization [ISO]) with commercial best practices (e.g., IT infrastructure library [ITIL]) to establish solutions that integrate with customer business and mission operations. Plan, Provision, Perform and Improve. Our overall management process allows us to set clear performance objectives and to hold people accountable for meeting these objectives. We work diligently to create and maintain structured communication processes and formal performance reviews of all of our key processes. In consideration of the Federal Enterprise Architecture and the Performance Reference Model (PRM) the L-3 Contact Team has created a focused methodology that provides the following components:

Federal Enterprise Architecture (FEA) Measurement Areas	L-3 Contact Team Performance Area	Overall Contract Effect	Measurement Frequency

Mission and Business Results	[REDACTED]	[REDACTED]	[REDACTED]
Customer Results	[REDACTED]	[REDACTED]	[REDACTED]
Process and Activities	[REDACTED]	[REDACTED]	[REDACTED]
Technology	[REDACTED]	[REDACTED]	[REDACTED]

A good performance management program includes performance metrics as described above, showing a direct contribution to the agency's mission success, and a balanced set of contractor incentives. The L-3 Contact Team uses its Enterprise IT Service Management (EITSM) Framework to manage large multi-channel contact operations. A centerpiece of EITSM is the ITIL-based service level management (SLM) process. The goal of SLM is the definition, agreement, monitoring, and improvement of IT service level agreements (SLA) as shown in the following graphic.

Inbound/Outbound Contact Center Optimal Staffing Methodology (CCOSM). Our overall forecasting process allows us to predict call volumes and estimate staff levels required to handle volumes. Two types of information forecasting are utilized to predict and estimate historical patterns: Forecasts and Scenario Assumptions. In addition, service levels are met by ensuring that assumptions are well defined and accurate.

The L-3 Contact Team is adept at handling variations in volume. Seasonality can drive staffing ramps starting in late summer and lasting through January. Key business drivers for our partners can sometimes drive unexpected, intense swings in call volumes, sometimes with very short notice. For any TO, there could be new products or service introductions, product/service upgrades, and the typical seasonal drives during certain times of the year. Therefore, in order to provide a rapid response capability, the L-3 Contact Team has developed an array of approaches to managing volume. Management of cyclical call volume and unforeseen spikes are both core competencies of the L-3 Contact Team and we strive to improve in these areas through continuous review and partnership with our clients. Examples of remedies to certain deficiencies or service level agreement touch points include:

CCOSM Issue	Management Options

Spikes within a day	[REDACTED]
High volume on specific days of the week	[REDACTED]
Seasonality	[REDACTED]

3.4.1.1 Service Level Monitoring

Service Level Agreements (SLAs) provide the mechanism to align mission requirements to multi-channel contact center services. Typically they define in detail the service level objective characteristics of the contact service, including performance, availability, and response time. This is carried through all aspects of the multi-channel contact environment including attended and unattended telephony services, interactive and static FAQ, email and chat services and postal mail services including fulfillment.

The figure below shows how high-level mission requirements flow into contact requirements then into specific procurement documents, such as the Performance Work Statement and Quality Assurance and Surveillance Plan, then into SLAs, service level objectives, and to base measurements, which are called quality of service metrics. L-3 knows that a robust ITIL-based SLM system is the best practice for the management of performance-based Operations contracts.As an example, L-3 has provided on-going support to the US Special Operations Command (USSOCOM) under the Enterprise Information Technology Contract (EITC) since April 2002. The original contract, scheduled to end March 2007, was extended 2 years for surpassing SLA objectives. For USSOCOM L-3 operates a 24/7 help desk that supports customer requirements from a range of locations worldwide. L-3 provides centralized and distributed help desk and call center solutions and support.

L-3's management approach incorporates performance based metrics and reporting at the basic contract level and at the task order level. This affords GSA and its customers the ability to objectively and thoroughly assess our performance. At the basic contract level, using our PMIS and QMS we will meet or exceed the metrics derived from each TO.

3.4.1.2 Service Level Monitoring in the Call Center

The L-3 Team has a proven and flexible process in place to meet and exceed service level requirements. This process has enabled us to deliver outstanding business results and added value for our partners through careful planning and monitoring of call volumes and arrival patterns, both intra-day and seasonal.

Real time service level is monitored by operations utilizing [REDACTED] CMS and adjustments are made as needed. (see chart to right) Supervisors coach and mentor Information Specialists (IS) personnel with long talk or handle times. In situations where more staff is needed, scheduled hours are augmented utilizing a variety of techniques including overtime incentives, 15 minute paid lunches and/or team competitions to encourage extra hours. The table above, actually generated by the contact center infrastructure and can be made available through the USA Contact PMIS will give the end client, GSA and the L-3 Contact Team a real-time picture of the load factors involved in staffing for optimal performance.

Workload Forecasting. We will work with each TO team to understand the initial forecasts, as a basis to determine initial staffing needs. As actual data is accumulated, the L-3 Contact Team will produce half-hourly volume forecasts, based on actual activity. Together, this data allows us to produce accurate forecasts for future staffing needs.

Workload Calculation. This projects how many minutes of talk time we expect to handle in that half hour increment. We utilize a workforce management tools that incorporates ErlangB calculations to identify the forecasted percentage of time agents can expect to be engaged in call activity during the defined interval.

"ISs In Seats" Forecast. This forecast helps determine the number of trained Iss, with the appropriate skills and languages, who need to be engaged in talking to an USA Contact customer to meet the workload calculation requirement. Utilizing an accurate forecast, historical call data (talk time and wrap time), and appropriate utilization, efficiency and occupancy estimates, we are able to plan for the number of agents necessary to handle the given forecast.

Total Required Staff Forecast. Beginning with the "Iss in Seats" forecast, above, we adjust for shrink (unplanned absences), anticipated fluctuations in volume based on unique situations, and breaks to ensure that the scheduled staff will result in the necessary capacity to accommodate the interval volume.

3.4.2 Scheduling

The L-3 Team works constantly to meet the changing business and customer service needs quickly and effectively. We use the most accurate and flexible system of shorter scheduling horizons coupled with an elastic scheduling model to ensure service levels are met through both normal operations and contact surges and spikes.

In our constant effort to build a successful schedule that meets the needs of service expectations, we monitor and analyze monthly, daily and intra-day volume and arrival patterns. Utilizing our workforce management tools and our experience in forecasting these metric indicators we optimize efficiency and exceed performance metrics. Utilizing our workforce management tools, we build historic models with these patterns based on the average daily volume and hourly volumes.

Scheduling Feature	Operational Impact	Benefit to GSA

Scheduling requirements are clearly articulated and integrated with the recruiting process	[REDACTED]	[REDACTED]
Recruiting plan targets appropriate population to meet specific schedule needs	[REDACTED]	[REDACTED]
IS sets their own "Availability" via SAF form w/in business guidelines	[REDACTED]	[REDACTED]
Schedules are created weekly	[REDACTED]	[REDACTED]
Schedules can accommodate wide range of needs: Part Time, Full Time, Days, Evenings, Split shift, Mid shift, 4 – 10 hour days, 3 – 12 hour days	[REDACTED]	[REDACTED]

3.5 Measurement and Performance Metrics for Unattended and Other Services

L-3 Business Process Management System is designed to monitor all contact center multi-media channels via xml data feeds. As events occur the communication engine, i.e. IVR, Chat, E-Mail, or Fax, will send a transaction to the Process Engine which will trigger an event to fire off based on the business rules that have been set. Regardless of communication channel, voice or data, we can track the interaction with the customer. If we are integrating with a legacy technology that does not support XML there are technology adapters (see Technology Adapter table in Technical Approach) that we have in place to permit communication and monitoring.

All incoming transactions can be viewed in process in near real-time and can be tracked against the SLA's that have been set for that process or task order. All data is tracked in the underlying Enterprise Content Management system and can be viewed in the Case/Contact Management Tool. These measurements are to judge the performance of the business operations and their success against the specific task order SLA's.

3.5.1 Service Recovery /Contingency Planning

The L-3 Contact Team recognizes that a significant threat exists to its ability to continue normal business operations following a serious, unexpected, and disruptive incident. We further recognize that we need to recover from such disruptive incidents within the approved service levels and that this necessity to ensure a speedy restoration of services requires a significant level of advance planning and preparation.

Our extensive experience in continuity of operations (COOP) and continuity of government (COG) planning, federal disaster emergency response operations, and training at the national and regional levels of government, coupled with our understanding of emergency authorities, demonstrates our capabilities to undertake and to successfully complete this significant task in support of the USA Multi-channel Contact Center initiative.

COOP Methodology. The L-3 Contact Team methodology begins with a comprehensive assessment of the potential risks to the contact center solution that could be caused by disasters or emergency situations. We seek to ensure cost effectiveness but will not compromise the effectiveness of our COOP plan.

Next to effective planning, recoverability is the most important phase of the contingency planning process. The L-3 Team can use data replication processes to on-site/off-site storage area networks (SAN) at multiple, secure off-site locations, which fully expedites the recoverability process. We perform quarterly tests to ensure the accuracy and stability of our recoverability process and to enhance our plan as we move forward.

3.5.2 Problem Identification, Notification and Resolution

One of the most complex issues in any multi-channel contact center environment is in the identification of issues and problems prior to their actual effecting of the overall customer contact center experience. As a result of the experience and expertise brought forward by the L-3 Contact Team each identification and resolution scenario is generally related to the components of – Service, Key Processes of the customer, Internal Quality Measurements and Frequency of measurement. An example of performance based measurement problem identification model is below and indicative of a customer centralized technical help desk type of contact center with the majority of contact coming inbound.

Service	Key Customer-Related Processes	Internal Quality Performance Measures Used	Measurement Frequency
Inbound Contact Management	▪ Process end user calls	▪ ASA ▪ Abandon Rate ▪ Contact Quality ▪ Call Volume ▪ Average Talk Time ▪ Average Wrap-Up Time ▪ Cost Per Call	▪ D/W/M ▪ D/W/M ▪ D/W/M ▪ D/W/M ▪ D/W/M ▪ D/W/M ▪ W/M

3.5.3 Processes and Methodologies for Projecting and Monitoring Workload, Performance Objectives and Expenditures

The L-3 Program Manager has a detailed understanding of TO's requirements, performance metrics and business goals. The Program Manager has the authority and accountability to work across all organizations within L-3 Team to ensure that service levels are met and that action plans are created and implemented in an efficient and timely manner. The L-3 Program Manager will facilitate TO needs, monitor metrics, ensure a smooth and seamless communication process and create value-add business solutions for the duration of the contract.

The L-3 Program Manager will have the authority to ensure that resources are appropriately assigned and priorities established to meet program goals for operational efficiencies and improvements. Each week, Program team meetings will be held with executive level input to add value to the process and action plans that are led by the Program Manager. Monthly, executive summaries in the form of a Program Manager report assess goals and direction of the program. This Program Manager report details, at a high level, your customer care solutions. Quarterly, the Program Manager will conduct a business review that will ensure we are all moving in positive directions.

The management and administration of workload, performance objectives and expenditures is a high priority. We will utilize the following means to carefully project and monitor all workload, performance objectives and expenditures:

- Monthly progress meetings at the functional level
  - Quality Assurance
  - Site Manager
  - Project Manager
  - ISSM
  - Marketing Outreach
- Monthly formal review meetings between the Project Manager and the subcontractors
  - Monthly technical progress reports from subcontractors
  - Telephone contacts and follow up, as required
- Action item logs maintained by the functional manager
- Quality Assurance audits and reviews
- Technical performance monitoring by functional managers

At the TO level, we will meet the performance-based contracting objectives established for each TO. L-3 supports numerous performance-based service acquisitions that use performance metrics and incentives to drive the achievement of customer goals. When requested to propose performance metrics for a TO, L-3 will assess the customer's stated goals and objectives. The foundation of our metric categories will correlate to the general categories that GSA has indicated are important by their inclusion in the past performance evaluation criteria. Although performance metrics and incentives are customized to specific customer objectives, the following are examples from some of our existing programs:

- **Quality of Service.** Customer satisfaction, first call resolution, QA scores, percent call logging, service level, abandonment rate, etc.
- **Schedule.** Percent of deliverables submitted on time or early
- **Cost Control.** Task order cost performance (on or under budget)
- **Business Relations.** Customer and GSA satisfaction survey results
- **Subcontract, Socioeconomic Goals.** Percent of contract dollars assigned to small business subcontractors.

Categorizing these metrics allows us to report program-wide performance in terms GSA has already determined are valuable for assessing performance. Proposed incentives for Award-Fee, Incentive-Fee, or Award-Term-type task orders will be tied directly to achievement of the performance metrics, and will be negotiated with customers on a case-by-case basis.

3.5.4 Corrective Actions and Contingent Plans

The L-3 Team identifies, mitigates, and avoids problems through early identification and standard procedures and practices that include:

- Assignment of managers and operational staff whose technical background and managerial experience are in concert with program's complexity

- Use of management tools, such as the Microsoft Project, Microsoft Excel, and financial and accounting data that support detailed planning and tracking
- Regular communications among managers, assigned staff, clients, and subcontractors to anticipate changes or problems
- Periodic corporate assessments of performance of deliverables
- Development of a partnership mentality between the Team and government to enhance the ability to treat problems as a challenge to be overcome together

Our philosophy is that problem avoidance is preferable; however we do recognize that some problems and issues will surface requiring management attention. In those instances where problems cannot be avoided, the L-3 Team will resolve them expeditiously and effectively through early identification, enumeration, and immediate implementation of on-target corrective actions. When a problem arises, the L-3 Team will escalate its resolution when necessary. The L-3 Team's policy promotes internal communications as well as communications with appropriate government representatives.

3.6 Quality Assurance/Quality Improvement Plan

The purpose of this plan is to provide information on the requirements and procedures necessary for specifying how QA will be performed during the implementation and operations processes for all QA activities in support of the USA Contact program. QA personnel will ensure that all aspects of the program (staffing; training; operations; contract deliverables; performance management; process engineering; service delivery; service improvements; and customer satisfaction) are performed according to the process described in this QA plan. By doing so, QA personnel will assist in the overall quality of the program. This plan describes QA tasks to be performed and defines a set of standardized techniques for performing QA tasks.

3.6.1 Processes and Methodologies to Ensure Effective Quality Assurance

At the heart of our quality assurance program is our Quality Management System (QMS). Regardless of type of product or service, we define quality as "Conformance with Specifications." This is a measurable approach to quality assessment that fully complies with ISO 9001:2000, the industry standard for defining a QMS. With this understanding of objective quality evaluation, we build quality into our products and services through consistent application of the following principles:

- Absolute clarity of task specifications and goals
- Comprehensive and precise planning, including SOPs and PIs
- Training and formal qualification of employees for the tasks they will perform
- Process discipline, confirmed by audits, evaluations and trending.

Developed from the viewpoint of the Federal Enterprise Architecture, this QMS has been structured to support three functional areas: IT Infrastructure, IT Applications Development and IT Management Services. The QMS also has the ability to support "staff services" activities, where technical processes are under control of the customer, rather than L-3. From a set of requirements developed to satisfy both ISO 9000 and CMMI, L-3 has developed processes, procedures, templates and checklists for each functional area. These are stored in the Process Asset Library (PAL) where they are accessible to all staff through the PMIS.

Our Quality Assurance Lead monitors TO manager use of the PAL and adherence to the policies and QMS process shown in Figure 8. The QA Lead works with TO managers to identify the functional areas that apply to their projects, and to tailor the processes and procedures as necessary. Adherence to the procedures is reflected in our PMIS by including the process steps in the project's master schedule and tracking process deliverables as milestones. We build quality oriented reviews into the task order schedule baseline. Integrating the quality policy adherence procedure with the project schedule ensures that TO managers do not overlook procedural requirements and that performance monitoring and control is governed by the overall quality process.

Figure 8 L-3 ISO 9001:2000-Certified QMS Ensures Quality and Process Improvement

3.6.1.1 Quality Assurance Organization

The quality assurance (QA) function supporting the project has a reporting path that is independent of the TO project manager, site managers and supervisors. This reporting structure ensures that QA reports to the USA Contact Program Manager who has the authority to act and the ability to apply resources to correct difficulties with the following areas: staffing; training; operations; contract deliverables; performance management; process engineering; service delivery; service improvements; and customer satisfaction.

The Quality Assurance Lead designated at the USA Contact Program level has the authority to direct changes in practices and procedures that do not meet the requirements stated in the contract. The responsibilities of the QA Lead assigned to the program include the following:

- Ensure that review procedures are followed for all deliverable documents
- Review all deliverable documents to ensure compliance with appropriate standards.
- Develop audit plans and conduct performance assessment evaluations
- Conduct reviews and audits of the process.

3.6.1.2 Problem Resolution and Escalation

L-3 has defined the following three levels at which quality issues and problems can be resolved:

- **Level 1.** Between the QA function and the responsible Site Manager
- **Level 2.** Between the QA function and the Program Manager
- **Level 3.** Between the QA function and the corporate executive staff

Corporate policy encourages resolution of the problem at the lowest level before escalating the problem upwards.

The QA function will take the posture of preventing negative quality issues and providing required assistance rather than being in a strictly evaluative role. The QA function will form an independent and objective judgment concerning the processes used and quality of services/products produced under the client's contract.

3.6.1.3 Performance Assessment Evaluations

- Our QA surveillance efforts assist customers in verifying L-3 performance on performance-based TOs by gathering metrics data and providing reports for L-3 managers and TO customers to evaluate L-3 performance against the performance parameters agreed to by the customer. During TO execution, we refine metrics and the collection process for metrics data as needed to gain better insight into ways to measure and improve our performance. This assists GSA and our customers in performing their surveillance responsibilities and improves customer satisfaction, which makes customers more likely to continue using the USA Contact vehicle. Our awards are validations that our quality management processes work.

3.6.1.4 Managerial QA Reviews

Managerial QA reviews are held periodically to assess the execution of all of the actions and the items identified in the Program Management Plan. These reviews shall be held by an organizational element independent of the unit being reviewed, or by a qualified third party.

This review may require additional changes be made to the Quality Assurance Plan itself. Management QA reviews shall be held for the duration of the program. These reviews shall include (but not be limited to) the Quality Assurance Lead, USA Contact Program Manager, and the corporate executive staff. The review should be brief and should focus on conformance to the guidelines specified in this document.

3.6.1.5 Service Monitoring and Calibration

The L-3 Team ensures consistent and improving IS performance through supervision, coaching and continuous feedback. IS calls are monitored by Quality Assurance Specialists, Supervisors, Trainers and Managers, both side-by side and through remote monitoring techniques. Scoring for customer service behaviors, accuracy of information, completeness of data collection and other measurements will be established in partnership with the Government.

The QA Lead will be responsible for ensuring that the results of the quality monitoring are documented in detail including the data, results, conclusions, recommendations, action plans, and improvement priorities. The specific format and reporting frequency will be determined at the TO level.

We work in partnership with our clients to determine the specific measurements appropriate for each program. For example:

Category	Component
Introduction	[REDACTED]
Phone Etiquette	[REDACTED]
Closing	[REDACTED]

The type of call will dictate the Categories and Components, for example a Level One TO may have different metrics than a Level Four TO.

- , but would be a coaching opportunity and would not be so severe to fail the call. Each component is scored
  - Yes/No – some items, especially those with legal compliance issues, are cut and dry; the agent did, or did not verify data.
  - Tiered – Meets, Exceeds, Does Not Meet. Again, in partnership with our Clients we determine the minimum requirements to "Meet". For example "Empathy,"
    - Does Not Meet = Not saying a statement such as "I'm sorry to hear that…."
    - Meets = Making a statement such as "I'm sorry to hear that…"
    - Exceeds = Making a statement such as "I'm sorry to hear that, and let me see how I can help you today…"
- Depending upon the type of call, we can also weigh the components.
  - For example, Credit Cards have legal requirements, when a component is failed (a "No") it could be weighed heavily enough to fail the entire call.
  - Empathy scoring "Does Not Meet" is important

The criteria, method, and tools that we utilize to measure end customer satisfaction and client satisfaction ensures consistent and improving IS performance through supervision, coaching and continuous feedback.

IS calls are monitored by Quality Assurance Specialists, Supervisors, Trainers and Managers, both side-by side and through remote monitoring techniques. Monitoring goals are set at the TO level for full time IS and prorated for part time IS. In addition, monitoring sessions are scheduled at varying times of the day and week to ensure a fair representation of IS performance. We employ a variety of ways to monitor:

- **Side-by-Side.** We sit next to the agent, with headphones, to observe how the agent handles the calls. We can do immediate coaching and recognition. This is done at least 2 times, every other week.
- **Remote Monitoring.** This is when the monitor would listen to the live call, away from the agent, without the agent knowing they are being monitored. Traditionally the QA would do this in the QA Monitoring room on-site; the Supervisor would do it at their station. Coaching is then provided within 12 hours of the call, immediately when possible.
- **Recorded Calls.** We record a random sampling of calls to monitor. This allows us to record calls in the overnight, when a QA may not be available. It allows the agent to hear their call, and participate in the scoring.

- **Calibration.** We welcome the opportunity to calibrate with the Government. Based upon the size and scope, we can facilitate calibration weekly, for whatever sample size is agreed upon. By working together, we can ensure that our Quality Assurance Specialists are listening and scoring the same way that the Government would.

We closely track our internal progress to goal for QA audits. Fig 5 is a report of our targeted number of audits to complete, and the percent to goal. This enables us to hold QA and the Supervisors, accountable for listening and coaching on the calls. This is a key KPI for QA.

Together with the Government we can determine the frequency of monitoring for each individual TO.

- We will work in partnership with the individual TOs to mirror their expectations. Depending upon the complexity and compliance standards, we can adjust the frequency to meet the needs of the specific TO.
- Current QA monitoring requirements range anywhere from 2 calls per person every two weeks to 3-4 calls per person per week.
- The supervisors are also required to monitor one or more calls per person, per week.

Quality calibration and continuous improvement are critical to ensuring high customer satisfaction. We encourage “joint listening sessions” with the Government to ensure consistency of expectations and feedback. Blind and random external monitoring will be enabled through close collaboration.

3.6.1.6 Effectiveness of Service Delivery

Scoring for customer service behaviors, accuracy of information, completeness of data collection and other measurements will be established in partnership with the Government. The monitoring results are also shared and reviewed with the IS’s Supervisor, and in summary form for trend analysis with the Quality Assurance Lead, Site Managers, TO Project Manager and others as necessary. The ultimate objective of monitoring is to manage performance through:

- Assessing IS performance
- Developing specific individual performance improvement plans and goals
- Engaging in personal performance feedback with ISs
- Tracking results at a Team, Site and Project level to search for emerging trends, calling patterns, training needs and overall performance improvement

We look at overall and individual trends

Above is an example of total quality scores, drilled down by category and production. Overall the team quality score is 91.62% and conversion is 4.38%. Looks good. However…We've identified a correlation between Call Closing and Conversion rates.

By drilling it down, we can identify the individuals to focus our coaching efforts on. In this example, if agents Grant and Murchison are coached, not only can their individual scores rise, but the team scores would also increase. Everyone wins.

Scores are entered into a quality assurance data base

Here you can see the data fields we pull, prior to facilitating the quality audit. This enables us to track the trending. For example, when a Client is in multiple sites, we can drill it down by location.

We will work closely with the Government to integrate their requirements and forms.

Service delivery effectiveness is also measured by assessing customer satisfaction. For each TO, we will work with the Government to design, develop and implement customer satisfaction surveys. Our process will include a closed loop process for analysis of the data and the deployment of corrective action plans. We will customize our reporting of results and performance to meet the goals and objectives of the individual TOs. We currently deploy a variety of EE satisfaction assessment processes. As an example, our site in Maine participates in "The Best Places to Work in Maine" program. This program surveys a random sample of employees regarding their satisfaction on the job. A report of this survey, along with recommendations for improvement is provided to employers.

3.6.1.7 Quality Improvement Program

We will integrate a customer compliment and complaint tracking process into each TO process design. IS personnel will log this information as part of their standard operating procedure that will be developed during the TO implementation process. The QA Lead will analyze the data collected, identify opportunities and report this information to the Government on monthly basis. In addition, the QA Lead will drive activities to develop action plans to address improvement opportunities within the call center operation. The L-3 Team will also work with the Government to conduct third party operational assessments, as warranted.

Section 4 – Security Plan

4.1 Introduction

The L-3 Contact Team's experts, led by the Information Systems Security Manager (ISSM), and in support of the GSA USA Multi-channel contact initiative will use NIST Special Publication 800-53A to create a viable security assessment plan to determine the overall effectiveness of the security controls employed within any of the USA Contact facilities. The assessment methods and procedures from Special Publication (SP) 800-53A represent a minimum level of security due diligence for organizations assessing the security controls in their information systems and should be used as a starting point for and as input to the security assessment plan. Additionally, we intend to move beyond identifying vulnerabilities and toward a more operational focus on information systems security in order to protect the integrity of the public's information.

NIST is charged under the Federal Information Security Management Act (FISMA) with developing standards and guidance for implementing Information Technology (IT) security programs. SP 800-53 is part of a series of documents developed for selecting the proper level and types of IT security controls. The core of the series is Federal Information Processing Standard (FIPS) 200, which establishes minimum security requirements under FISMA. Once those requirements have been established, agencies select the appropriate set of controls from NIST SP 800-53, Recommended Security Controls for Federal Information Systems. SP 800-53A is an addendum that sets out the framework for conducting mandatory assessments of security controls required under FISMA.

Working as a team with our contact center partners, the L-3 Contact Team will supplement the assessment methods and procedures contained in this publication as needed, taking into consideration any platform-specific dependencies in the deployed hardware, software, or firmware that compose the contact center information system. The selection of appropriate assessment methods and procedures for a particular information system will depend on three factors:

- The security categorization of the information system in accordance with FIPS 199 and NIST Special Publication 800-53;
- The specific security controls selected and employed by the contact center to protect the information system;
- The level of assurance (or confidence) that the organization must have in determining the effectiveness of the security controls in the information system.

Risk assessments will also be used to guide all security control assessment-related activities associated with the contact center information system to enable a cost-effective, risk-based implementation of this key element in the contact center's information security program. The use of the assessment methods and procedures from NIST Special Publication 800-53A as a starting point in the security control assessment process promotes a more consistent level of security in organizational information systems. It also offers the needed flexibility to tailor the assessment methods and procedures based on specific organizational policies and requirements, operational considerations, known threat and vulnerability information, and tolerance for risk to the organization's operations and assets.

The L-3 Contact Team will apply proven computer security risk assessment methodology and mitigation experience, as well as knowledge of the contact center's organization, to accomplish high quality and responsive studies and analysis, and provide technical and analytical support. Our team will provide support in, but not limited to, the following areas:

- Manage the development of contact center security strategic plans, security policies, procedures, implementation documents and other documents as directed, e.g. Information Security Plan, Assessment Plan, Training Plan,
- Develop, implement and maintain the Information Security Plan in accordance with NIST Special Publication 800-18, Guide for Developing Security Plans for Information Technology Systems
- Perform Certification and Accreditation (C&A) activities in compliance with NIST SP 800-37, Guide for Security Certification and Accreditation of Federal Information Systems, FISMA, and other Federal requirements
- Perform site surveys, security risk assessments system security testing; identify and provide options for correcting hardware and software security problems to mitigate security risks on contact center systems
- Implement risk management methodology for performing compliance reviews of Departmental systems to ensure compliance with FISMA and other Federal requirements
- Develop Information Assurance course materials including all required documents, (e.g. training materials, lesson plans etc.) and conduct security awareness training
- Develop information Assurance communication and Advocacy Plans
- Process and Information System Security (ISS) engineering
- Develop and maintain project schedules, track project progress, and accomplishments on all assigned tasks, and provide weekly and monthly status reports for the GSA contact center

As developed by our experts, the contact center information security program will include:

- Periodic assessments of risk, including the magnitude of harm that could result from the unauthorized access, misuse, disclosure, disruption, modification, or destruction of information and information systems that support the operations and assets of the contact center
- Policies and procedures that are based on risk assessments and cost-effective mitigation plans to reduce information security risks to an acceptable level and ensure that information security is addressed throughout the life cycle of each agency information system
- Subordinate plans for providing ample information security for networks, facilities, information systems, or groups of information systems, as appropriate
- Security awareness training to inform personnel (including contractors and other users of contact center information systems that support the operations and assets of the contact center) of the information security risks associated with their activities and their responsibilities in complying with agency policies and procedures designed to reduce these risks
- Periodic testing and evaluation of the effectiveness of information security policies, procedures, practices, and security controls to be performed with a frequency depending on risk, but no less than annually
- A process for planning, implementing, evaluating, and documenting remedial actions to address any deficiencies in the information security policies, procedures, and practices of the agency

- Procedures for detecting, reporting, and responding to security incidents
- Plans and procedures to ensure continuity of operations for information systems that support the operations and assets of the contact center.

4.2 Methodology for Compliance with Information Systems Security Requirements

Methodology is an essential component of information security governance. The L-3 Contact team will base its information security methodology on a combination of appropriate legislation, such as FISMA; applicable standards, such as NIST Federal Information Processing Standards (FIPS) and guidance; and internal contact center requirements. Contact center information methodology will address the following:

- Information security roles and responsibilities;
- Statement of security controls baseline and rules for exceeding the baseline
- Rules of behavior that agency users are expected to follow and minimum repercussions for noncompliance.

Supporting guidance and procedures on how to effectively implement specific controls across the enterprise will be developed to augment the contact center security policy. This subsequent guidance on information security, created by the agency, in consideration of external guidance (NIST Special Publications including NIST SPs 800-18, 800-30, 800-53, and 800-60 and OMB memoranda), will be consistent with the information security policy. The contact center will ensure that their information security policy is sufficiently current to accommodate the information security environment and contact center mission and operational requirements. To ensure that information security does not become obsolete, the GSA contact center will implement a policy review and revision cycle.

As a part of the periodic review and the initial development of the information security policies, the L-3 Contact Team will work with the contact center staff to ensure that all internal security policies (i.e., physical and personnel) are properly coordinated to ensure effective implementation of crosscutting and convergent security objectives, such as access control initiatives.

4.3 Plan for Achieving Certification and Accreditation

Accreditation is the official management decision given by a senior contact center official to authorize operation of a contact center information system and to explicitly accept the risk to contact center operations, assets, or individuals based on the implementation of an agreed-upon set of security controls. Required by OMB Circular A-130, Appendix III and NIST Special Publication 800-37, security accreditation provides quality control and challenges managers and technical staffs at all levels to implement the most effective security controls possible in an information system, given mission requirements, technical constraints, operational constraints, and cost/schedule constraints.

This is a challenge that we eagerly accept. The L-3 Communications Team is the premier provider of information system, security services for many portions of the Executive Branch of the Federal Government. We are eminently qualified in terms of our FISMA focus, our NIST-based C&A methodology, our relevant past performance, our people, and the maturity of our management approach. L-3 has addressed Information Security technical and programmatic support while assisting departments/agencies with all aspects of planning, engineering, fielding and operating secure and/or non-secure IT systems and resources similar in scope and complexity to those deployed within all Multi-channel contact centers.

It is essential that contact center have the most complete, accurate, and trustworthy information possible on the security status of their information systems in order to make timely, credible, risk-based decisions on whether to authorize operation of those systems. The information and supporting evidence needed for security accreditation is developed during a detailed security review of an information system, typically referred to as security certification. Security certification is a comprehensive assessment of the management, operational, and technical security controls in an information system, made in support of security accreditation, to determine the extent to which the contact center controls are implemented correctly, operating as intended, and producing the desired outcome with respect to meeting the security requirements for the system. The results of a security certification are used to reassess the risks and update the contact center system security plan, providing the factual basis for an authorizing official to render a security accreditation decision.

The contact center security certification and accreditation process will consist of four distinct phases: Initiation Phase, Security Certification Phase, Security Accreditation Phase and the Continuous Monitoring Phase

Each phase in the security certification and accreditation process will consist of a set of well-defined tasks and subtasks that are to be carried out, as indicated, by the responsible contact center individuals (e.g., the Chief Information Officer, authorizing official, authorizing official's designated representative, senior agency information security officer, information system owner, information owner, information system security officer, certification agent, and user representatives).

As planned by our team of experts, the **Initiation Phase** will consist of three distinct tasks: preparation; notification and resource identification; and system security plan analysis, update, and acceptance. The purpose of this phase will ensure that the authorizing official and senior contact center information security officer will be in agreement with the contents of the system security plan, including the system's documented security requirements, before the certification agent begins the assessment of the security controls in the contact center information system.

Working with our contact center partners, the L-3 Team will develop a Security Certification Phase consisting of two tasks: security control assessment; and security certification documentation. The purpose of this phase will determine the extent to which the security controls in the contact center information system are implemented correctly, operating as intended, and producing the [REDACTED].

4.4 Policies and Procedures for Conducting Assessments of Security Controls

Our analysts will identify the appropriate minimum security control baseline, then provide a thorough description of how all the minimum security controls in the applicable baseline will be implemented or planned to be implemented as defined by **NIST SP 800-18, 800-30, 800-37 , SP 800-53A, FIPS 199 and 200.** Our L-3 analysts will provide: [REDACTED].

After identifying and assessing the contact center baseline controls, our team will design information security metrics that will assist in satisfying the annual FISMA reporting requirement by providing an infrastructure for organized data collection, analysis, and reporting. Information security metrics can also be used as input into the Government Accountability Office (GAO) and Inspector General (IG) audits. The information security metrics development process will consist of two major activities:

- Identifying and defining the current information security program; and
- Developing and selecting specific metrics to measure implementation, efficiency, effectiveness, and the impact of the security controls.

Information security metrics will be used for monitoring information security control performance and initiating performance improvement actions. This process consists of six phases identified in the following illustration:

Figure 9 Contact Center Information Security Metrics Program Implementation Process

- **Phase 1** of the process, Prepare for Data Collection, involves contact center activities that will be essential for establishing a comprehensive information security metrics program. These activities include the information security metrics identification, definition, development, and selection activities, and developing a metrics program implementation plan
- **Phase 2** of the process, Collect Data and Analyze Results, involves contact center activities that will be essential for ensuring that the collected metrics are used to gain an understanding of system security and to identify appropriate improvement actions.
- **Phase 3** of the process, Identify Corrective Actions, involves developing a plan that will provide the roadmap of how to close the implementation gap identified in Phase 2.
- **Phases 4 and 5,** Develop Business Case and Obtain Resources, respectively, will address the budgeting cycle required for obtaining resources needed for implementing the remediation

actions identified in Phase 3. The steps to develop a business case are based on industry practices and mandated guidance, including Office of Management and Budget (OMB) Circular A-11, the Clinger-Cohen Act, and GPRA. The results of the prior three phases will be included in the business case as supporting evidence. NIST SP 800-55 will also provide guidance for the L-3 team during these phases.

- **Phase 6** of the process, Apply Corrective Actions, involves implementing corrective actions as determined through data analysis and as defined in an applicable business case or a Plan of Action and Milestones (POA&M). After corrective actions are applied, the cycle completes itself and restarts with subsequent data collection and analysis. Iterative data collection, analysis, and reporting will track the progress of corrective actions through the POA&M, among others, measure improvement, and identify areas for further improvement to be included in tactical plans, Program Management Plans, or other contact center planning mechanisms. The iterative nature of the cycle ensures that progress is monitored, and corrective actions are affecting system security control implementation in the intended way. Frequent performance measurements will ensure that if corrective actions are not implemented as planned, or if their actual effect is not the desired effect, quick course corrections will be made by the contact center security staff, avoiding problems uncovered during external audits, security certification and accreditation efforts, or other similar activities.

4.5 Methodologies for Correcting Deficiencies and Eliminate System Vulnerabilities

Network and system security scanning is the most practical way to assess the vulnerabilities on the contact center systems and networks. By implementing a routine scanning schedule the L-3 Team will quickly identify security threats on the contact center network, operating systems, networked devices or custom applications. Our team will use automated scanning tools for performing audits for known vulnerability and configuration issues to achieve FISMA compliance for network security. Once a security vulnerability assessment has been performed, our team will formally document any findings and take corrective action expeditiously to ensure timely responses to the all evaluations.

Our team will create Test Reports, Residual Risk Analysis Reports, and POA&Ms for each ST&E activity as defined by NIST SP 800-53, NIST SP 800-60 guidance. All three documents will be formal deliverables that are reviewed and approved by the contact center IAM. Remediation activities occur during the ST&E process and validation reports will be provided to IAM. Deliverables will be continuously updated to reflect corrective actions or exceptions.

Each contact center system will have a formal POA&M that is developed during the accreditation process to track critical milestones. The individual application POA&Ms will be merged into a combined POA&M that is provided to the IAM on a weekly basis.

Additionally, the L-3 team will maintain a separate "technical POA&M" for each contact center system to track all findings resulting from scanning tools or manual reviews. The technical POA&M is required to comply with FISMA reporting.

4.5.1 Information Assurance Training

Information Assurance training will be an integral part of contact center C&A practices. Our team will develop a robust contact center security culture by instituting contact center IA awareness policies as well as implementing vigorous IA training based on NIST SP 800-53 guidance.

We will provide for initial IA orientation and annual awareness training to all authorized contact center users to ensure they know, understand, and can apply the IA requirements of their system(s) in accordance with baseline awareness training requirements in accordance with FISMA, NIST publications, GSA guidance and best security practices. The L-3 Team will:

- Review current contact center IA workforce policy & requirements
- Develop contact center workforce IA policy consistent with baseline IA requirements identified in FISMA, FIPS and NIST publications, GSA guidance and best security practices
- Develop contact center awareness training policies
- Identify existing training to meet awareness training needs
- Identify gaps in training requirements
- Develop plans to close gaps
- Develop plans to document and report progress toward to raising, verifying and continuously improving existing IA skills
- Prioritize IA workforce implementation (certification)
- Develop implementation training for Information Assurance Managers (IAMs) and Human Resources Managers (HRMs)
- Communicate requirements to operational leaders
- Communicate requirements to higher, adjacent, and supporting/supported organizations as well as with the contact center IA workforce.
- Implement contact center "governance plans"

Section 5 – Special Hiring Plan

5.1 Special Hiring Requirements

The L-3 Team is committed to the utilization of special needs, severely disabled and blind individuals in support of our USA Contact Task Orders. L-3 currently trains and staffs special needs individuals in all L-3 multi channel contact centers. As a part of our effort to achieve a constructive, productive environment for special needs employees, including severely disabled individuals, we work diligently to create reasonable accommodations for all who require them. As a result, approximately 30% of the seats in our flagship center have some form of special needs accommodation. At L-3's [REDACTED]:

Physical Impairment	Type of Equipment	Current Number of Accommodations
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Additionally, L-3 will maintain consistency and compliance to the Section 508 of the American Disabilities Act. Our software, telephony, facilities and management will all be oriented to the creation of the aforementioned productive environment for special needs employees with a focused effort on the partnership with [REDACTED].

In order to support the AbilityOne initiative, we have partnered with [REDACTED] as a subject matter expert for special needs hiring. Our special needs hiring experience has shown us that there are techniques and policies that are far more effective when hiring and training individuals with special needs. We will rely [REDACTED].

The L-3 Team utilizes the following technologies for both training and operational activities with special needs employees:

1. <u>TTY Capacity & Experience</u>

   The L-3 Team utilizes [REDACTED] is the ability to provide TTY services at each and every phone and/or voice mail box. [REDACTED] essaging applications permit callers to select prompts in voice or TTY format. If a caller wants to leave a TTY-format message, the message will be recorded by the system and then stored in the same mailbox that holds the called party's voice mail.

   Avaya messaging support for TTY users does not end with call-answer capabilities. TTY users have access to nearly all of the same mailbox functions that are provided to voice users via the telephone user interface, such as the ability to generate, receive, and forward messages, do directory look-ups, and return phone calls automatically. Note that not all people who use TTYs rely on them for both transmitting and receiving.

Many TTY users are hard of hearing but still able to speak clearly. These individuals often prefer receive text on their TTYs and then speak in response — a process commonly referred to as Voice Carry Over (VCO). Avaya messaging applications support VCO operations by allowing users to record voice messages even after TTY prompting has been selected. Indeed, should they desire to do so, people may leave messages that contain both voice and TTY.

Support for visually impaired is done through Universal Access Phone Status software. This software is usable with standard, unmodified Avaya telephones.* The software itself is loaded onto our agent desktop PCs; the status of the telephone is then monitored via a connection to an Avaya Media Server running Avaya Communication Manager. Information of the sort typically conveyed to sighted users by LEDs (Light Emitting Diodes) is presented automatically by voice through the PC's speakers, for example "Line three is on hold," "You have new voicemail," and "Line three has disconnected." Text information on the telephone's display, such as the caller ID information, is voiced out only when the user requests it, thereby helping to protect the privacy of the caller and of the user.

2 [REDACTED] software speech synthesizer and the computer's sound card, information from the screen is read aloud, providing technology to access a wide variety of information, education and job related applications.

The Plan outlined below in this Section 5.1 is a joint plan approved by [REDACTED].

The L-3 Contact Team has embraced the USA Contact with the knowledge that we must utilize our proven staffing approaches throughout and refocus and modify conventional methodologies in support of the GSA commitment to the utilization of special needs, severely disabled or blind individuals. In support of the [REDACTED], the L-3 Contact Team has created a synergistic relationship with multiple organizations and technology providers thus maximizing the overall potential of the aforementioned working group.

The L-3 Contact Team has worked with and been provided a recommended strategy by [REDACTED][redacted] for the recruitment and utilization of individuals for USA Contact solution delivery. National Industries for the Blind [REDACTED][redacted] has established itself as a respected provider of services to the Federal government through its network of associated nonprofit agencies through the AbilityOne Program (formally the Javits-Wagner-O'Day (JWOD) Program)

[REDACTED]. Our commitment to quality earned us ISO 9001:2000 certification.

Relevant to the Special Hiring Requirement in the USA Multi-Channel Contact Center Solicitation, L-3 will work with [REDACTED] rehabilitative and employment services for people who are blind across the country. Additionally, the L-3 Contact Team has added as a key partner and full fledged [REDACTED].

[REDACTED] is essential to expanding employment and wages paid to people who have severe disabilities.

In support of this initiative, L-3 realizes that the idiosyncrasies of hiring and training individuals with special needs are areas that require experience. [REDACTED] provides that experience.

5.2 Human Resource Solutions and Management

The L-3 Contact Team strives to provide cost savings and efficiency, while proving support with our employed disabled, veterans, and handicapped personnel.

Cost Savings and Efficiency. [REDACTED] handle all administrative matters related to staffing, from recruitment, to training and supervision. Services are provided with prompt efficiency that allows customers to focus on their primary mission, rather than collateral support services.

L-3 and [REDACTED] insures through its quality assurance processes, employee evaluations, and training programs that individuals assigned to perform the work have training and skills that meet and exceed the requirements of the contract being performed. Unique and personalized training and job coach supports are provided to ensure that each worker is properly prepared to provide quality products and service.

Surprisingly, people with disabilities are still a vast untapped resource with an unemployment rate estimated at more than 70 percent [REDACTED] we view this as an opportunity to create employment for people with disabilities while also providing our business customers with a reliable and dedicated workforce that will provide a quality product or service. MVLE trains adults with disabilities to achieve greater independence by providing life skills, job training and employment in facility-based and community-based work settings.

The L-3 mission is one borrowed from [REDACTED] …Our mission is first and foremost to create futures one person at a time by providing employment opportunities for people who have disabilities, and L-3 will also provide the GSA and GSA's customers with high quality products and services, delivered on time at a reasonable price. The American taxpayer also benefits from reduced disability payments made to people with severe disabilities and the increased tax revenues their employment generates.

Let us strive to finish the work we are in. To bind up the nation's wounds. To care for him who shall be borne the battle…and for his widow and his orphan

Veteran Access. In addition to the special hiring considerations presented through NIB, MVLE and other NISH based organizations the L-3 Contact Team has committed to the employment, management, and partnering with Veterans. The L-3 Contact Team, in addition to having Service Disabled Veteran Owned Small Businesses on the L-3 Contact Team will participate in the [REDACTED] Within the PMO is a position that has been created to serve and the government, NISH and L-3 Contact liaison for this initiative. Within the Marketing Outreach organization (See PMO Organization Chart) in the PMO is the Disability Employment Coordinator. This individual, a corporate resource, is pointed at the USA Contact initiative. The role is managed by an experienced human resource professional with the experience in both the Veteran's Administration and NISH. Again, the L-3 Contact Team Goal.

Special Hiring Issue	L-3 Contact Team Provision	Program Benefits
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

Special Hiring Issue	L-3 Contact Team Provision	Program Benefits
[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]

The L-3 Contact Team is committed to providing employment diversity in support of the USA Contact initiative. Utilizing Service Disabled, Severely Challenged and Visually Impaired professionals, the L-3 Contact Team will provide diversity and balance in a scalable, multi-lingual, multi-channel 24 x 7 contact center solution.