



General Services Administration (GSA)
Federal Acquisition Service (FAS)
Office of Integrated Technology Services

Enterprise Infrastructure Solutions (EIS)

“Enabling Agency Missions through Innovative,
Integrated, and Secured Solutions”

Final Proposal Revision

RFP# QTA0015THA3003, March 31, 2017

Volume 5 – Subcontracting





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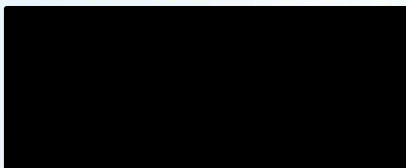
March 31, 2017

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ABBREVIATION AND ACRONYM DEFINITIONS LIST

Abbreviation/Acronym	Definition
ANC	Alaskan Native Corporations
CEO	Chief Executive Officer
CPAR	Contractor Performance Assessment Report
DCMA	Defense Contract Management Agency
DoD	Department of Defense
DUNS	Data Universal Numbering System
eSRS	Electronic Subcontracting Reporting System
FAR	Federal Acquisition Regulation
HubZone	Historical underutilized Business Zone
ISP	Individual Subcontracting Plan
ISR	Individual Subcontract Report
LB	Large Business
MBISYS	Minority Business Information System
NaVOBA	National Veteran-Owned Business Association
NMSDC	National Minority Supplier Development Council
OCONUS	Outside the Contiguous United States
OHS	Operation Hand Salute
OSDBU	Office of Small and Disadvantaged Business Utilization
PIPRS	Past Performance Information Retrieval System
PTAP	Procurement Technical Assistance Programs
SAM	System for Award Management
SB	Small Business
SBA	Small Business Administration
SBLO	Small Business Liaison Officer
SDB	Small Disadvantaged Businesses
SDVOSB	Service-Disabled Veteran-Owned Small Business
SSR	Summary Subcontract Report
SSR	Summary Contracting Reports
TO	Task Order
VAR	Value Added Resellers
VOSB	Veteran Owned Small Business
VOSB	Veteran Owned Small Business
WBDC	Women's Business Development Center
WBENC	Women's Business Enterprise
WBENCLink	Women's Business Enterprise Database
WOSB	Woman-Owned Small Business

VOLUME 5 — SUBCONTRACTING [L.33; L.9; M.2(4); M.2.4; J.20]

1 Subcontracting Plan and Subcontracting Participation [L.33.1]

AT&T believes that America’s small businesses are a rich and agile source of innovation and ability that can strengthen teaming on bids for government business and also improve contract execution.



When we look at companies classified as “Small Disadvantaged Business (SDB) — includes Alaskan Native Corporations (ANC) and Indian Tribes), Woman-Owned Small Business (WOSB), HUBZone, veteran-owned (VOSB), and Service-Disabled Veteran-Owned Small Business (SDVOSB)” — or just “Small Businesses (SB)” — we see not just compliance with government rules, but new solutions, new options, and new, capable resources. It is this approach that has allowed us to successfully integrate small businesses into our Networx contracts and will allow us to continue this success on EIS. AT&T corporate policy underscores our company’s commitment to small business outreach and utilization. The policy establishes a framework whereby maximum practical opportunity is continually afforded to SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB businesses to participate with us as subcontractors of goods and services. In addition, the policy dictates strict compliance with all federal, state, and local agency procurement policies, regulations, and programs. Our proposed Individual Subcontracting Plan (ISP) is based upon the tenants established in AT&T corporate policy and is customized for EIS to fully comply with each of the eleven elements required and described in Federal Acquisition Regulation (FAR) 52.219-9.

1.1 Individual Subcontracting Plan [L.33.1; L.33.1.1(a-e); L.27.2(2)(g)(ii); M.2(4); M.2.4; M.2.4(1)(a); J.20]

AT&T provides the Individual Subcontracting Plan in **Section 1.1.1** in response to the EIS solicitation and as required by the EIS RFP and agree that, if accepted by the government, it will become a part of the EIS contract.

1.1.1 AT&T’s Compliance with the Requirements of FAR Subpart 52.219-9 and FAR Subpart 19.704 [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

Our proposed Individual Subcontracting Plan is fully compliant FAR Small Business Subcontracting Plan guidelines as expressed in FAR 52.219-9 and FAR 19.704.

1.1.1.1 Identification Data [J.20]

Table 1.1.1-1. Identification Data.

Name	AT&T Corp.
Address	3033 Chain Bridge Road, Oakton, VA 22124
Date Prepared	February 22, 2016
Description of Supplies/Services	Telecommunications
Solicitation Number	QTA0015THA3003

1.1.1.2 Type of Plan [J.20]

Table 1.1.1-2. Individual Subcontracting Plan.

Individual Subcontracting Plan: Basic Information					
Individual Plan Period:					
Base:	Date of award through 5 years	Option Period 1:	5 years	Option Period 2:	5 years
Estimated Contract Value Estimate for Base Contract Period and Each Option					
Base Period:	██████	Option Period 1:	██████	Option Period 2:	██████
Place of Performance:	CONUS and OCONUS	DUNS Number: (under the contract awarded or pending award)	62-159-9893		

1.1.1.3 Separate Percentage Goals for Each Small Business Category [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

Separate percentage and dollar goals for each small business category are provided in **Table 1.1.1-3** through **Table 1.1.1-6** that follows in **Section 1.1.1.4**, which are a percentage of the total subcontracting dollars for each business category.

1.1.1.4 Statement of Total Dollars to be Subcontracted and a Statement of the Total Dollars Planned to be Subcontracted to Each Small Business Category [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

AT&T provides the planned dollars to be subcontracted for each small business category in **Table 1.1.1-3** through **Table 1.1.1-6**.

Table 1.1.1-3. Five Year Base Goals. Five year base goals are expressed in dollars and percentages of the total dollars planned to be subcontracted.

Planned Subcontracting	Dollars	Percent
1. Total dollars to be subcontracted	██████████	100%
2. Large Businesses (LB)	██████████	63%
3. Small Businesses (SB)	██████████	37%
4. Veteran-Owned Small Businesses (VOSB)	██████████	3%
5. Service-Disabled Veteran-Owned Small Businesses (SDVOSB)	██████████	3%
6. HUBZone Small Business (HUBZone)	██████████	3%
7. Small Disadvantaged Businesses (SDB) (including ANCs & Indian tribes)	██████████	6%
8. Women-Owned Small Businesses (WOSB)	██████████	5%



Table 1.1.1-4. Five Year First Option Goals.

Five year first option goals are expressed in dollars and percentages of the total dollars planned to be subcontracted.

Planned Subcontracting	Dollars	Percent
1. Total dollars to be subcontracted	██████████	100%
2. Large Businesses (LB)	██████████	63%
3. Small Businesses (SB)	██████████	37%
4. Veteran-Owned Small Businesses (VOSB)	██████████	3%
5. Service-Disabled Veteran-Owned Small Businesses (SDVOSB)	██████████	3%
6. HUBZone Small Business (HUBZone)	██████████	3%
7. Small Disadvantaged Businesses (SDB) (including ANCs & Indian tribes)	██████████	6%
8. Women-Owned Small Businesses (WOSB)	██████████	5%

Table 1.1.1-5. Five Year Second Option Goals.

Five year second option goals are expressed in dollars and percentages of the total dollars planned to be subcontracted.

Planned Subcontracting	Dollars	Percent
1. Total dollars to be subcontracted	██████████	100%
2. Large Businesses (LB)	██████████	63%
3. All Small Businesses (SB)	██████████	37%
4. Veteran-Owned Small Businesses (VOSB)	██████████	3%
5. Service-Disabled Veteran-Owned Small Businesses (SDVOSB)	██████████	3%
6. HUBZone Small Business (HUBZone)	██████████	3%
7. Small Disadvantaged Businesses (SDB) (including ANCs & Indian tribes)	██████████	6%
8. Women-Owned Small Businesses (WOSB)	██████████	5%

Table 1.1.1-6. Total (Base Plus All Options) Goals.

Total (base plus all options) goals are expressed in dollars and percentages of total dollars planned to be subcontracted to be used for Electronic Subcontracting Reporting System (eSRS) reporting.

Planned Subcontracting	Dollars	Percent
1. Total dollars to be subcontracted	██████████	100%
2. Large Businesses (LB)	██████████	63%
3. All Small Businesses (SB)	██████████	37%
4. Veteran-Owned Small Businesses (VOSB)	██████████	3%
5. Service-Disabled Veteran-Owned Small Businesses (SDVOSB)	██████████	3%
6. HUBZone Small Business (HUBZone)	██████████	3%
7. Small Disadvantaged Businesses (SDB) (including ANCs & Indian tribes)	██████████	6%
8. Women-Owned Small Businesses (WOSB)	██████████	5%

1.1.1.5 Description of the Principal Types of Supplies and Services to be Subcontracted and Identification of the Types Planned to be Subcontracted to Each Small Business Category [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

The principal types of supplies and/or services that AT&T anticipates to be subcontracted and the identification of the types of business concerns planned to be subcontracted are detailed in **Table 1.1.1-7**. The types of supplies or services noted below are based upon our experience as a leader in the telecommunications industry.

Our small business teammates are involved in the highest levels of technology along with AT&T subject matter specialists. They will consist of subcontractors that have worked with us on the Networx contracts as well as new small businesses that will enhance our overall offerings to government agencies.

Table 1.1.1-7. Principal Types of Supplies and Services to be Subcontracted by Category.

Service Areas	LB	SB	VOSB	SDVOSB	HUBZone	SDB	WOSB
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							
[REDACTED]							

1.1.1.6 Method of Developing the Subcontracting Goals [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

AT&T uses the following method to develop subcontracting goals (See **Figure 1.1.1-1**):

1. An estimate was made of the depth and breadth of services and supplies that were needed to successfully accomplish tasks on the EIS program, as well a preliminary calculation of total contract value and the total subcontract value.

2. Programmatic technical analyses were performed to determine areas that matched the proven practice areas of AT&T. Once this was determined, support areas were then identified relative to our expansive set of small business teammates that have supported our federal and

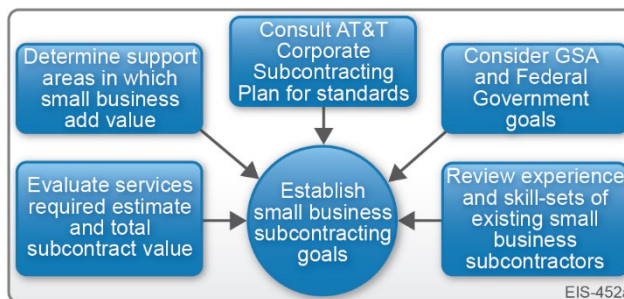


Figure 1.1.1-1. Subcontracting Goal Development Factors.

These factors are utilized to determine subcontracting goals and to identify the small businesses that are the best match for each and all program requirements.

commercial efforts based on their offerings, experience, and compatibility to accomplish broad and efficient teaming for EIS requirements.

3. The Small Business (SB) goals of the federal government, the General Services Administration (GSA), and our own Supplier Diversity Program were also considered as guidelines to aid in the estimation of target goal percentages.
4. A review of the experience and skill-sets of our small business teammates provided additional input for the identification of potential roles and the establishment of goals by small business socioeconomic category.
5. It is also anticipated that additional future partners will be included to support EIS requirements based on their capability to accomplish task and program work efforts.

1.1.1.7 Description of the Method Used to Identify Potential Sources for Solicitation Purposes [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

As part of standard practice, AT&T actively pursues engagement with small businesses. AT&T has developed a robust outreach program which will support all phases of EIS subcontracting. Our methodologies are executed across various geographies and technology sectors to identify best-in-class small business subcontractors. AT&T uses the following methods to determine SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB sources:

- AT&T marketing personnel actively seek out SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB firms and interest them in presenting their capabilities to AT&T to identify possible opportunities for working together. This outreach effort is accomplished through telephone, email contacts, and visits.
- AT&T utilized a SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB automated database that has been developed as a result of marketing efforts of local SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB firms (telephone, visits, mailings). Additional firms have been included through AT&T outreach efforts, referrals to the Small Business Liaison Officer (SBLO), purchasing personnel, AT&T marketing and technical personnel, firms that AT&T has teamed with on various endeavors, referrals by other corporations, and referrals of former AT&T employees who have formed

their own companies. It is maintained and used by the SBLO and our marketing personnel. The information is available to all members of the technical staff on an as-required basis and is used in the determination of sources for immediate requirements and at the proposal stage for future requirements.

- Our purchasing department line management is being encouraged on a regular basis, through written and verbal directions, to actively seek and qualify new SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB sources.
- AT&T also uses source lists made available by agencies, state associations, and trade organizations on an as-required basis. These source lists include, but are not limited to, the following:
 - Dynamic Small Business Search
 - System for Award Management (SAM.gov)
 - Department of Defense (DOD) and civilian Office of Small and Disadvantaged Business Utilization (OSDBU) offices and sites
 - National Minority Supplier Development Council, Minority Business Information System (MBISYS)
 - Women’s Business Enterprise Database (WBENCLink)
 - National Center of American Indian Enterprise Development
 - Procurement Technical Assistance Programs (PTAP)

Through these programs, AT&T built a database of over 1000 highly qualified small businesses. AT&T will make use of this database to assess and source small businesses in support of EIS service delivery.

1.1.1.8 Statement Concerning the Use of Indirect Costs in Establishing Subcontracting Goals, and a Description of the Method Used to Determine the Proportionate Share of Indirect Costs To Be Incurred with Each Small Business Category [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

Indirect costs _____ HAVE BEEN (or) X HAVE NOT BEEN included in the dollar and percentage subcontracting goals stated above.

1.1.1.9 Program Administrator of AT&T's Subcontracting Plan [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

FAR 19.704(a)(7) and clause 52.219-9(d)(7) require the name of an individual employed by the offeror who will administer the offeror's subcontracting program, and a description of the duties of the individual. Below is the contact information for this person including telephone number, fax number and email address, in case of questions. Also provided is an alternate point of contact. Both contacts have many years of experience specific to contracting with and support of small businesses.

AT&T SBLO Point of Contact

Name	██████████
Title/position	██████
Address	1900 Gallows Road
City/state/zip code	Vienna, Virginia 22182
Telephone number	██████████
Fax number	██████████
Email address	██████████

Alternate Point of Contact

Name	██████████
Title/position	████████████████████
Address	3033 Chain Bridge Road
City/state/zip code	Oakton, Virginia 22182
Telephone number	██████████
Fax number	██████████
Email address	██████████

Duties of SBLO: In accordance with clause 52.219-9(d)(11)(e), in order to effectively implement this plan to the extent consistent with efficient contract performance, AT&T will perform the following functions:

1. Assist SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB business concerns by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedules so as to facilitate the participation by such concerns. Where our lists of potential SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB subcontractors are excessively long, reasonable effort shall be made to give all such small business concerns an opportunity to compete over a period of time.

2. Provide adequate and timely consideration of the potentialities of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns in all “make-or-buy” decisions
3. Counsel and discuss subcontracting opportunities with representatives of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB firms
4. Confirm that a subcontractor representing itself as a HUBZone small business concern is identified as a certified HUBZone small business concern by accessing the Small Business Administration SAM.gov database or by contacting the Small Business Administration (SBA)
5. Provide notice to subcontractors concerning penalties and remedies for misrepresentations of business status as SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB for the purpose of obtaining a subcontract that is to be included as part or all of a goal contained in the AT&T subcontracting plan
6. Develop and promote company/division policy statements that demonstrate AT&T support for awarding contracts and subcontracts to SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns
7. Develop and maintain bidders’ lists of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns from all possible sources
8. Ensure periodic rotation of potential subcontractors on bidders’ lists
9. Ensure that SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns are included on the bidders’ list for every subcontract solicitation for products and services they are capable of providing
10. Subcontract procurement “packages” are designed to permit the maximum possible participation of SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns
11. Review subcontract solicitations to remove statements, clauses, etc., which might tend to restrict or prohibit SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns
12. Ensure that the subcontract bid proposal review board documents its reasons for not selecting any low bids submitted by SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns

13. Oversee the establishment and maintenance of contract and subcontract award records
14. Attend or arrange for the attendance of company counselors at Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, etc.
15. Directly or indirectly counsel SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns on subcontracting opportunities and how to prepare bids to the company
16. Conduct or arrange training for purchasing personnel regarding the intent and impact of Section 8(d) of the Small Business Act on purchasing procedures
17. Develop and maintain an incentive program for buyers that support the subcontracting program
18. Monitor the company's performance and make any adjustments necessary to achieve the subcontract plan goals
19. Prepare and submit timely reports
20. Coordinate the company's activities during compliance reviews by Federal agencies
21. Additional Duties:
 - Work directly with AT&T EIS program managers to confirm full commitment to the goals of this subcontracting plan
 - Maintain a small business database of partners especially suited for EIS efforts
 - Report to all levels of upper-management on the results of our small business efforts
 - Develop and manage Mentor-Protégé relationships and agreements with SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns

1.1.1.10 Equitable Opportunity [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

AT&T will make every effort to ensure small business concerns have an equitable opportunity to compete for subcontracts. In accordance with FAR 19.704(a)(8) and other government regulations, it is the policy of AT&T that SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns shall have the maximum practicable opportunity to participate in the performance of government contracts. The efforts of AT&T to provide

SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns an equitable opportunity to compete for subcontracts are outlined throughout this plan.

Efforts by AT&T include, but are not limited to:

A. Outreach efforts to obtain sources by:

- Contacting minority and small business trade associations
- Contacting business development organizations
- Requesting sources from the Small Business Administration's Dynamic Small Business Search System and SAM.gov
- Attending SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB procurement conferences
- Coordinating matchmaker events

B. Internal efforts to guide and encourage purchasing personnel:

- Presenting workshops, seminars, training programs, and awarding higher education scholarships
- Establishing, maintaining and using SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB source lists, guides, and other data for soliciting subcontracts
- Monitoring activities to evaluate compliance with the subcontracting plan

C. Additional efforts:

- Work closely with major suppliers to develop value added resellers (VARs) for SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB

D. Other Additional efforts:

- Operation Hand Salute mentoring program. This is a mentoring program within AT&T designed to help service-disabled veteran-owned businesses.
- AT&T has also participated in the government's Mentor-Protégé Programs in a variety of civilian and DoD agencies including the GSA's own program.
- Extensive sponsorships and participation in nationwide small business events

1.1.1.11 Assurances of Clause Inclusion and Flow Down [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

AT&T agrees to include the FAR Clause 52.219-8, “Utilization of Small Business Concerns” in all subcontracts that offer further subcontracting opportunities, and will require all subcontractors (*except small business concerns*) that receive subcontracts in excess of \$700,000 (\$1,500,000 for construction) to adopt a plan that complies with the requirements of the clauses at 52.219-9(d)(9) and 19.704(9), Small Business Subcontracting Plan.

1.1.1.12 Reporting and Cooperation [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

In accordance with FAR 19.704(a)(10) and clause 52.219-9(d)(10), AT&T agrees to:

- (i) Cooperate in any studies or surveys as may be required
- (ii) Submit periodic reports so that the government can determine the extent of compliance by the offeror with the subcontracting plan
- (iii) Submit the Individual Subcontract Report (ISR), and the Summary Subcontract Report (SSR) using the Electronic Subcontracting Reporting System (eSRS) (<http://www.esrs.gov>), following the instructions in the eSRS
- (iv) Ensure that its subcontractors with subcontracting plans agree to submit the ISR and/or the Summary Subcontract Report (SSR) using the eSRS
- (v) Provide its prime contract number and its Data Universal Numbering System (DUNS) number and the e-mail address of the government or contractor official responsible for acknowledging or rejecting the reports, to all first-tier subcontractors with subcontracting plans so they can enter this information into the eSRS when submitting their reports
- (vi) Require that each subcontractor with a subcontracting plan provide the prime contract number and its own DUNS number, and the e-mail address of the government or contractor official responsible for acknowledging or rejecting the reports, to its subcontractors with subcontracting plans.

Reports will be submitted within 30 days after the close of each calendar period as indicated in **Table 1.1.1-8** that follows.

Table 1.1.1-8. Reports.

Calendar Period	Report Due	Date Due	Submit Reports to eSRS with Email Address for
10/01–03/31	ISR	04/30	Contracting Officer /Small Business Technical Advisor
04/01–09/30	ISR	10/30	Contracting Officer /Small Business Technical Advisor
10/01–09/30	SSR	10/30	Contracting Officer /Small Business Technical Advisor

1.1.1.13 Recordkeeping [L.33.1; L.33.1(1); L.33.1.1(c); L.33.1.1(d)(1); L.33.1.2(1)(a); L.33.1.2(1)(b); L.33.1.2(2)(a); M.2.4(1)(a)]

In accordance with FAR 19.704(a)(11) and clause 52.219-9(d)(11), AT&T will maintain records concerning procedures that have been adopted to comply with the requirements and goals in the subcontracting plan, including establishing source lists; and a description of efforts to locate SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns and award subcontracts to them. The records shall include at least the following (on a plant-wide or on a company-wide basis, unless otherwise indicated):

1. Source lists (e.g., *SAM.gov*), guides, and other data that identify SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns
2. Organizations contacted in an attempt to locate sources that are SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns
3. Records on each subcontract solicitation resulting in an award of more than \$150,000, indicating:
 - (A) Whether small business concerns were solicited and, if not, why not
 - (B) Whether veteran-owned small business concerns were solicited and, if not, why not
 - (C) Whether service-disabled veteran-owned small business concerns were solicited and, if not, why not
 - (D) Whether HUBZone small business concerns were solicited and, if not, why not
 - (E) Whether small disadvantaged business concerns were solicited and, if not, why not
 - (F) Whether women-owned small business concerns were solicited and, if not, why not, and
 - (G) If applicable, the reason award was not made to a small business concern.
4. Records of any outreach efforts to contact:
 - (A) Trade associations



- (B) Business development organizations
 - (C) Conferences and trade fairs to locate SB, SDB, WOSB, HUBZone, VOSB, and SDVOSB concerns
5. Records of internal guidance and encouragement provided to buyers through:
- (A) Workshops, seminars, training, etc., and
 - (B) Monitoring performance to evaluate compliance with the program’s requirements
6. Other records to support our compliance with the subcontracting plan:
- (A) Small Business 101 and Mentor-Protégé 101 training conducted by SBLO
 - (B) Small Business Potential Subcontractor Database designed to match small businesses to opportunities in AT&T

1.1.2 AT&T’s Commitment and Capability to Meet the Government’s Subcontracting Target Goals [L.33.1.1(a)(3); L.33.1(2); L.33.1.3; M.2.4(1)(b)]

[REDACTED]



[Redacted]

[Redacted]

1.1.2.1 AT&T's Creative and Innovative Program for Involving Each Small Business Category [L.33.1.1(c)(1); L.33.1.2(1)(b)]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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[REDACTED]

[REDACTED]

[REDACTED] **Table 1.1.1-9** [REDACTED]

[REDACTED]

Table 1.1.1-9. Sample List of AT&T Small Business Organization Memberships and Sponsorships [REDACTED]

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

1.1.2.2 AT&T's Subcontracting Strategies and Achievements [L.33.1.1(c)(2); L.33.1.1(d)(4); L.33.1.1(d)(4); L.33.1.2(1)(c); L.33.1.2(d)(2); L.33.1.2(2)(d); M.2.4(1)(b)]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Figure 1.1.2-1.

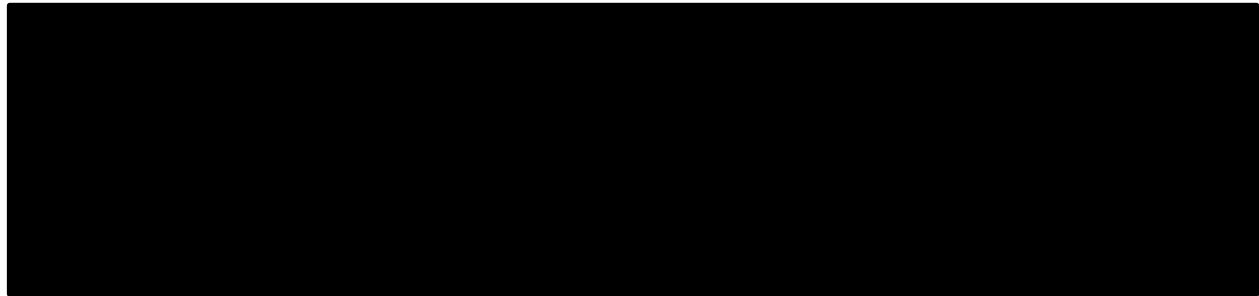
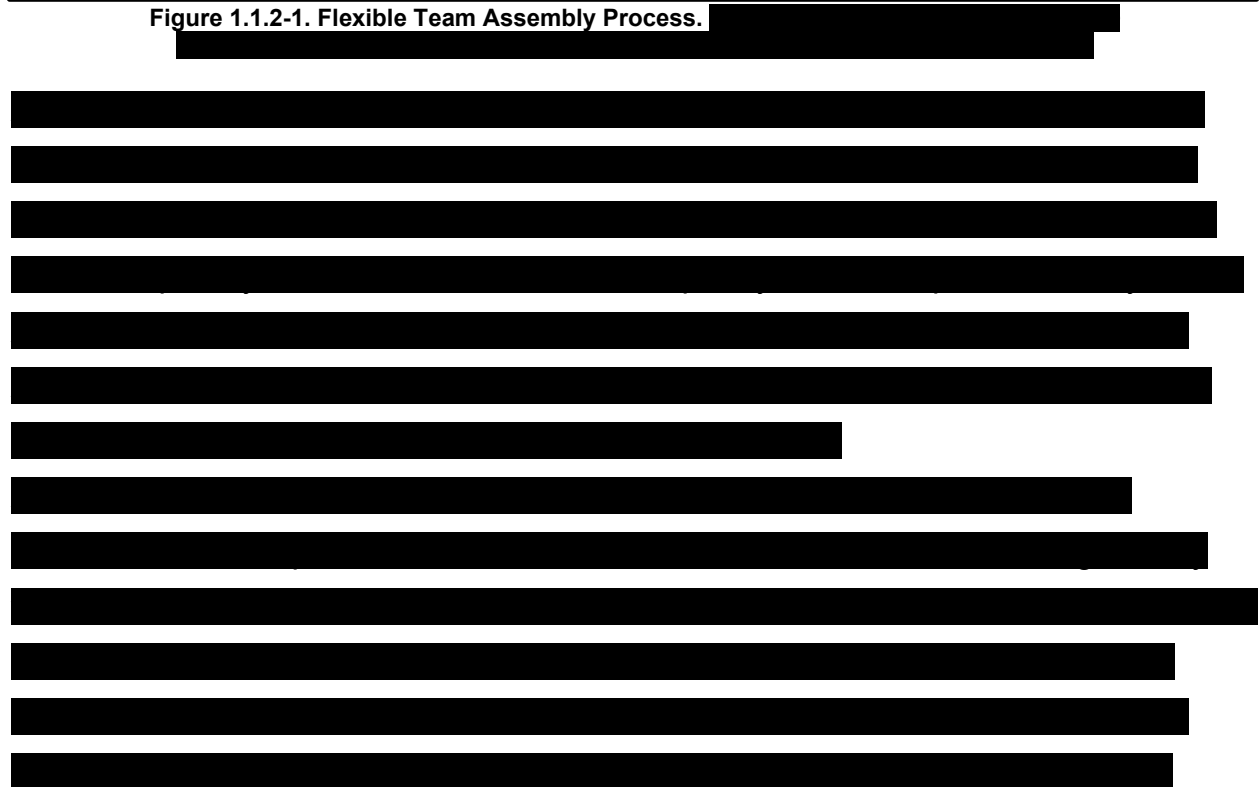
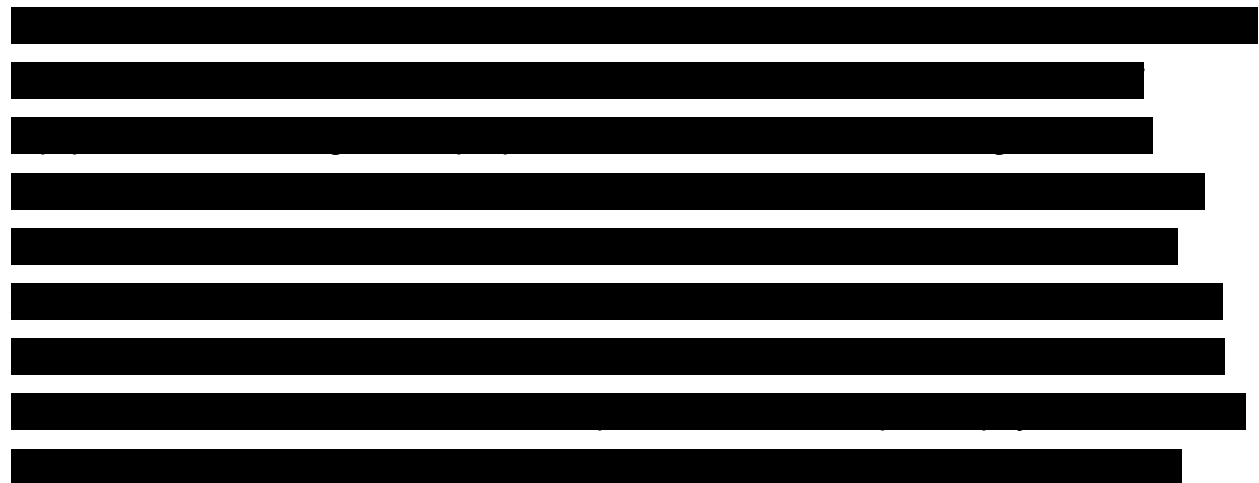


Figure 1.1.2-1. Flexible Team Assembly Process.



1.1.2.2.1 Description of AT&T's Subcontracting Strategies Used in Previous Contracts [L.33.1.1(c)(2); L.33.1.1(d)(4); L.33.1.2.(1)(c); L.33.1.2(2)(d)]



[Redacted text block]

1.1.2.2.2 Significant Achievements in the Same Industry [L.33.1.1(d)(2); L.33.1.2(2)(b); L.33.1.2(2)(d)]

[Redacted text block]

Figure 1.1.2-2

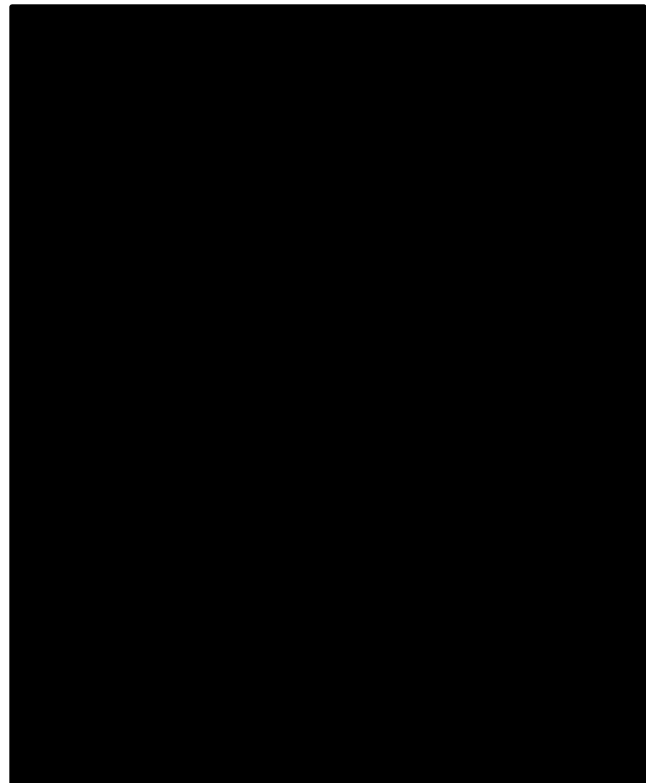


Figure 1.1.2-2. 2014 and 2015 Awards and Honors.

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Figure 1.1.2-2

[Redacted text block]

[Redacted text]

1.1.2.2.3 Explanation of How AT&T's Subcontracting Plan Will Build Upon Earlier Achievements [L.33.1.1(c)(2); L.33.1.2.(1)(c)]

[Redacted text]

[Redacted text] **Section 1.1.8.2.1,** [Redacted text]



[Redacted content]

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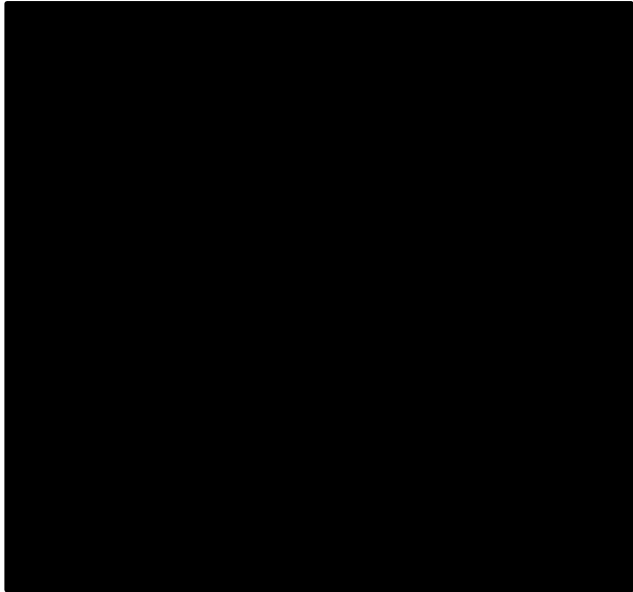


Figure 1.1.2-3.

Figure 1.1.2-3. Partner Evaluation Criteria.

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[REDACTED]

1.1.2.3 AT&T’s Understanding of the Small Business Subcontracting Program’s Objectives and GSA’s Expectations, with AT&T’s Commitment to Taking the Actions Necessary to Meet These Goals or Objectives [L.33.1.1(a); L.33.1.1(b); L.33.1.1(c); L.33.1.1(c)(3); L.33.1.1(d)(1); L.33.1.2.(1)(c); L.33.1.2(2)(a)]

[REDACTED]

[REDACTED]

**1.1.2.4 Information and Potential Sources Obtained from Agencies
Administering National and Local Preference Programs and Other
Advocacy Groups in Evaluating Whether the Goals Stated in the Plan
Adequately Reflect the Anticipated Potential for Subcontracting
[L.33.1.1(d)(3); L.33.1.2(2)(c)]**

Section 1.1.1.4 [REDACTED]

**1.1.3 Calculation of Subcontracting Goals Based on Total Subcontracting
Dollars [L.33.1(3)]**

[REDACTED]

1.2 Subcontracting Participation [L.33.1; L.33.1.2(1); M.2.4(1)(b)]

[REDACTED]

1.2.1 AT&T Proposes a Sound Approach to Small Business Subcontracting [M.2.4(1)(b)]

[REDACTED]



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

1.2.2 AT&T's Demonstrated Commitment to Meet the Government's Target Goals [L.33.1.1(a)(3); M.2.4(1)(b)]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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[REDACTED]

[REDACTED]

[REDACTED]

2 Subcontracting History [L.33.2; M.2.4; M.2.4(2)]

[REDACTED]

2.1 Five Most-Recent PPIRs Associated with Meeting Small Business Subcontracting Goals [L.33.2; L.26; M.2.4(2)]

[REDACTED]



[Redacted]

[Redacted]

[Redacted]

6/15/17

[Redacted]

Date

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[Redacted]

[Redacted]

6/15/17

[Redacted]

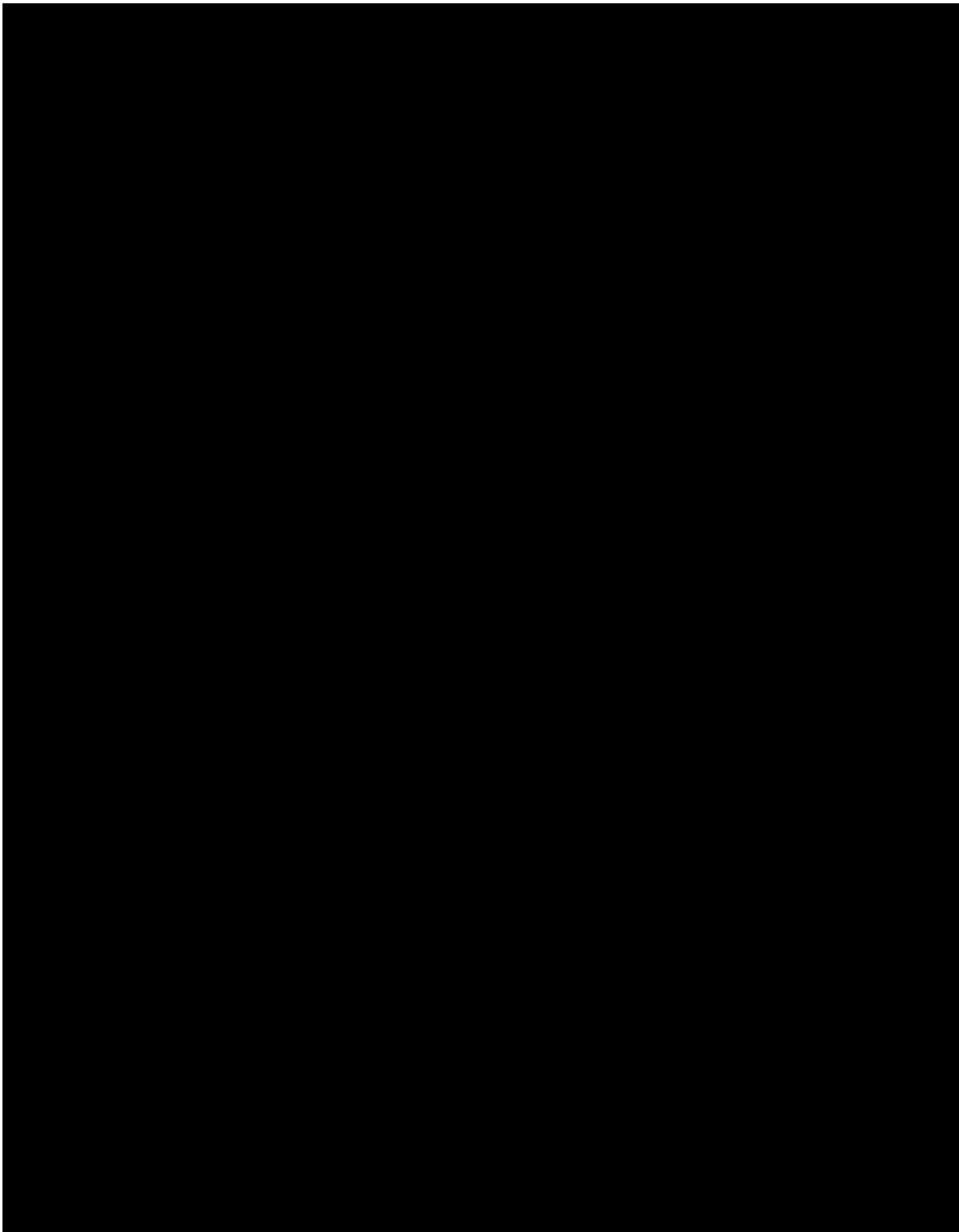
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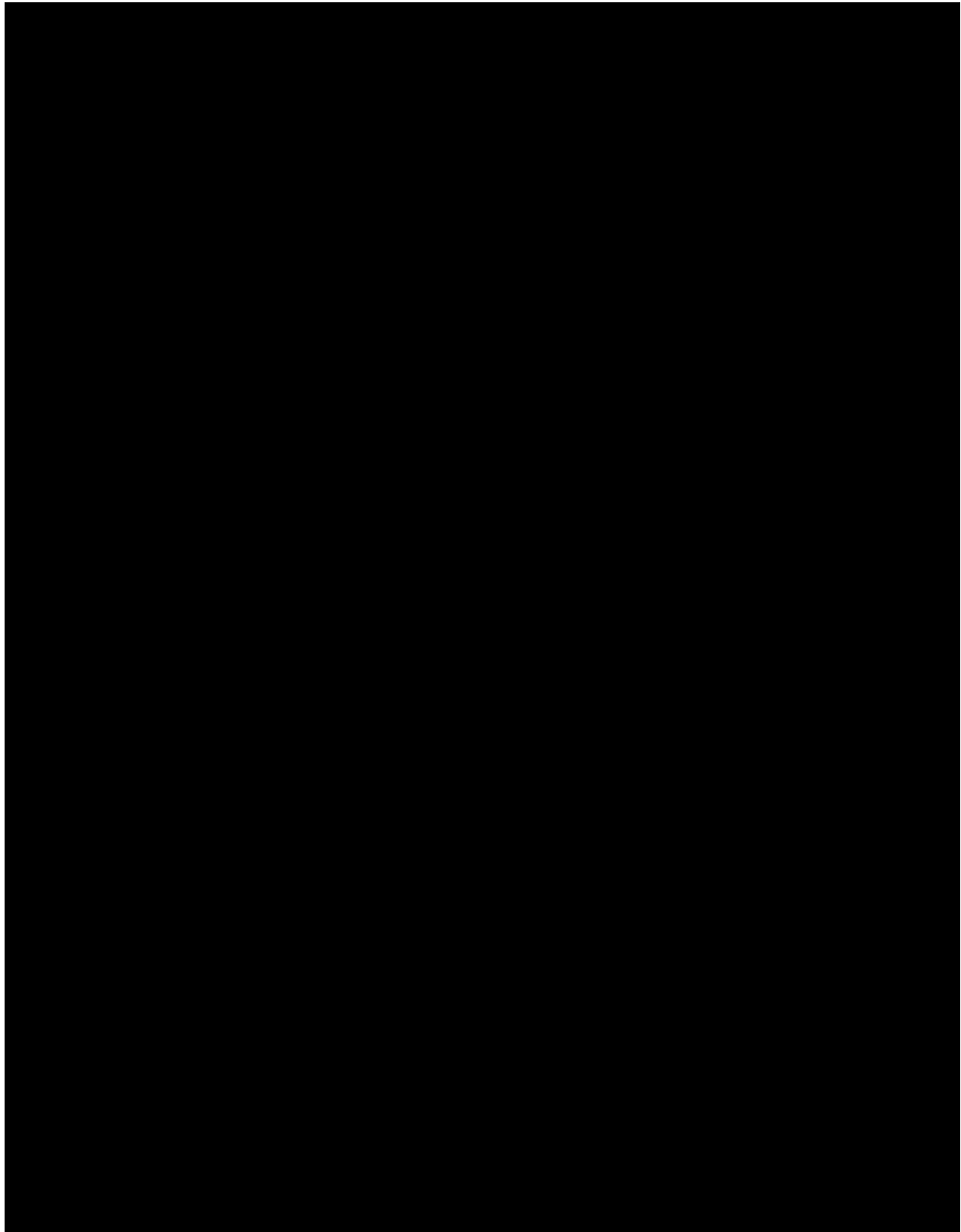
AT&T Corp.

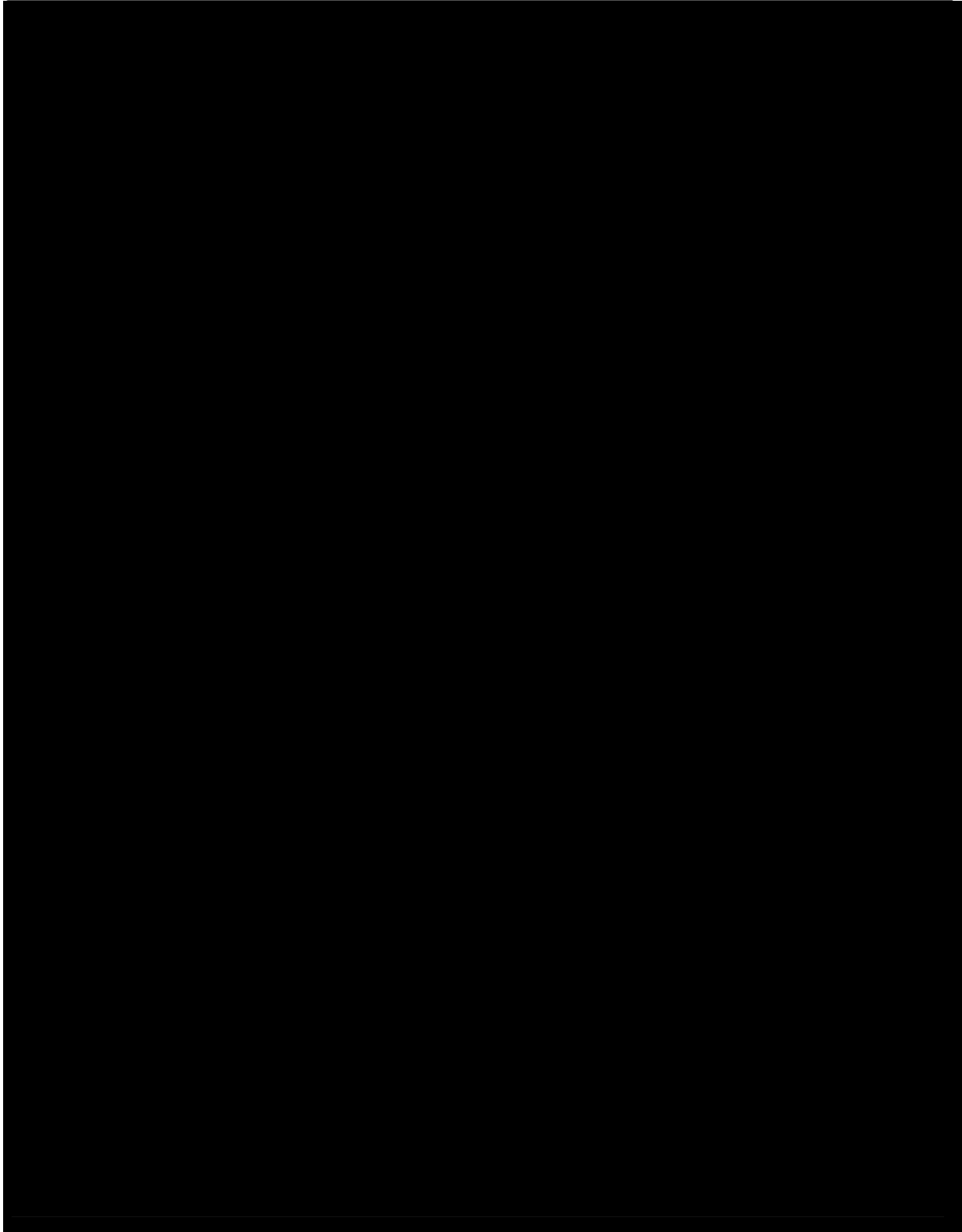
Government

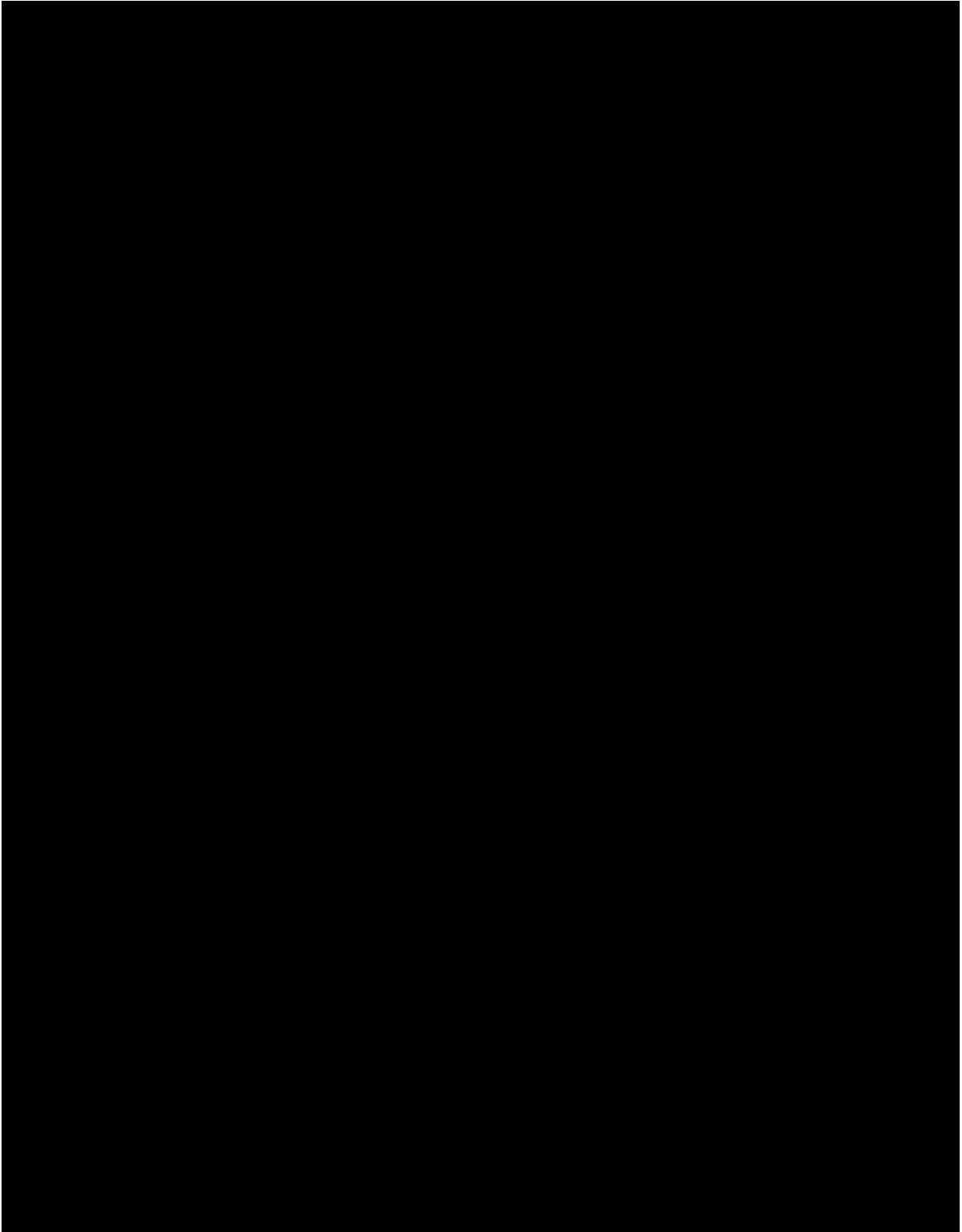
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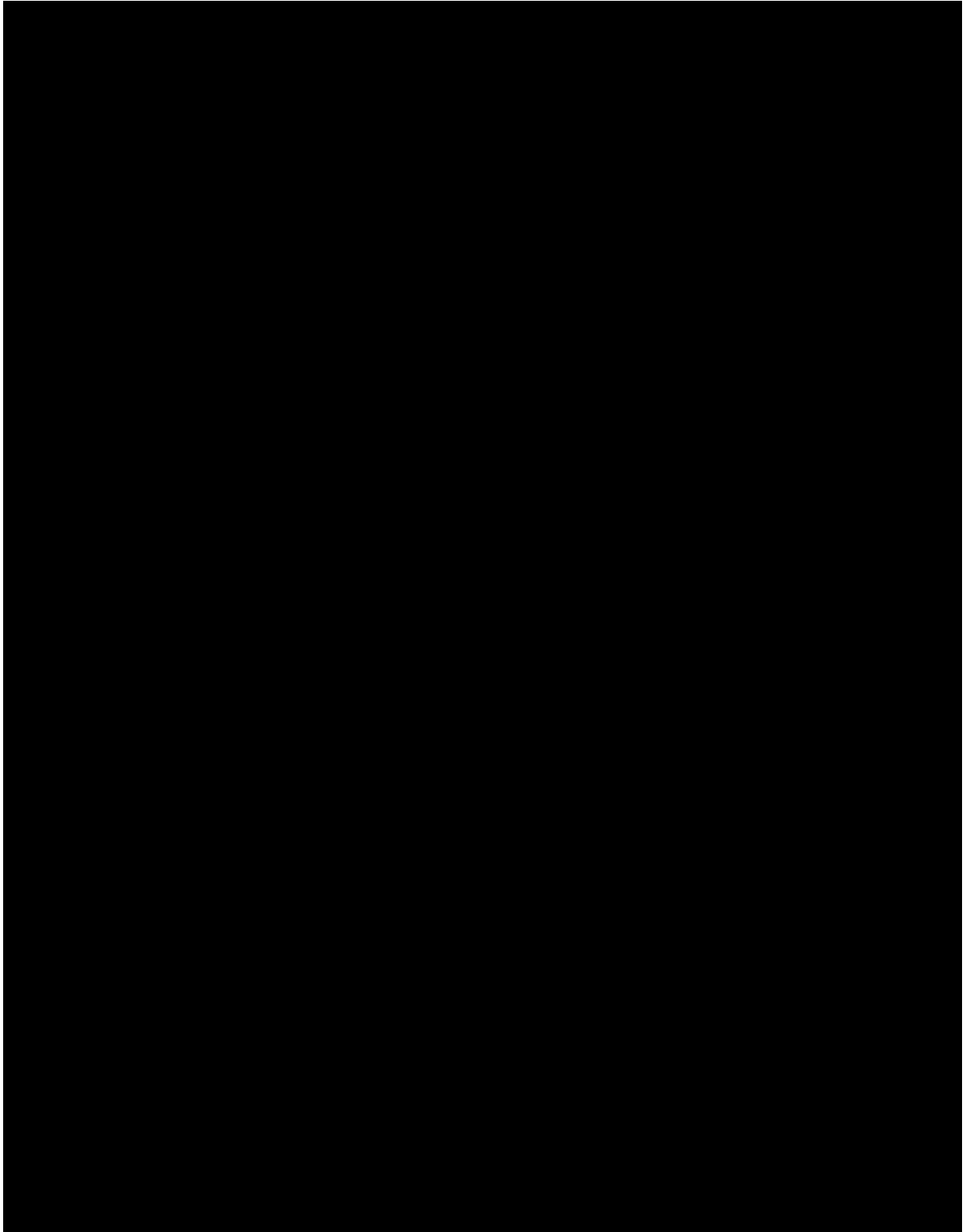
2.1.1 PPIRS #1 [L.33.2; M.2.4(2)]

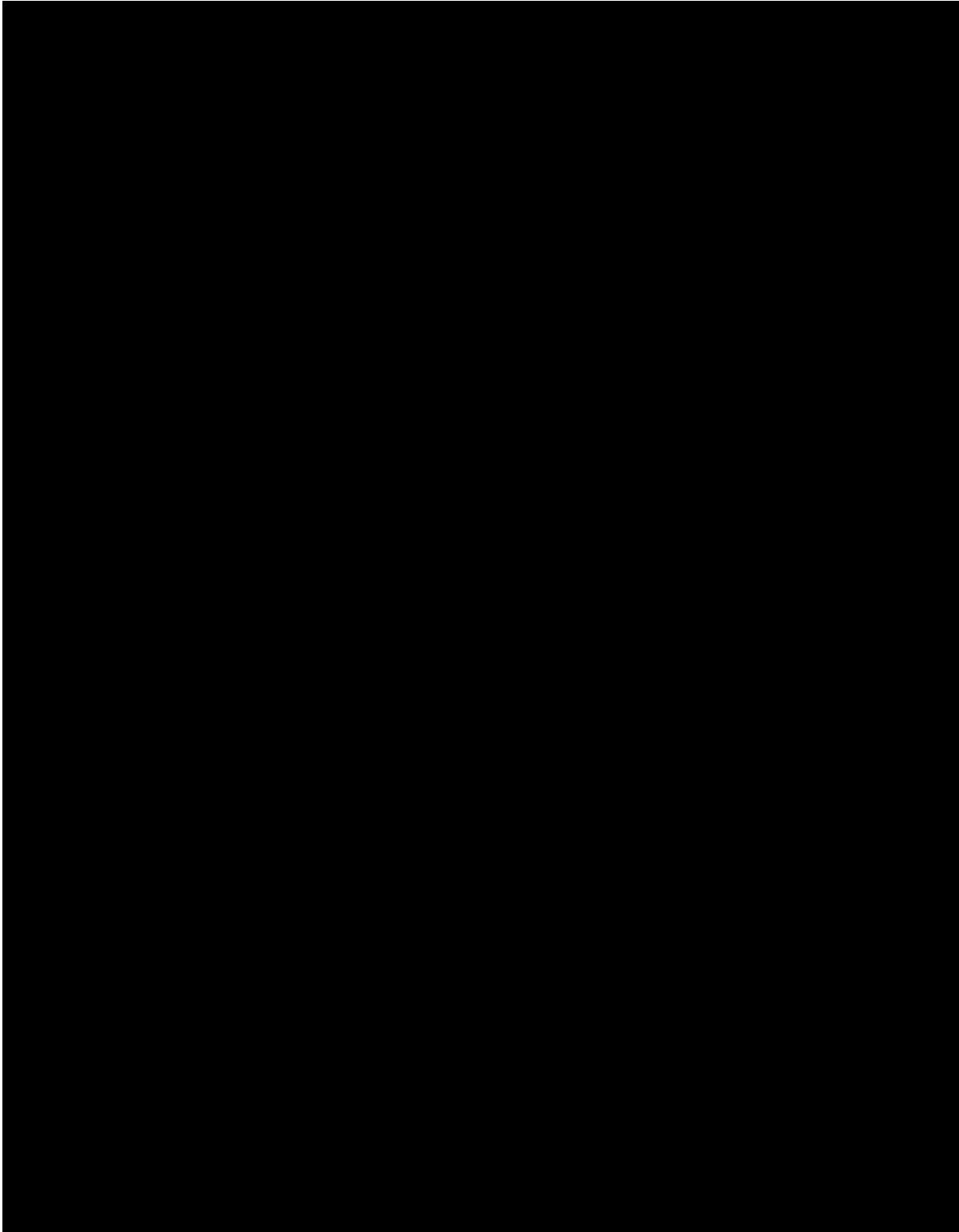




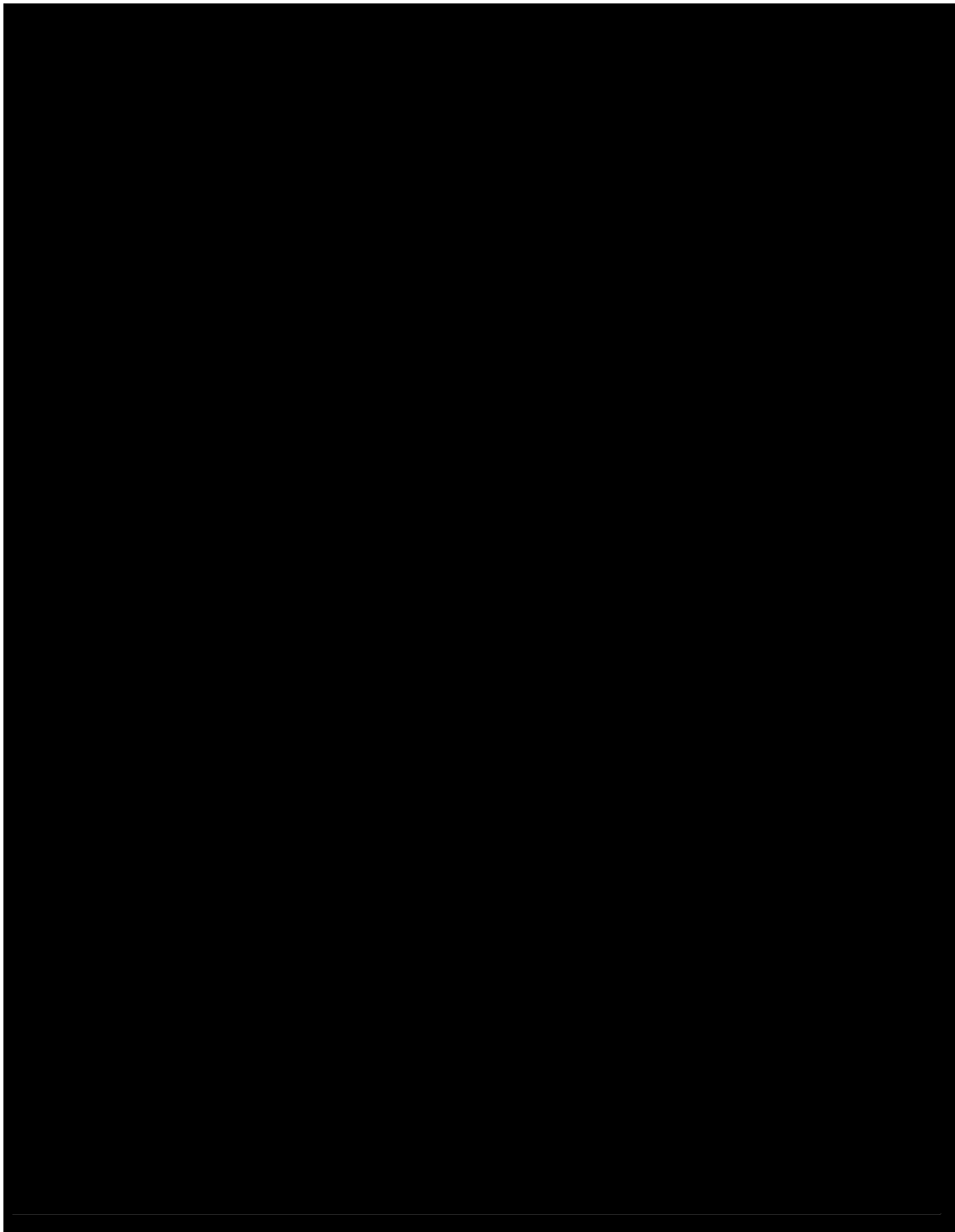


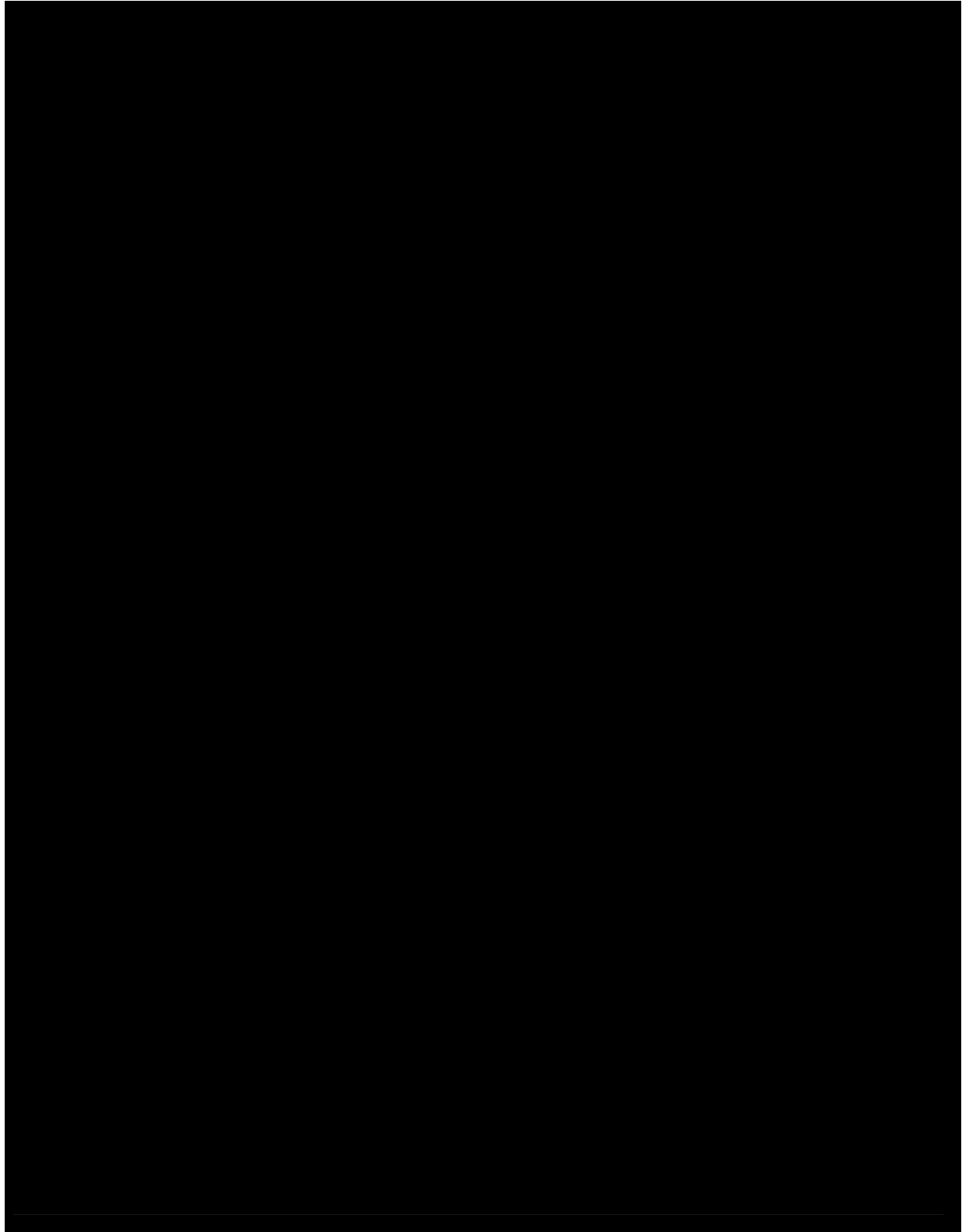




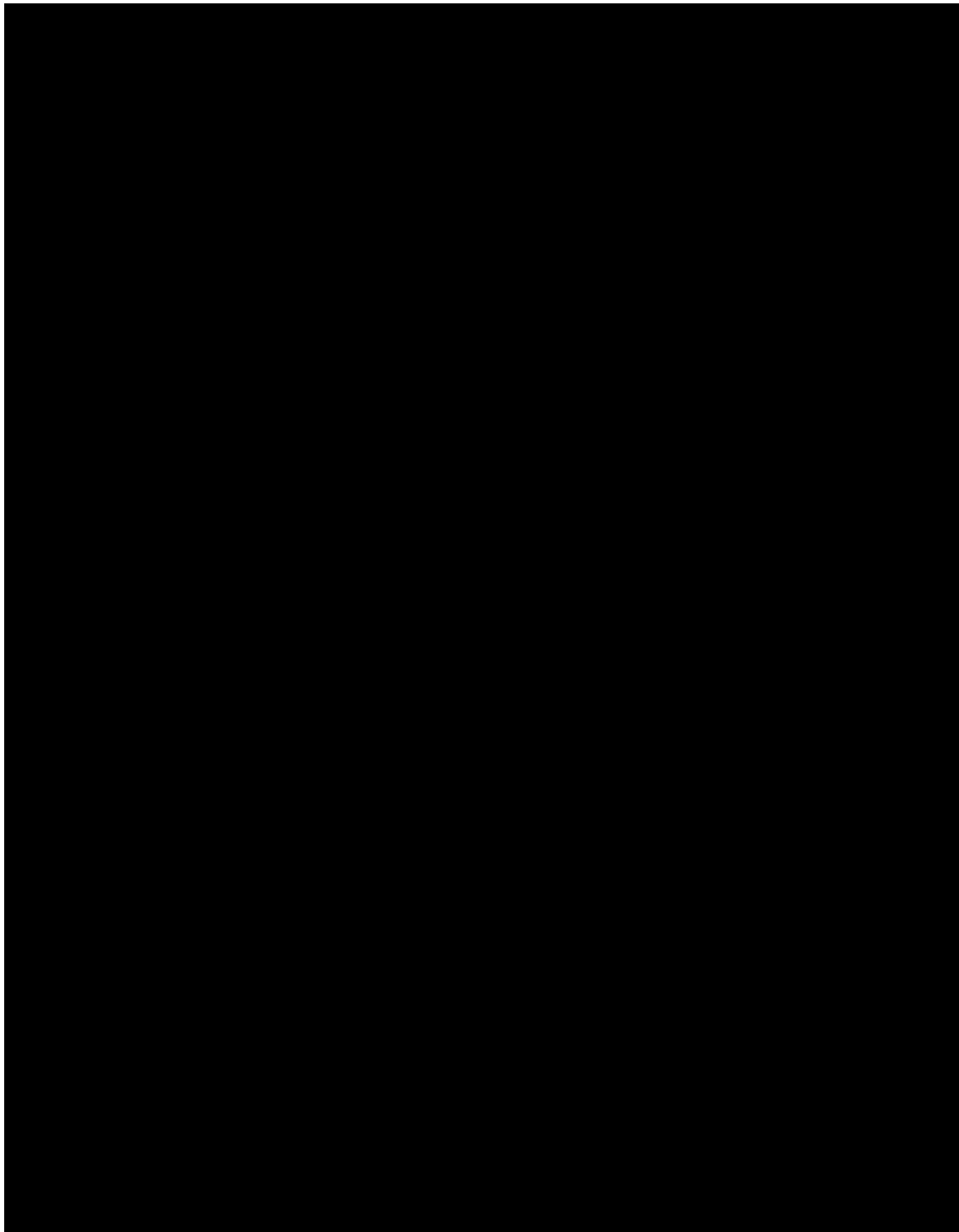


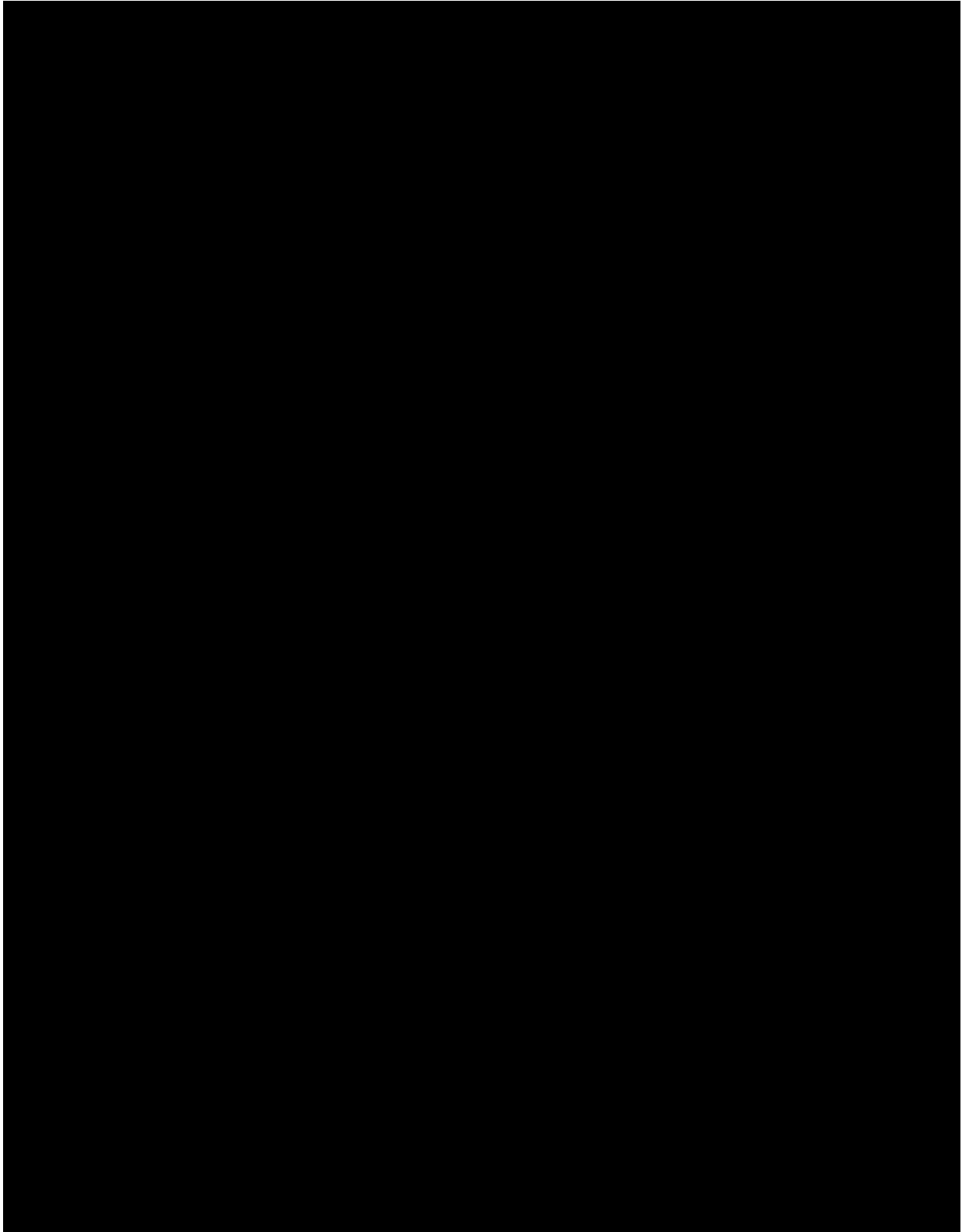
2.1.2 PPIRS #2 [L.33.2; M.2.4(2)]

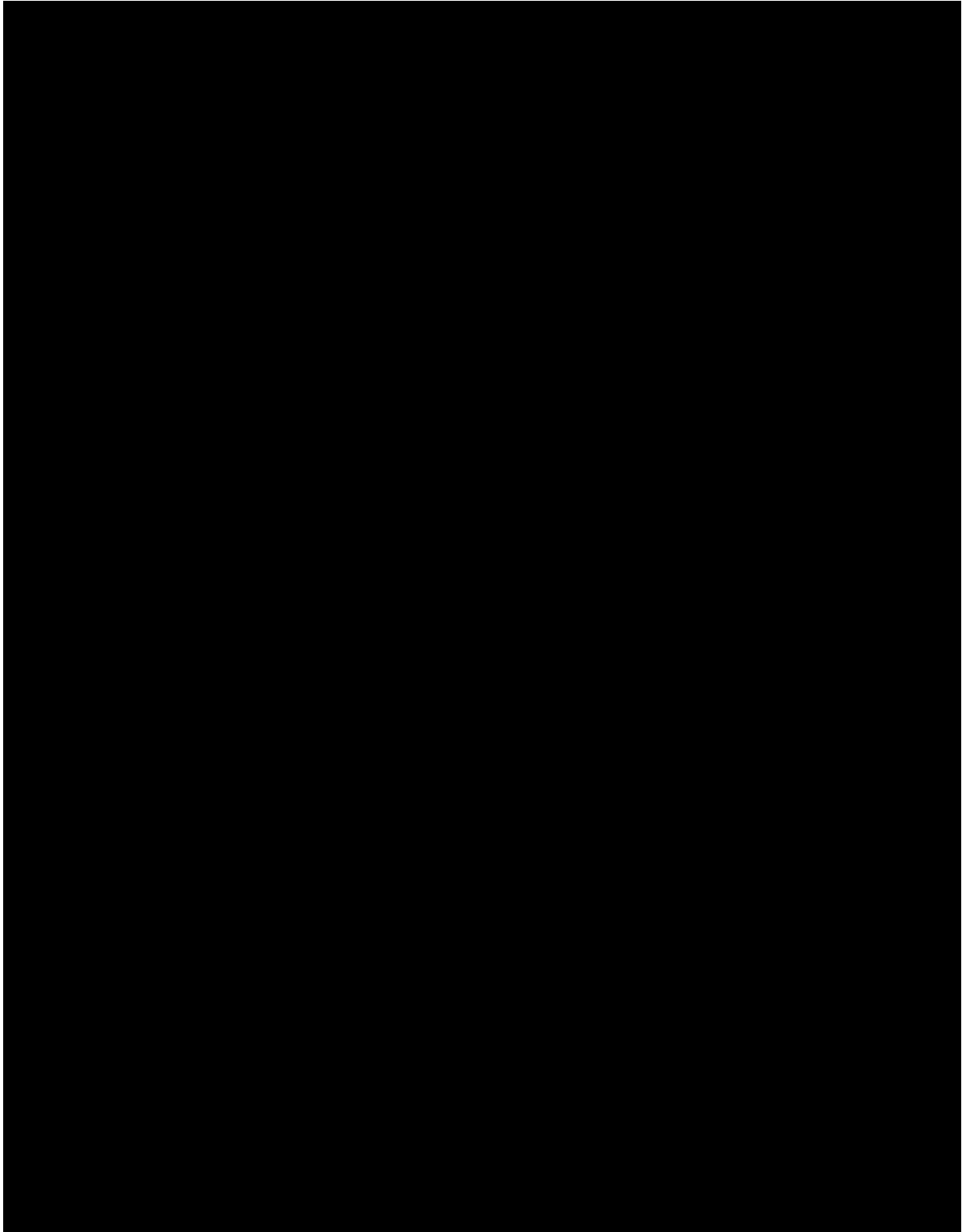




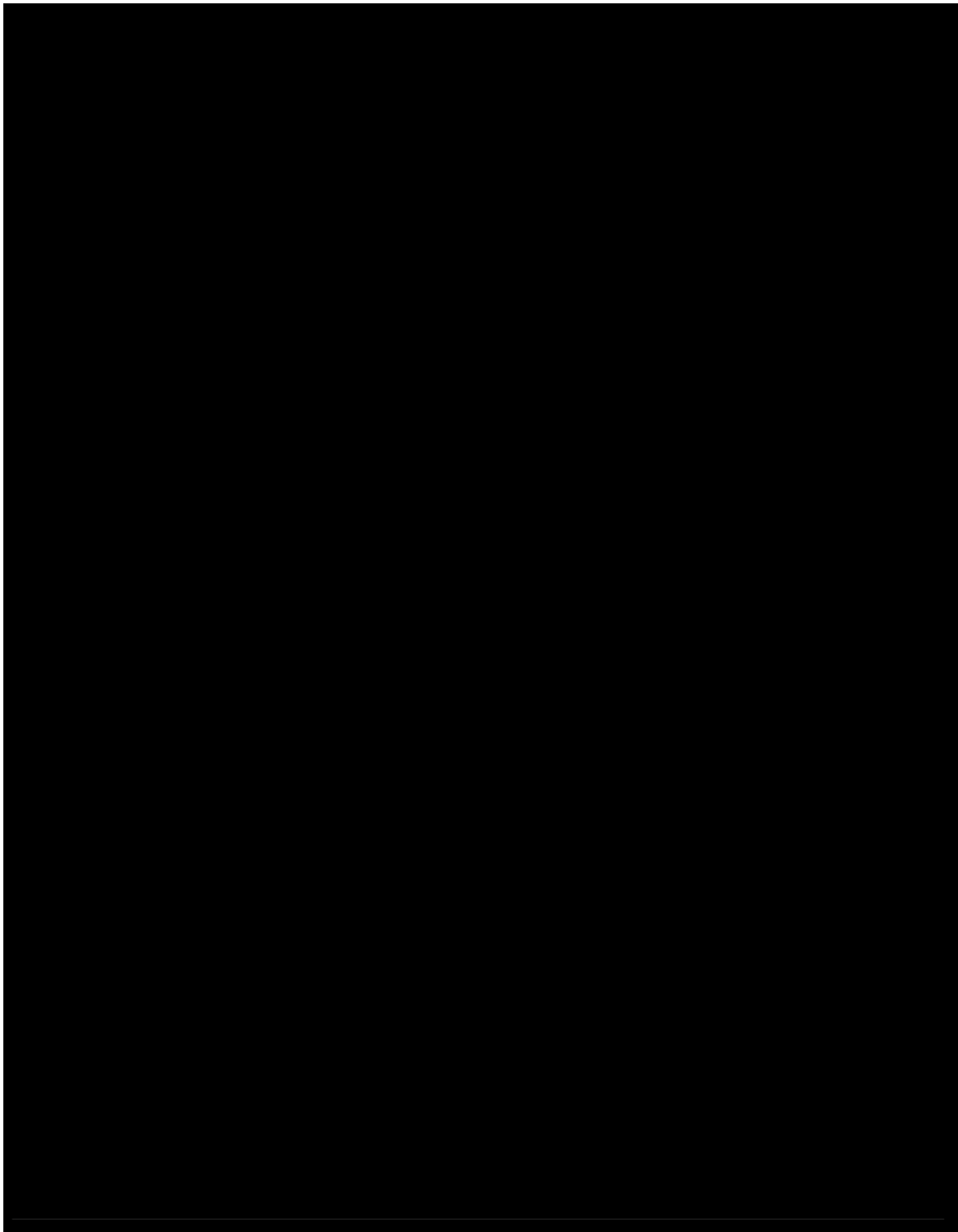
2.1.3 PPIRS #3 [L.33.2; M.2.4(2)]

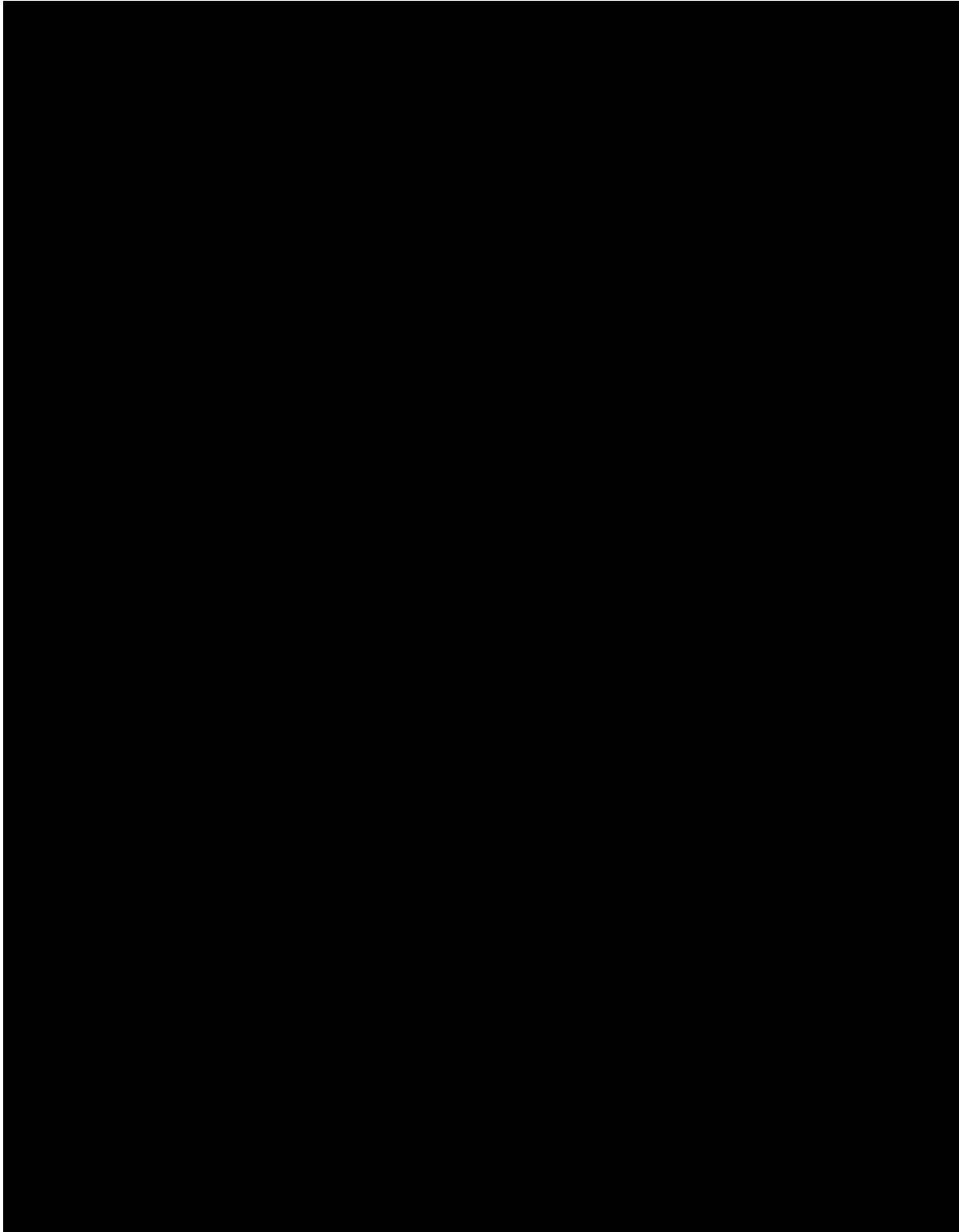


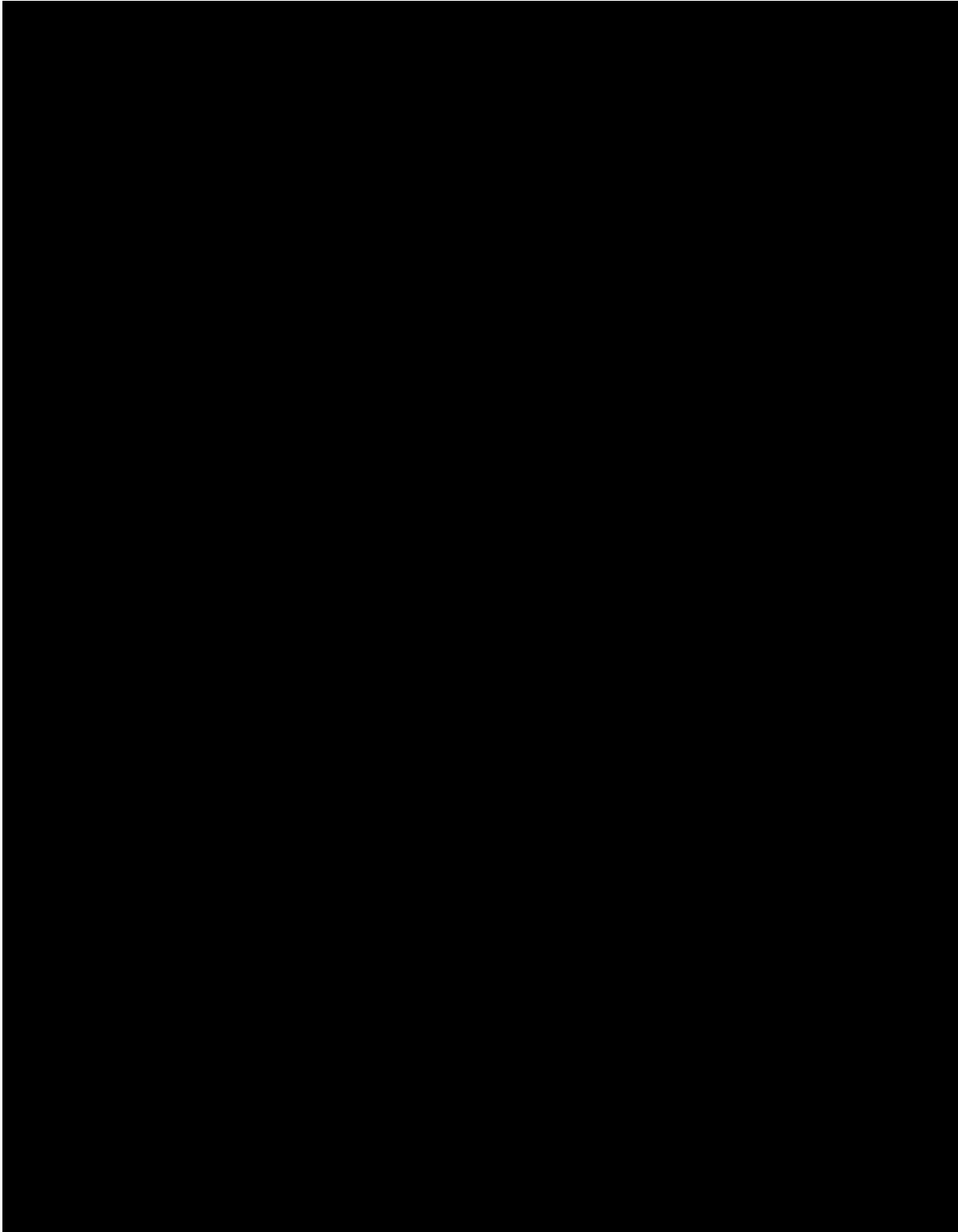




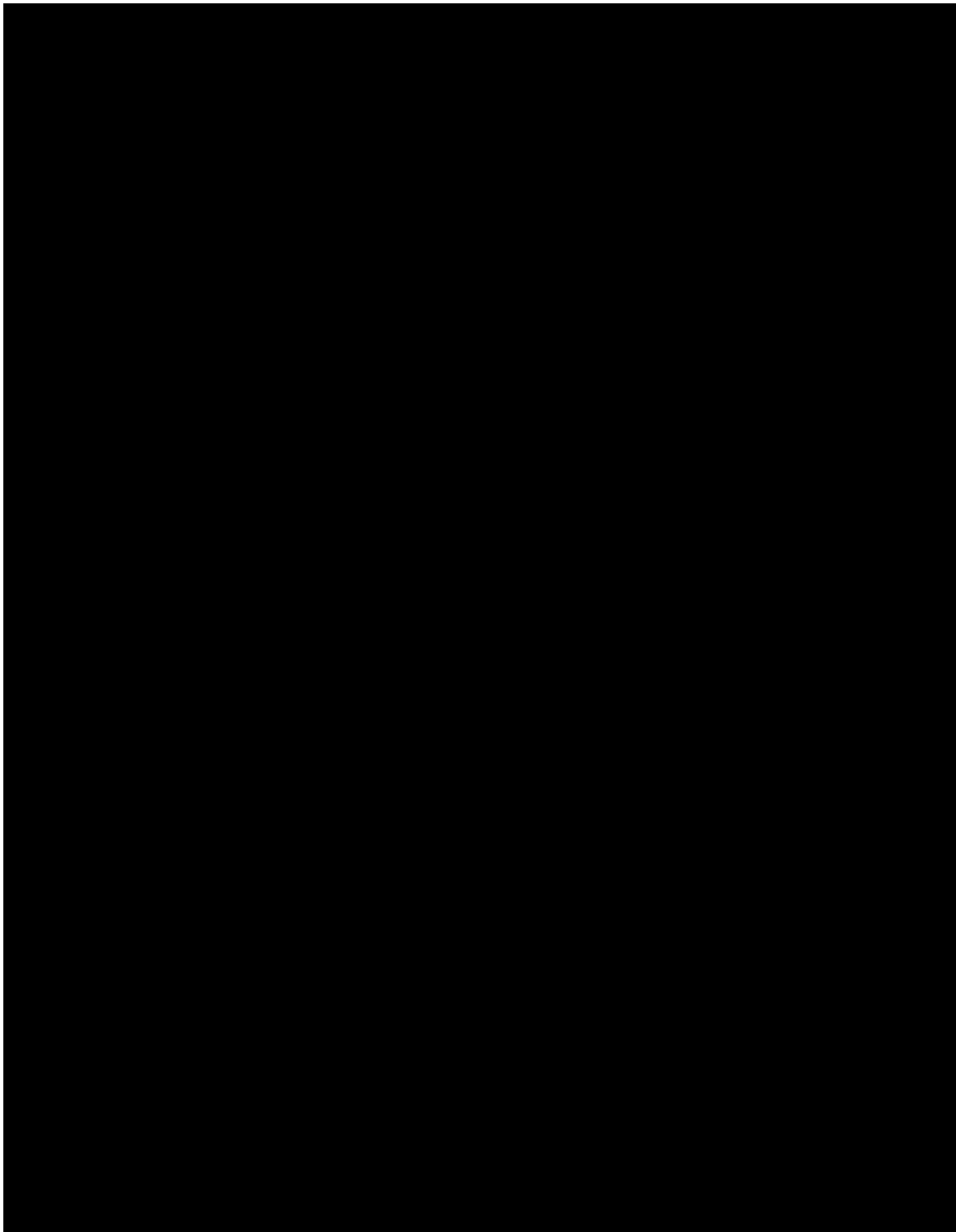
2.1.4 PPIRS #4 [L.33.2; M.2.4(2)]

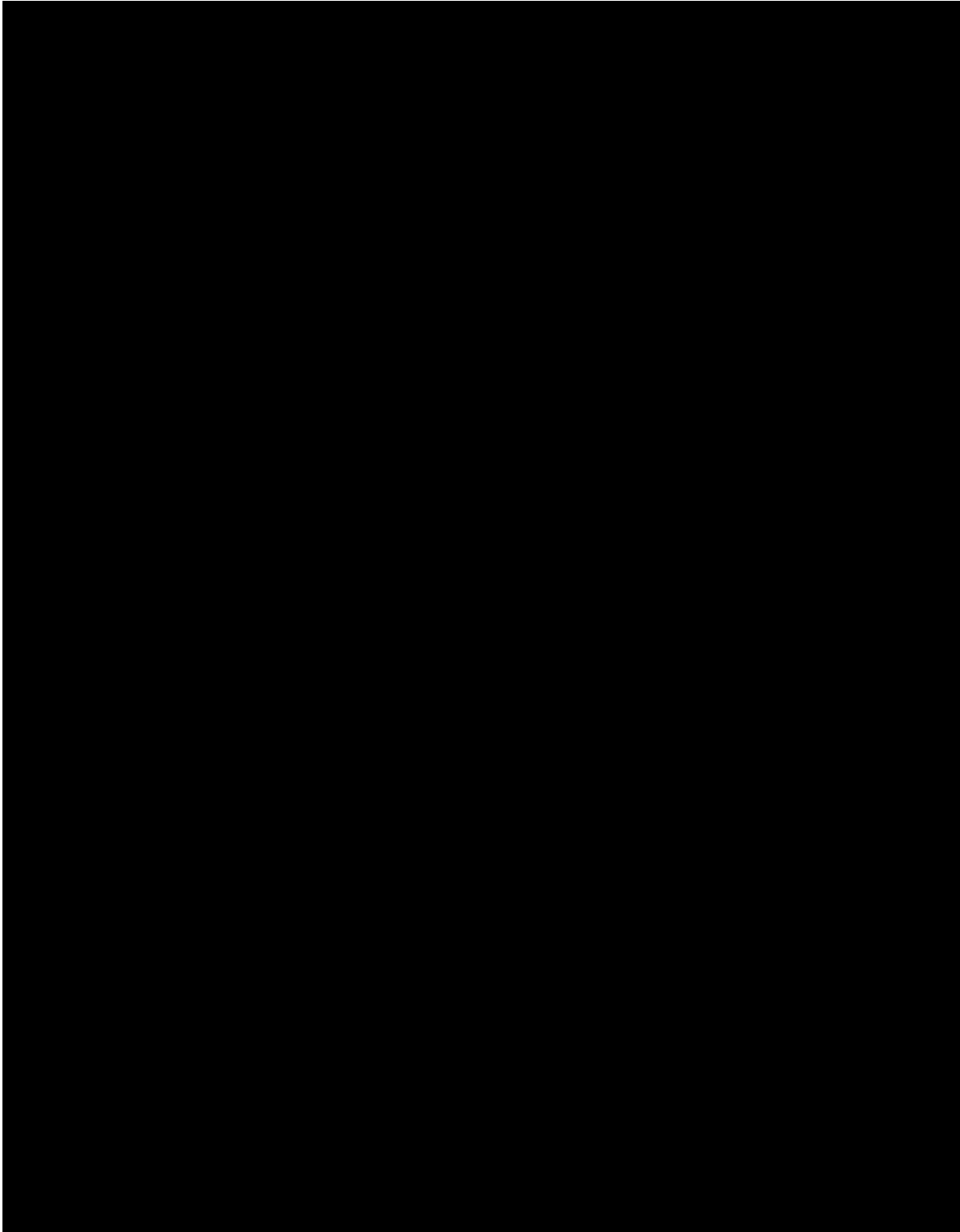


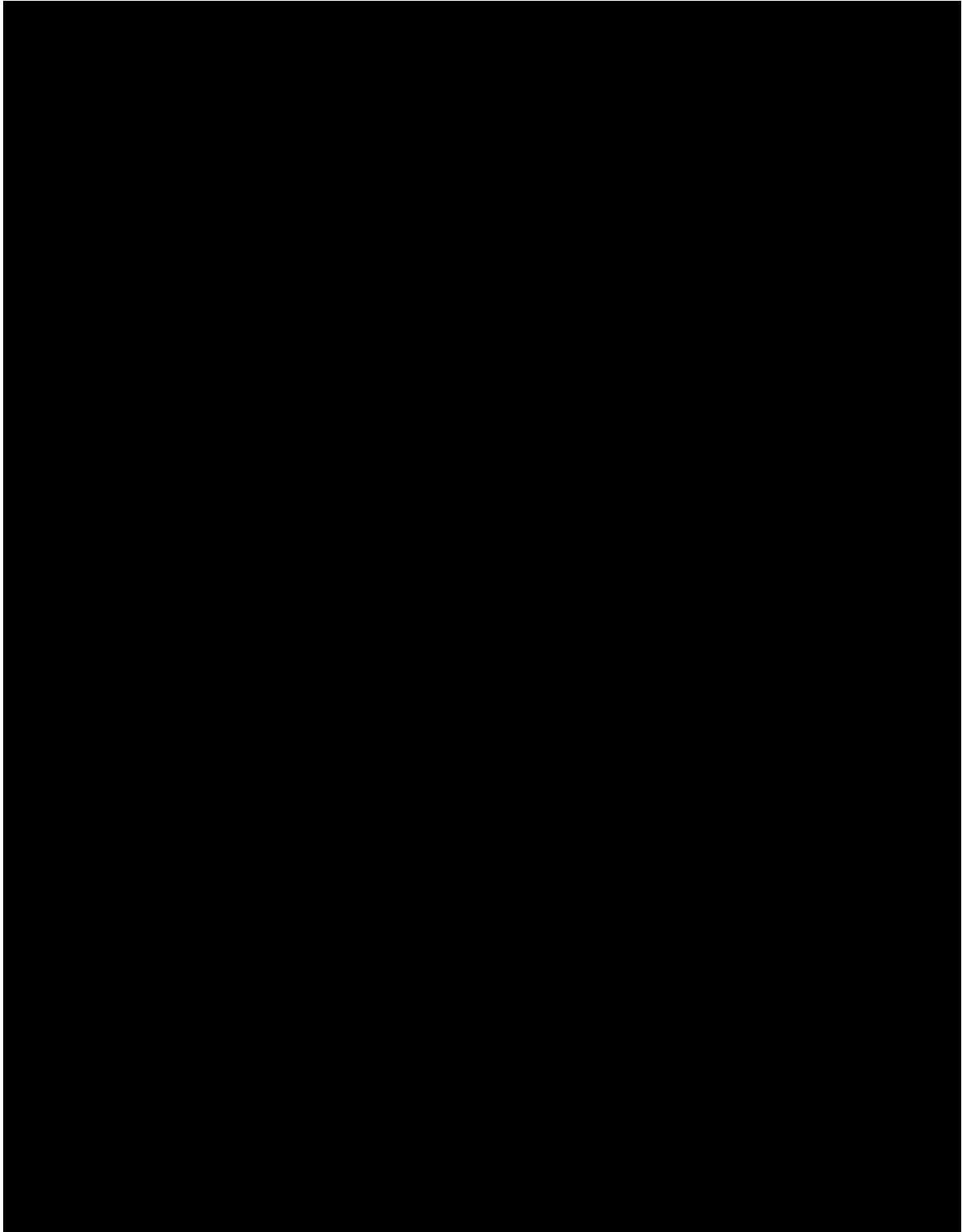


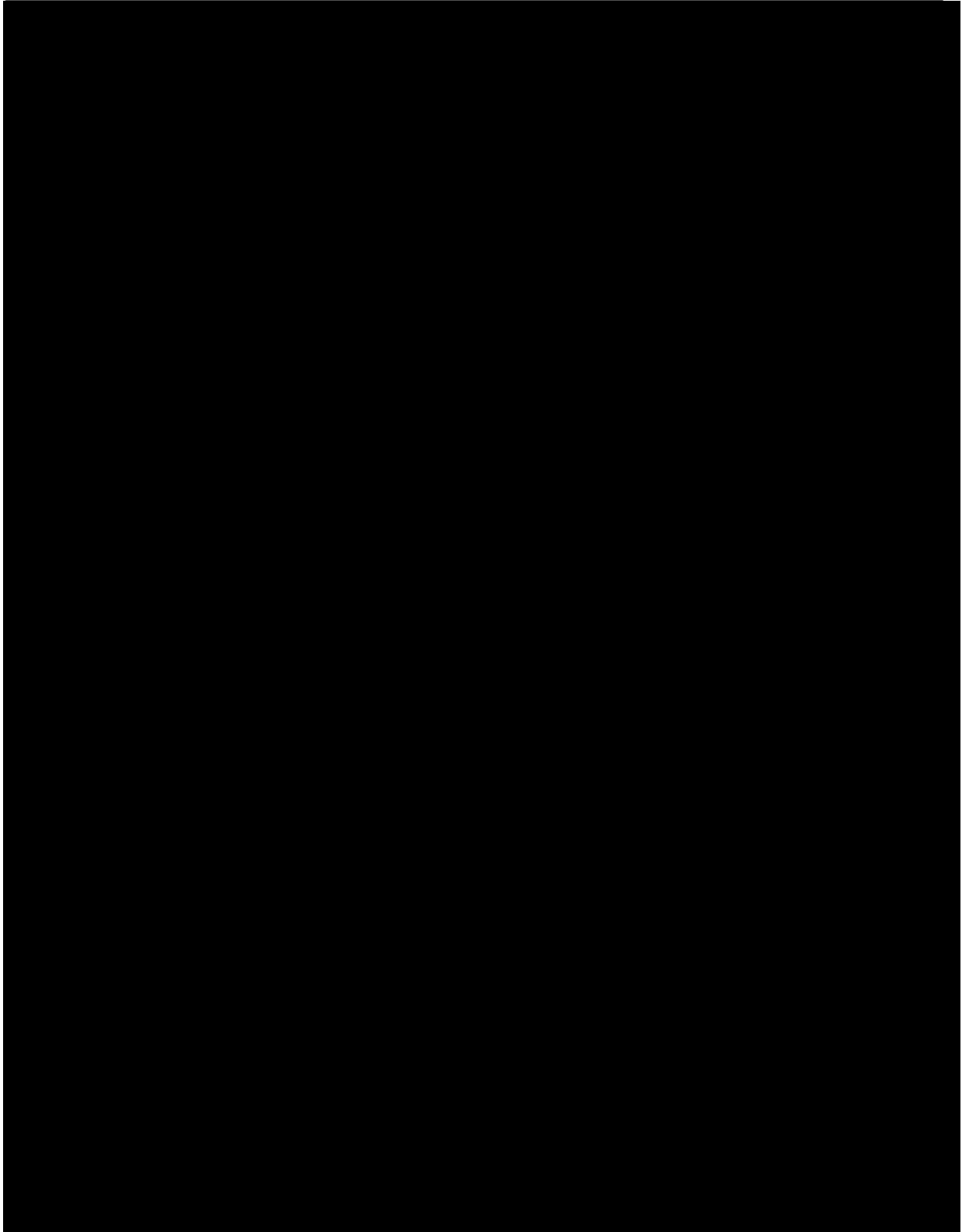


2.1.5 PPIRS #5 [L.33.2; M.2.4(2)]











2.2 Degree to Which AT&T Attained Applicable Goals for Small Business Participation in the Performance of Previous Contracts [L.33.2; M.2.4(2)]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

APPENDIX A – ASSUMPTIONS AND CONDITIONS [L.9]

A-1 Assumptions and Conditions [L.9]

[REDACTED]

[REDACTED] **Table A-1-1** [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Table A-1-1. Volume 5 — Assumptions and Conditions. [REDACTED]

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