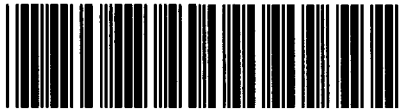


Control Number: 30240



Item Number: 2297

Addendum StartPage: 0

Occupational Categories	NUMBER OF TEXAS FULL-TIME EMPLOYEES FOR REPORTING YEAR												
	Company Totals		Caucasian		African American		Hispanic		Asian		American Indian		Combined Total
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
Officials and Managers	29	4	27	4	1	1	1						33
Professionals	58	10	45	10	6	7							68
Technicians	55	3	42	2	5	1	8						58
Sales Workers	66	39	50	31	5	3	7	4	4				105
Office and Clerical	6	23	4	15	4	2	4						29
Craft Workers (Skilled)													
Operatives (Semi-skilled)													
Laborers (Unskilled)													
Service Workers													
Previous Year Totals	196	76	154	59	13	8	26	8	3	0	0	0	272
This Year Totals	214	79	168	62	17	8	25	8	4	0	0	0	293

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tw telecom holdings inc.

SMALL BUSINESS SUBCONTRACTING PLAN

I. IDENTIFICATION DATA:

Company Name: tw telecom holdings inc. ("tw telecom")

Address: 10475 Park Meadows Drive

Littleton, Colorado 80124

Date Prepared: December 20, 2013

Description of Supplies/Services: Data, Internet and voice networking services

Contract Number: GS-35F-0426R, GS04T13BFD1605, GS05T09BM0018, GS07T09BGD0002, GS07T10BGD0006, GS09Q11DLD7007, GS09Q12DLD7004, and any other federal contract as may be applicable
Commercial Plan Period: Jan 1, 2014 thru Dec 31, 2014

Estimated annual sales (Company-wide): \$1, 660,000,000

II. TYPE OF PLAN:

Commercial Plan: Covers the offeror's fiscal year and applies to the entire production of commercial items sold by the entire company. Per FAR 19.704(d), this is the preferred type of plan for contractors furnishing commercial items. Once a contractor's commercial plan has been approved, the Government shall not require another subcontracting plan from the same contractor while the plan remains in effect, as long as the product or service being provided by the contractor continues to meet the definition of a commercial item. The contractor shall— (1) Submit the commercial plan to either the first contracting officer awarding a contract subject to the plan during the contractor's fiscal year, or, if the contractor has ongoing contracts with commercial plans, to the contracting officer responsible for the contract with the latest completion date. The contracting officer shall negotiate the commercial plan for the Government. The approved commercial plan shall remain in effect during the contractor's fiscal year for all Government contracts in effect during that period; (2) Submit a new commercial plan, 30 working days before the end of the Contractor's fiscal year, to the contracting officer responsible for the uncompleted Government contract with the latest completion date. The contractor must provide to each contracting officer responsible for an ongoing contract subject to the plan, the identity of the contracting officer that will be negotiating the new plan; (3) When the new commercial plan is approved, provide a copy of the approved plan to each contracting officer responsible for an ongoing contract that is subject to the plan; and (4) Comply with the reporting requirements stated in FAR 19.704(a)(10) by submitting one SSR in eSRS, for all contracts covered by its commercial plan. This report will be acknowledged or rejected in eSRS by the contracting officer who approved the plan. The report shall be submitted within 30 days after the end of the Government's fiscal year.

III. GOALS:

The General Services Administration subcontracting goals for FY 13 are currently:

Small business (SB)	30%
Small disadvantaged business (SDB)	5%
Women-owned small business (WOSB)	5%
HUBZone small business (HUBZone)	3%
Veteran-owned small business (VOSB)	3%
Service-disabled veteran-owned small business (SDVOSB)	3%

A. *tw telecom* provides the following separate dollar and percentage goals, which are a percentage of the total subcontracting dollars for each business category:

1. Estimated **TOTAL dollars planned to be subcontracted**; i.e. to all types of business concerns:

Annual Commercial Expenditures: \$808,000,000 = 100% subcontracted

2. Planned subcontracting to large business concerns (those classified as other than small):

Annual Commercial Expenditures: \$565,600,000 = 70% of Total

3. Planned subcontracting to all small business concerns SB (including Alaskan Native Corporations (ANCs) and Indian tribes), VOSB, SDVOSB, HUBZone, SDB (including ANCs and Indian tribes), and WOSB small business concerns:

Annual Commercial Expenditures: \$242,400,000 = 30% of Total

4. Planned subcontracting to small disadvantaged business concerns (including ANCs and Indian tribes):

Annual Commercial Expenditures: \$40,400,000 = 5% of Total

5. Planned subcontracting to women-owned small business concerns:

Annual Commercial Expenditures: \$40,400,000 = 5% of Total

6. Planned subcontracting to HUBZone small business concerns:

Annual Commercial Expenditures: \$24,240,000 = 3% of Total

7. Planned subcontracting to veteran-owned small business concerns (which includes service-disabled veteran-owned small business concerns):

Annual Commercial Expenditures: \$24,240,000 = 3% of Total

8. Planned subcontracting to service-disabled veteran-owned small business concerns (subset of, and included in, #7 VOSB above and therefore cannot be higher than #7 above):

Annual Commercial Expenditures: \$24,240,000 = 3% of Total

B. The principal types of supplies and/or services that *tw telecom* anticipates to be subcontracted and the identification of the type of business concern planned are as follows:

Business Category or Size

Supplies/Services	Large	Small	VOSB	SDVOSB	HUBZone	SDB	WOSB
Equip/Software	X	X	X		X	X	X
Construction	X	X	X		X	X	X
Engineering	X	X	X	X	X	X	X
Survey/Locate	X	X				X	X
Installation	X	X	X		X	X	X
Tech Service	X	X	X			X	X
General Service	X	X	X			X	X

C. *tw telecom* used the following method to develop the subcontracting goals:

The methods that *tw telecom* has used, and is using, to develop its government contract subcontracting goals for small, HUBZone small, small disadvantaged, veteran-owned small, service-disabled veteran-owned small, and women-owned small business concerns include:

- Identifying the type of business concern of *tw telecom*'s vendors and loading/updating that information to the appropriate financial data table in *tw telecom*'s AP system;
- Verifying *tw telecom*'s prior fiscal year spend with each category of business concern and establishing/maintaining a list of the vendors in each category.

Basis for establishing *tw telecom*'s proposed goal:

- *tw telecom* followed the method described above and analyzed its historical spend as a company to identify and establish goals for the supplier diversity program. As such, *tw telecom* took into consideration its anticipated spend for 2013 and the company's historical diversity spend trending data to identify its targets for the coming year. Additionally, *tw telecom* weighed in the GSA's requested targets to further stretch its established goals for 2013.
- *tw telecom* is taking additional efforts to expand its supplier diversity program by invoking additional internal and potentially external resources to supplement outreach and training efforts.

Justification for any low goal(s):

- As part of its program, *tw telecom* analyzes its spending on a quarterly and annual basis to identify trends and potential gaps year-over-year within each diversity classification.
- As part of this process, *tw telecom* continues to work to close any gap between *tw telecom*'s prior fiscal year spend, the current fiscal year's percentage of spend goal for each type of business concern and the percentage of spend goal established by the GSA for the stated fiscal year, noting, however, that *tw telecom*'s increased 2013 "stretch" goals are aspirational;

- Where a gap develops between *tw telecom*'s prior fiscal year spend and *tw telecom*'s current fiscal year spend goal, *tw telecom* will work to identify the appropriate means and methods to drive business to the diverse supplier business subcategory where the gap exists, including:
 - Identifying opportunities and methods to drive more spend to *tw telecom*'s existing suppliers in the small business subcategory where the gap exists;
 - Identifying new sources of supply through local, national and regional vendor outreach efforts (via *tw telecom* research, business opportunity workshops, minority business enterprise seminars, online diverse supplier databases, trade fairs, etc.) In 2012, *tw telecom* worked with several diverse suppliers to provide guidance and instruction on how to do business with *tw telecom* and where to become registered, and *tw telecom* will continue its efforts in targeting suppliers within specific diversity categories to meet and/or exceed its goals.
- Where gaps *do not* exist between *tw telecom*'s prior fiscal year spend and *tw telecom*'s current fiscal year spend goal, *tw telecom* continues to identify new sources of supply, bidding opportunities, awards, and appropriate embedded diverse supplier development to help meet and/or exceed *tw telecom*'s goals for the given type of business concern. The results of these efforts are exhibited by *tw telecom*'s increase in spending in 2012 with small businesses and small women-owned businesses.

How the supplies/services to be subcontracted were determined (i.e. based on historical data and experience, market research, etc.):

- *tw telecom*'s subcontracting requirements are established by the overall business needs of the company and, as applicable, the specific requirements of each project. Typically, these goods and services needs cannot reasonably be fulfilled internally. As an example, *tw telecom* subcontracts for goods and services that: i) are not within *tw telecom*'s core mission to produce but are required for *tw telecom* to provide services; ii) are variable and/or unpredictable in nature making it imprudent to hire and later lay off personnel who would perform such functions; iii) are from vendors who have specialized knowledge or expertise not resident within *tw telecom*; or iv) are goods and services that can be obtained more efficiently and/or at prices not otherwise achievable within *tw telecom*. *tw telecom* will continue to extend subcontracting and new business opportunities to small, HUB Zone small, small disadvantaged, veteran-owned small, service-disabled veteran-owned small, and small women-owned business concerns based upon *tw telecom*'s ongoing business needs.
- *tw telecom* determines the capability of small, HUB Zone small, small disadvantaged, veteran-owned small, service-disabled veteran-owned small, and women-owned small business concerns based upon the vendor's ability to meet *tw telecom*'s specified requirements and overall business needs, including the appropriate balance of price, timeliness, quality, technical suitability, economic diversity, and other valid business considerations.

D. *tw telecom* identifies potential subcontractors using the following source lists and organizations:

- *tw telecom* utilizes several source lists in determining which vendors to use, including (but not limited to): *tw telecom*'s internal database of embedded (existing) diverse subcontractors, direct solicitations from small, HUB Zone small, small disadvantaged, veteran-owned small, service-disabled veteran-owned small, and women-owned small business concerns; local chambers of commerce, business opportunity fairs and workshops, minority business enterprise seminars, trade fairs, SBA database of small businesses, DOE database of minority institutions, state databases of

registered minority businesses, the North American Industry Classification System (NAICS) database, and the Women Business Enterprise National Council list.

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

IV. PROGRAM ADMINISTRATOR:

Name: Denika Dwyer
Title/Position: Director Strategic Supplier Management Small & Diverse Business Subcontracting
Address: 10475 Park Meadows Drive
City/State/Zip Code: Littleton, Colorado 80124
Telephone number: (303) 566-1532
Fax number: (720) 225-6040
Email Address: denika.dwyer@twtelecom.com

Alternate POC with contact information: Jon Schwartz, VP Procurement
Address/Telephone Number/Email Address: 10475 Park Meadows Drive, Littleton, Colorado 80124,
(303) 566-1541, jon.schwartz@twtelecom.com

Duties: The Program Administrator shall have general overall responsibility for the Contractors subcontracting program; i.e., developing, preparing, and executing subcontracting plans and monitoring performance relative to this particular plan. Such duties [found in FAR 52.219-9(e)] may include, but are not limited to, the following:

1. Assist SB, VOSB, SDVOSB, HUBZone, SDB and WOSB 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 the Contractor's lists of potential SB, VOSB, SDVOSB, HUBZone, SDB and WOSB 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, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns in all "make-or-buy" decisions.
3. Counsel and discuss subcontracting opportunities with representatives of SB, VOSB, SDVOSB, HUBZone, SDB and WOSB 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 Dynamic Small Business Search database http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm or by contacting SBA.
5. Provide notice to subcontractors concerning penalties and remedies for misrepresentations of business status as small, HUBzone small, small disadvantaged, women-owned small, veteran-owned small, or service-disabled veteran-owned small business for the purpose of obtaining a subcontract that is to be included as part or all of a goal contained in the contractor's subcontracting plan. HUBzone small business concerns shall provide a copy of their Small Business Administration (SBA) certification.

Each SB, HUBZone, SDB, WOSB, VOSB, and SDVOSB concern on record as a potential subcontractor shall complete a self-certification form stating their business size. A penalties clause for falsifying information will also be on the form according to the legal statute 15 U.S.C. 645(d). Note, the following notice will read near the business owner's signature. "NOTICE: In accordance with U.S.C. 645(d), any

person who misrepresents a firm's proper size classification shall (1) be punishable by imposition of a fine, imprisonment, or both, (2) be subject to administrative remedies, and (3) be ineligible for participation in programs conducted under the authority of the Small Business Act."

6. Develop and promote company/division policy statements that demonstrate the company's/division's support for awarding contracts and subcontracts to SB, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns.
7. Develop and maintain bidders' lists of SB, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns from all possible sources.
8. Ensure periodic rotation of potential subcontractors on bidders' lists.
9. Ensure that SB, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns are included on the bidders' list for every subcontract solicitation for products and services they are capable of providing.
10. Ensure that subcontract procurement "packages" are designed to permit the maximum possible participation of SB, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns.
11. Review subcontract solicitations to remove statements, clauses, etc., which might tend to restrict or prohibit SB, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns.
12. Ensure that the subcontract bid proposal review board documents its reasons for not selecting any low bids submitted by SB, VOSB, SDVOSB, HUBZone, SDB and WOSB 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, VOSB, SDVOSB, HUBZone, SDB and WOSB 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.

PLEASE CHECK IF YOU AGREE WITH ALL THE ABOVE DUTIES AND IF NOT PLEASE PROVIDE AN EXPLANATION.

YES _____ NO _____ X _____

Due to *tw telecom's* business structure, purchasing decisions, vendor set-ups and related duties are dispersed among multiple departments and locations. Consequently, *tw telecom* does not currently have mechanisms for a sole individual or department to review and administer all facets of the purchasing process. Therefore, in order to comply with items 4-5, and 9-13, *tw telecom* wishes to amend and replace the language of each in its entirety as follows:

4. Rely on the Supplier Certification submittal of each subcontractor, that a subcontractor representing itself as a HUBZone small business concern is certified. When appropriate, provide guidance to such HUBZone small business to utilize the Dynamic Small Business Search database http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm or by contacting SBA.

5. Provide notice to subcontractors concerning standard FAR penalties and remedies for misrepresentations of business status as small, HUBzone small, small disadvantaged, women-owned small, veteran-owned small, or service-disabled veteran-owned small business for the purpose of obtaining a subcontract that is to be included as part or all of a goal contained in the contractor's subcontracting plan.

Each SB, HUBZone, SDB, WOSB, VOSB, and SDVOSB concern on record as a subcontractor shall complete a self-certification form stating their business size. A penalties clause for falsifying information will also be on the form according to the legal statute 15 U.S.C. 645(d). Note, the following notice will read near the business owner's signature. "NOTICE: In accordance with U.S.C. 645(d), any person who misrepresents a firm's proper size classification shall (1) be punishable by imposition of a fine, imprisonment, or both, (2) be subject to administrative remedies, and (3) be ineligible for participation in programs conducted under the authority of the Small Business Act."

9. Require that small and diverse business concerns are included on the bidders' list for every subcontract solicitation in excess of \$100,000 for products and services they are capable of providing.

10. Request that subcontract procurement "packages" are designed to permit the maximum possible participation of SB, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns.

11. Request removal of statements, clauses, etc., which directly restrict or prohibit SB, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns.

12. Ensure that the subcontract bid proposal review board documents its reasons for not selecting any low bids submitted by SB, VOSB, SDVOSB, HUBZone, SDB and WOSB concerns for business awards greater than \$100,000.

13. Oversee the establishment and maintenance of contract and subcontract award records that are processed on Purchase Orders. All other maintenance and subcontract award records will be maintained under standard company retention policy and will be the responsibility of the purchaser.

21. Additional Duties:

V. EQUITABLE OPPORTUNITY:

tw telecom will make every effort to ensure equitable opportunity to compete for subcontracts. These efforts may include one or more of the following activities:

A. Outreach efforts to obtain sources:

1. Contact minority and small business trade associations;
2. Contact business development organizations;
3. Request sources from the Dynamic Small Business Search database at http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm and
4. Attend small minority and women-owned procurement conferences and trade shows.

B. Internal efforts to guide and encourage purchasing personnel:

1. Present workshops, seminars and training programs;
2. Establish, maintain and use *SB (including ANCs and Indian tribes)*, *VOSB*, *SDVOSB*, *HUBZone*, *SDB (including ANCs and Indian tribes)*, and *WOSB* source lists, guides, and other data for soliciting subcontracts;
3. Monitor activities to evaluate compliance with the subcontracting plan; and
4. Provide guidance on using the Dynamic Small Business Search database to identify *SB (including ANCs and Indian tribes)*, *VOSB*, *SDVOSB*, *HUBZone*, *SDB (including ANCs and Indian tribes)*, and *WOSB* concerns.

PLEASE CHECK IF YOU AGREE WITH ALL THE ABOVE DUTIES AND IF NOT PLEASE PROVIDE AN EXPLANATION.

YES _____ X _____ NO _____

C. Other Additional efforts: (Please describe below)

VI. ASSURANCES OF CLAUSE INCLUSION AND FLOW DOWN:

tw telecom 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 \$650,000 (\$1,500,000 for construction) to adopt a plan that complies with the requirements of the clause at 52.219-9, Small Business Subcontracting Plan.

VII. REPORTING AND COOPERATION:

tw telecom 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 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 SSR using the eSRS;

(v) Provide its prime contract number and its 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; and

(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 are to be submitted within 30 days after the close of each calendar period as indicated in the following chart:

<u>Calendar Period</u>	<u>Report Due</u>	<u>Date Due</u>	<u>Submit Report To</u> <u>www.esrs.gov</u> <u>with email to:</u>
10/01--09/30	SSR	10/30	Administrative Contracting Officer

VIII. RECORDKEEPING:

tw telecom will maintain records concerning procedures that have been adopted to comply with the requirements and goals in the plan, including establishing source lists; and a description of efforts to locate *SB* (including *ANCs* and *Indian tribes*), *VOSB*, *SDVOSB*, *HUBZone*, *SDB* (including *ANCs* and *Indian tribes*), and *WOSB* concerns and award subcontracts to them. The records shall include at least the following on a company-wide basis:

1. Source lists (e.g. the Dynamic Small Business Search database), guides, and other data that identify *SB* (including *ANCs* and *Indian tribes*), *VOSB*, *SDVOSB*, *HUBZone*, *SDB* (including *ANCs* and *Indian tribes*), and *WOSB* concerns.
2. Organizations contacted in an attempt to locate sources that are *SB* (including *ANCs* and *Indian tribes*), *VOSB*, *SDVOSB*, *HUBZone*, *SDB* (including *ANCs* and *Indian tribes*), and *WOSB* 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 small, *HUBZone* small, small disadvantaged, and women-owned small business sources; and
 - (D) Veterans service organizations.

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. On a contract-by-contract basis, records to support award data submitted by the offeror to the Government, including the name, address, and business size of each subcontractor. Contractors having commercial plans need not comply with this requirement.
7. Other records to support your compliance with the subcontracting plan: (Please describe)

IX. STATUTORY REQUIREMENTS:

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

X. DESCRIPTION OF GOOD FAITH EFFORT

As stated in 15 U.S.C. 637(d)(8), and FAR 19.702(c) any contractor or subcontractor failing to comply in good faith with the requirements of the subcontracting plan is in material breach of its contract. Further, 15 U.S.C. 637(d)(4)(F) directs that a contractor's failure to make a good faith effort to comply with the requirements of the subcontracting plan shall result in the imposition of liquidated damages. Liquidated damages shall be paid by the contractor.

tw telecom will take the following steps to demonstrate compliance with a good faith effort in achieving small business subcontracting goals:

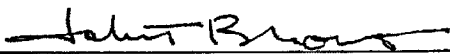
- A. *tw telecom* will continue to work with new diverse suppliers to provide guidance on how to participate in *tw telecom*'s RFx process, identify what steps are necessary to become an approved supplier with *tw telecom*, and guide these suppliers through the vendor-set up processes.
- B. *tw telecom* will continue to increase its participation efforts with the Rocky Mountain Supplier Development Council and other similar diversity organizations by attending conferences, seminars and workshops to network with diverse suppliers.
- C. *tw telecom* will continue its analysis of spending trends across all diversity categories. For spend areas that are consistently lower than desired, *tw telecom* will continue to work with internal business leaders to identify opportunities to expand its diverse supplier base. Targeted reports will be regenerated and provided to these business leaders, along with information about upcoming

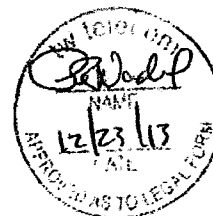
diversity events and diverse supplier lists to help increase visibility on each applicable market's spending trends.

The above requirements of an acceptable plan will be negotiated with the contracting officer prior to approval. *tw telecom* understands that this subcontracting plan will be made a material part of the contract and that the submission of the SSR will be made a line item deliverable in the contract.

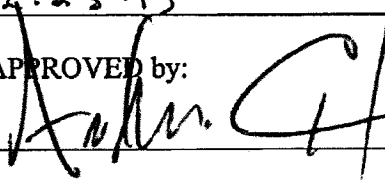
XI. SIGNATURE REQUIRED: Plan must be signed and dated by a company official.

This subcontracting plan was SUBMITTED by:

Signature: 
Typed Name: John Blount
Title: Chief Operating Officer
Date Signed: 12.23.13



This subcontracting plan was APPROVED by:

Signature: 
Typed Name: Andrew Cid
Title: Administrative Contracting Officer
General Services Administration
Federal Acquisition Service
Supplier Management (QV0CCAB)
10 Causeway Street, Room 347
Boston MA 02222

Tel. 617-565-7603

Fax 617-565-7629

Date Signed: 2/7/14