Appendix 7

Preliminary Transition Management Plan

December 13, 2006

Revision XX

Qwest Government Services, Inc.
4250 North Fairfax Drive
Arlington, VA 22203

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REVISION HISTORY

Revision Number	Revision Date	Revision Description	Revised by

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1.0 INTRODUCTION

The Qwest Team's transition approach enables Qwest to implement and transition Agency networks successfully, with minimum risk and impact on Agency or Department organizations, personnel, and the subscribing communities. The proven methodology detailed throughout this Preliminary Transition Management Plan (PTMP) has repeatedly and successfully been used to transition other large business and Government customers to the Qwest Network, such as the [redacted]

Qwest has an established and successful history of transitioning many Government customers from other carrier networks to Qwest telecommunications and information technology products and services. The successful transition of numerous Agencies, such as [redacted] to Qwest FTS2001 cross-over services readily attests to the proven organizational and coordination capabilities of Qwest.

Qwest's flat management structure, in combination with the coordination and communication processes and the authority vested in the Transition Office, allows the Transition Team to work directly with any other Qwest organization, partner, vendor or carrier, as well as GSA and Agency representatives. This effectively eliminates the "middle management" that is infused in some carriers' processes, shortens communications channels, and allows issues to be addressed more quickly.

Qwest will establish a governance structure which consists of a [redacted] specific to the transition program. Through the implementation of [redacted]

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[redacted]

This methodology incorporates the requirements set forth in RFP Section C.4.4.2.1, and is structured around the following four areas, as required in Section L.34.2.4:

- Planning and Management
- Transition Cutover
- Transition Inventory
- Communication and Reporting

1.1 UNDERSTANDING OF THE GOALS AND OBJECTIVES FOR TRANSITION

The Qwest Team's PTMP supports GSA's vision of a Government-wide enterprise architecture that supports the introduction of new technology while facilitating cross-Agency collaboration, transformation, and Government-wide technology improvement in a disciplined, process driven, long-term strategy. This PTMP incorporates lessons learned throughout Qwest's long history of successfully transitioning and providing Agencies with current, cost-effective, highly reliable, and user-friendly telecommunications

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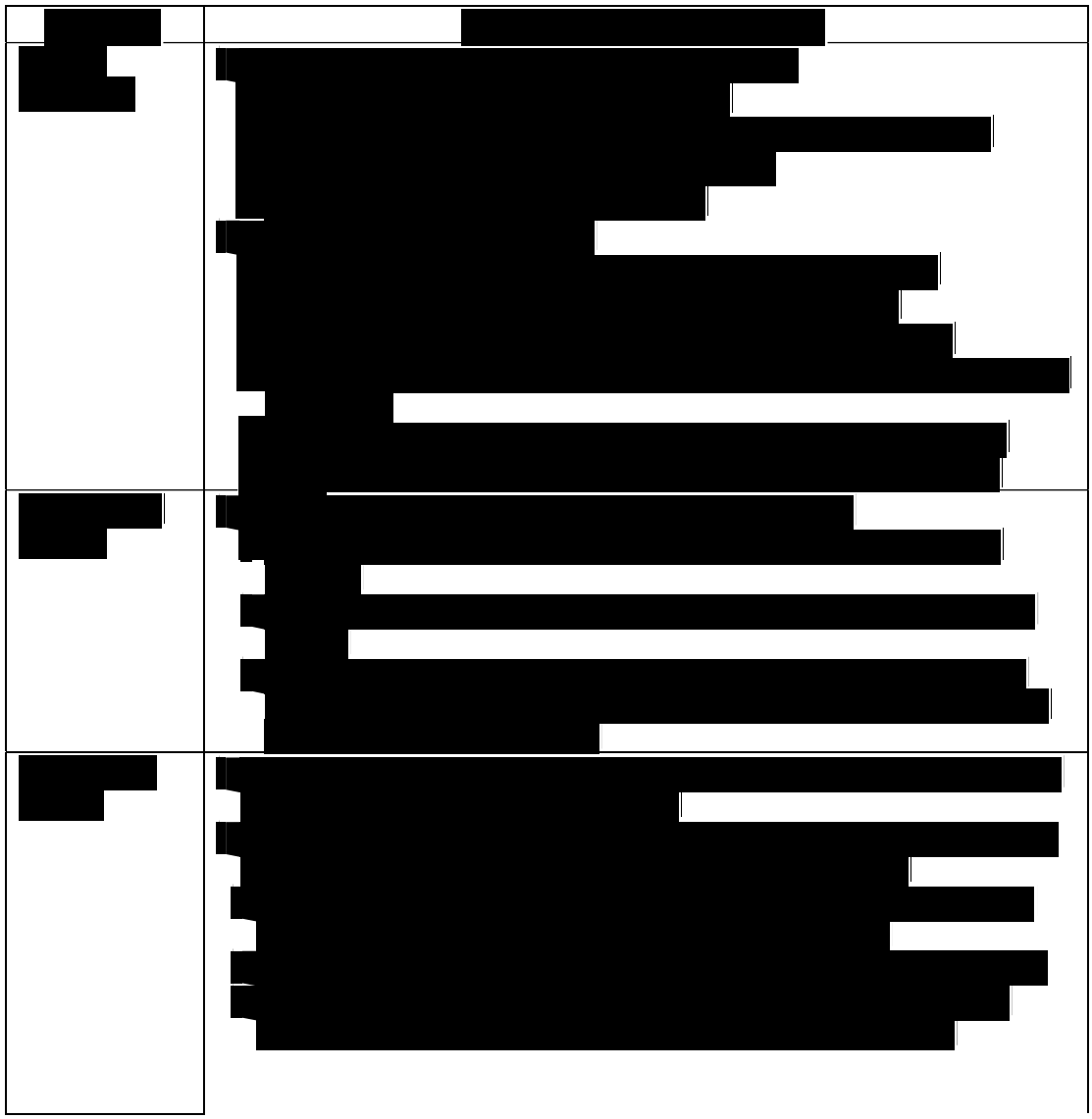
and information technology services. The PTMP is focused on achieving the Government's goals and objectives as set forth in [redacted] and detailed throughout the plan. Qwest has included provisions for effective transition coordination and support so that transitions can occur in a timely and efficient manner.

[redacted]



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Qwest is ready and fully capable of supporting GSA's transition requirements and timelines. For the PTMP, Qwest assumed that the overall Networx contract transitions period, based on GSA Questions and Answers 196, will be approximately 18 months. Detailed transition time lines for specific projects and Agencies will be developed in partnership with GSA and Agency Project Managers and included in specific Agency-Level Transition Plans (ALTPs) or Transition Project Specific Plans (TPSPs).

The PTMP defines the tasks necessary for the detailed planning and effective execution of the Networx contract transitions implementation. The PTMP addresses the transition requirements in RFP Section C.4, Transition; the Service Types cited in RFP Section C.2.1.1, Organization of Networx Services; and Section J.7, Pricing and Traffic Model.

The Qwest Team's approach to transition in this PTMP is to detail and demonstrate compliance with all requirements of the RFP section C.4, Transition, and achieve the GSA vision of Figure A7-1, to include "provisions for effective facilitation of transition coordination and support so that transitions can occur in a timely and efficient manner." The Qwest Team's transition approach detailed in this PTMP is designed to implement and

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transition Agency networks successfully, with minimum risk and minimum impact on various Agency department organizations, personnel, and subscribing communities.

Transition is the process for the coordinated transfer of service from a specified GSA FTS incumbent contractor, such as FTS2001, Crossover, and FTS satellite service and wireless contracts, to a Networx contract. Qwest will complete the initial Transition Management Plan (TMP) within 30 calendar days of Notice to Proceed (NTP), and deliver the plan to the GSA Transition Program Manager. GSA will review and provide comments within 15 calendar days of receipt. Within 15 days of receipt of GSA's comments, Qwest will provide the revised TMP to GSA. Qwest will update the TMP to address new or enhanced service types as they are introduced, and/or as operational circumstances may require. Qwest will neither issue any Service Order Confirmations (SOCs) nor proceed with any orders for transition until the TMP has been approved.

The TMP will be Qwest's general Government-wide plan applicable to all transition activities for all Agencies. The plan will describe Qwest's general approach to the management of the transition, including the project management process, procedures, and tools for all Networx contract transitions activities. Qwest will develop and provide a TMP that will include the project management of all transition activities for all services provided by Qwest, provisioned and non-provisioned [redacted]

Qwest will develop and provide ALTPs when requested, within 45 calendar days of receiving the request. The plan will include project management of all transition activities for all Transition Orders the Agency intends to place with Qwest. The Agency is expected to provide comments back to Qwest on the plan within 15 calendar days. Qwest will then submit the ALTP for approval within an additional 15 calendar days (total 75 calendar

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days). At a minimum, the ALTP will contain the content described in RFP Section C.4.4.3.1.4, Content-ALTP. Qwest will base the ALTP on the information in the overall Qwest TMP, any other requirements pertaining in the RFP guidance, and the Agency's specific requirements. Qwest will also describe plans, if applicable, to meet any special technical requirements, such as direct station-to-station dialing or private dialing plans.

Qwest will develop and provide a TPSP for all transition activities that are required by an Agency to be managed as a separate transition project, unless the TPSP requirement is waived or changed by the Agency in writing. The Government will normally designate transition activities deemed as mission-critical by the Agency as a separate transition project. Qwest will complete transition projects by the baseline completion dates in the TPSP or by mutual agreement with the Agency at the time orders are placed and acknowledged by Qwest. The baseline dates will be the Firm Order Commitment dates for each order within the project, which shall meet the provisioning objectives in Attachment J.12.3, Service Provisioning Intervals, for routine or Class B expedited orders unless the Agency agrees to different intervals. Qwest will submit the TPSP to the Agency no later than 30 calendar days prior to the customer want date (defined in RFP Section C.4.2.4 Step 4, Create Transition Project Specific Plans). At a minimum, the TPSP will contain the content described in RFP Section C.4.4.3.2.4, Content - TPSP. The TPSP will also describe, where applicable, the plans to meet special technical requirements, such as direct station-to-station dialing and private calling plans.

2.0 PLANNING AND MANAGEMENT

With our history of transitioning services, the Qwest Team recognizes the dynamics inherent in this program. The scope and interdependencies of

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the various participants, the subcontractors, and the critical nature of the GSA operational environment, along with the mission-critical nature of the individual Agencies, require a comprehensive planning and management approach to transition. This approach reflects our belief in the need for a dynamic, comprehensive plan of action with well defined roles, responsibilities and interfaces. To accomplish this objective, the Qwest Team emphasizes effective program management, flexible needs-based scheduling, and a close partnership with GSA and the individual Agency at both the program level and with each regional, field level Agency Point of Contact (POC) or Local Government Contact (LGC).

2.1 TRANSITION PROJECT MANAGEMENT ORGANIZATION

The Qwest Team Transition Project Management Organization, shown in [redacted], is structured to ensure that all designated services are transitioned in a transparent fashion in coordination and in partnership with GSA and the affected Agencies.

Ms. Diana Gowen, Senior Vice President and General Manager of Qwest Government Services, Inc. (QGSI), is the Qwest Executive directly responsible for Networx support, including the Transition Office. Ms. Gowen has the support and sponsorship of the entire Qwest senior executive team. Ms. Gowen brings first-hand experience on the challenges associated with Government transitions from her direct involvement in the transition of Agencies from FTS2000 to FTS2001. She will be an active advisor to the Transition Program Manager, and with her leadership team, will provide oversight to the Transition Team. She has been, and will remain, directly involved in the planning and execution of the Networx contract transitions. On a regular basis, Ms. Gowen and her leadership team will review the status of all transition projects; the transition risks and issues report; the project plans

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for upcoming transitions; and the staffing and ongoing support requirements.

Ms. Roxane Rucker, the Qwest Networx Program Director, leads the Contractor Program Office (CPO), manages the Transition Team, and is the first point of escalation for the Transition Program Manager. The Qwest Networx Program Director works closely with the Transition Program Manager to ensure the soundness and integrity of our transition plans, the availability and assignment of resources, the reasonableness of the schedule and budget estimates, and the identification of any risks or issues that may impact the transition plan and capture mitigation plans.

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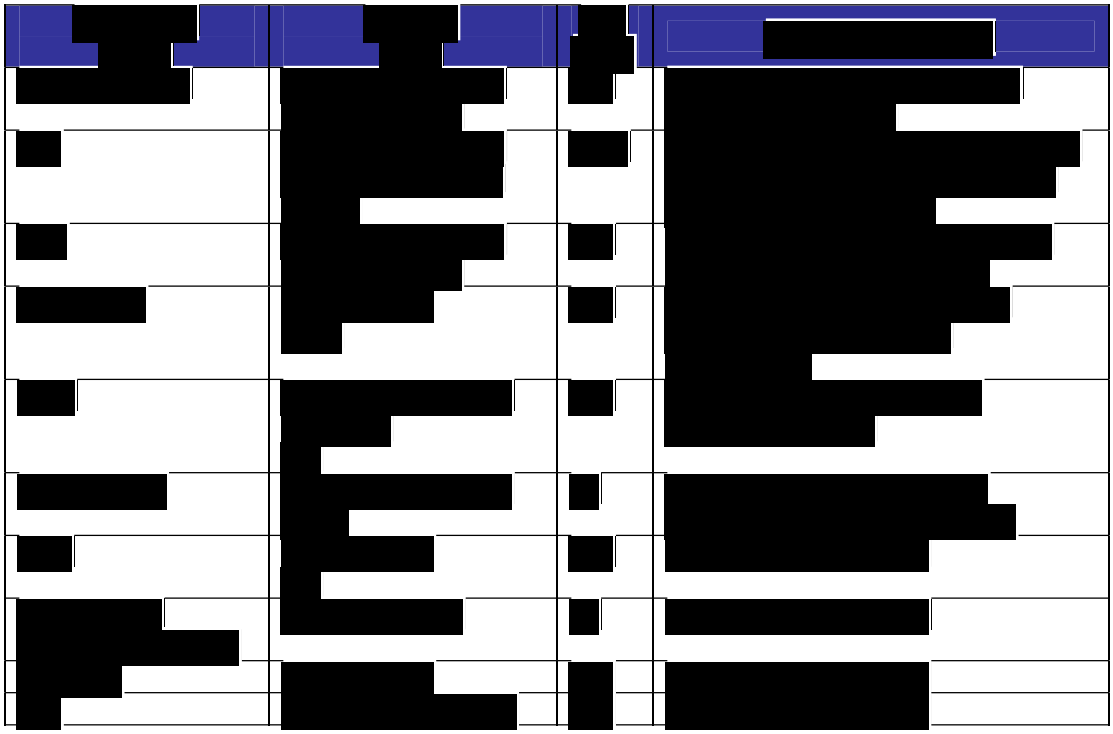
[redacted] serves as the Transition Program Manager and leads the team of Project Managers who support provisioned services, non-provisioned services, and special projects for Government Agencies. [redacted] has overall control for all transition activities, and is the first point of contact for transition issues. He will engage Qwest upper management as necessary to obtain resources and resolve issues in an expedited and satisfactory fashion. [redacted] has a [redacted] Project Managers, including Certified Project Management Professionals, from which he can draw to support the Networx contract transitions. [redacted] has managed complex transitions for dozens of Government Agencies, including the [redacted]



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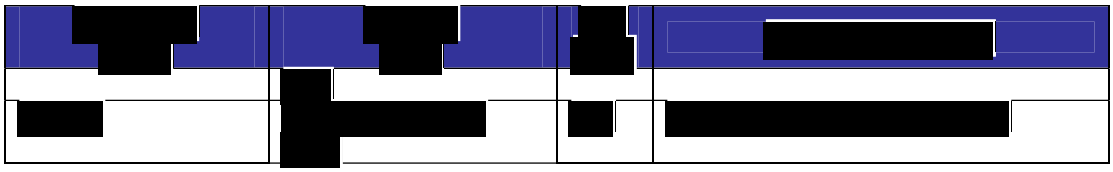

Each Project Manager on Qwest's Transition Team will have the resources available to them to complete their transition projects in a quality manner. The Project Managers will have Transition Support Specialists work the site-specific transitions and assist them in the necessary documentation required for a successful transition.

2.1.1 Key Transition Personnel with Telephone Numbers

Figure A7-6 lists key transition personnel with their contact information. The Qwest Team will notify the GSA Program Manager (PM) if there are changes to any key transition personnel and will update this list appropriately. Similar contact information will be provided in individual ALTPs or TPSPs as appropriate to ensure coordination.

Figure A7-6. Key Transition Personnel Contact Information

Position	Name	Office Phone	Cell Phone	E-Mail
Program Director	Roxane Rucker	703-363-3972	703-395-7468	Roxane.rucker@qwest.com
Transition Program Manager				
Project Manager				
Project Manager				
Project Manager				

2.1.2 Roles and Responsibilities of Key Transition Personnel

The Qwest Team organization has clearly defined roles and

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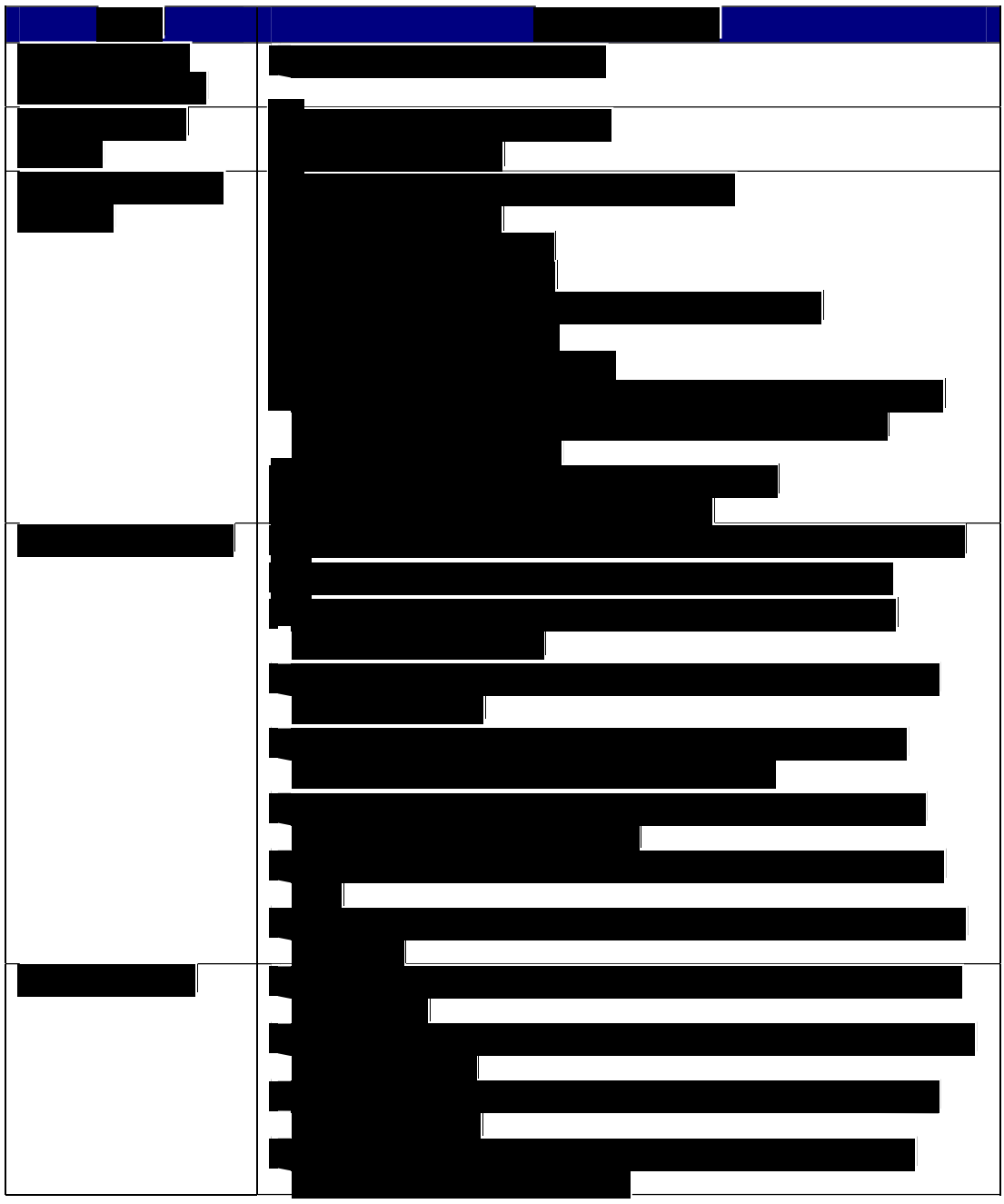
responsibilities at each level to ensure that each transition is seamless and transparent to the Agency end users. [redacted]



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2.1.3 Organizational and Control Relationship of the Transition PMO with Senior Corporate and CPO

Ms. Diana Gowen, Senior Vice President and General Manager of QGSI, is the Qwest executive directly responsible for Networx support, including the Transition Office. Ms. Gowen has the support and sponsorship of the entire Qwest senior executive team. As the Senior Executive for QGSI, Ms. Gowen has immediate and direct access to the executive leadership team at Qwest, including Network, Operations, and other groups that have a direct impact on Networx contract transitions activity. Similarly, Ms. Gowen will have immediate and direct access to senior executives in our team member organizations. Her access to this extended leadership team will facilitate the timely resolution of any issues and risks escalated to her office.

Ms. Roxane Rucker, Networx Program Director, leads the CPO, manages the Transition Team, and is the first point of escalation for the Transition Program Manager. Ms. Rucker has overall responsibility for the operation of the Qwest Networx Program. Ms. Rucker is the principal advocate for the GSA and Government Agencies within Qwest and has access to the Qwest leadership team to effect a desired outcome for the Government. The Qwest CPO is also staffed with key representatives from each of the functional areas supporting Networx. Each of these representatives has demonstrated capabilities and depth of practical

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experience, and will advise or assist the Transition Program Manager as needed.

[redacted] serves as the Transition Program Manager, chairs the transition working group, and leads the team of Project Managers who support provisioned services, non-provisioned services, and special projects for the Government Agencies. [redacted] has overall control for all transition activities, and is the first point of escalation for transition issues. He will engage Qwest upper management as necessary to obtain resources and resolve issues in an expedited and satisfactory fashion. [redacted] has a pool of [redacted] Project Managers, including Certified Project Management Professionals, from which he can draw to support Networx contract transitions. [redacted] has 20 years of practical, broad-based telecommunications network transition experience, and leads a team of Transition Project Managers that implement a wide range of telecommunications products and services, including Frame Relay, Direct Internet Access (DIA), Asynchronous Transfer Mode (ATM), Private Line, Switched Voice 800 Service, Remote Dial Access, VPN, Diversity Special Construction (to include Microwave and Laser-based access), and Multi-Protocol Label Switching (MPLS).

2.1.4 Organizational and Control Relationship of the CPO Management and Planning Staff with Field Personnel

[redacted] illustrates the organizational and control relationship of the CPO and planning staff with the field personnel. The Transition Program Manager has the authority and sponsorship to reach across the entire Qwest Network organization to support their transition efforts. Qwest's depth of expertise and experience in performing successful transitions and cutovers in the Network Operations organizations will be focused on Networx contract

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[redacted] transitions activities. The Transition Team will have the resource support from Qwest's [redacted]

During the transition planning stage for each specific Agency transition project, the Transition Program Manager will assign a Transition Project Manager and identify field and network resources needed for a successful transition. The Program Manager will work with the Qwest Network Operations teams to assign representatives from each functional area for inclusion in the Transition Team. These representatives will be responsible for project support and the smooth operation of work steps assigned to resources within their organizations. Transition Team members often include, but are not limited to, design engineers, Network Operations Center (NOC) technicians, network operations personnel, field technicians, subcontracting team members, cutover team leads, SEDS logistics/staging contacts, key suppliers, transition support specialists, provisioning leads, technical support, and the service manager and account representative associated with the Agency. [redacted]

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2.1.5 Coordination and Workflow

[redacted] The Qwest Team will work with the stakeholders within the Agencies to develop a partnership that establishes clear roles and responsibilities within each step. [redacted]

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2.1.6 Transition Staffing Plan

The Qwest Team approach to transition staffing incorporates four elements: development of an initial staffing plan to meet the identified requirements, implementation of the staffing plan, impact analysis, and identification of additional resources as needed to support future requirements.

2.1.6.1 Initial Transition Staffing

Network migrations and transitions require a core organization that is the single point of contact for the GSA and other Agencies as well as Qwest organizations. The organization under the Transition Program Manager will provide the core Transition Team for transition planning and implementation. The Transition Team will work closely with other elements of the CPO, including the Customer Support Office (CSO), to process service orders; plan, provision and engineer services; and ensure that post-transition service delivery and assurance processes comply with Networx requirements.

[redacted] The Qwest Project Managers are experienced in managing transitions of all types of services offered, including legacy transport, IP-based transport, security services, applications, and equipment, both nationally and internationally. Qwest Project Managers are trained on all Networx products and many are Certified Project Management Professionals.

The Qwest Networx CSO, which includes [redacted] service ordering, billing and customer service personnel, is the primary customer service office for the GSA and Government customer. However, the Networx CSO is only one of many Qwest customer service offices around the country. Because our customers have a nationwide presence, Qwest has strategically located our customer service personnel in areas where they can effectively

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respond to customer needs [redacted]

2.1.6.2 Impact of Expected Levels of Activity

The scope and complexity of the transition is dependent upon a variety of sub-factors. Qwest is prepared to transition up to 50 percent of the current FTS2001 network and can effectively do so through our comprehensive staffing plan. Sub-factors to be considered when providing staffing for transition activities include, but are not limited to:

[redacted]

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[redacted]

Staffing levels will be adjusted with regard to numbers of transition projects running concurrently, ensuring that each transition is fully staffed to proceed on schedule [redacted] Qwest will fully staff each transition project to meet the needs of the GSA and the Government Agency.

The Qwest Team Transition Program Manager has access to staff from other Qwest organizations, as well as our subcontractors, when order volume during any month exceeds a predetermined number. If a very large order volume occurs in any month, Qwest has the ability to draw upon our fully staffed provisioning and operations centers to supplement staffing requirements.

2.1.6.3 Staff Augmentation Approach

The Qwest Transition Team will perform continuous analysis of requirements (current and future) and will adjust staffing projections to ensure the organization is fully staffed to meet all requirements. Based upon this analysis, the Qwest Transition Program Manager will determine the need to employ additional resources either from within the team or through a vendor or subcontractor. The Transition Program Manager will coordinate with the Qwest Program Director to identify those resources available and to staff requirements to ensure availability of staff.

Using our [redacted] Qwest analyzed the Traffic Model presented in Attachment J.7 and derived staffing estimates to complete the physical transition of 50% of the traffic assuming

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an 18 month transition period. To develop our proposed staffing model, we made the following assumptions:

[redacted] Coupled with the QGSI hiring process and management overview of personnel performance, GSA is ensured of

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receiving thoroughly qualified personnel in the correct skill mix for the Networx contract transition efforts.

Through analysis of data points the Qwest [redacted] model is continually refined as the service enters more mature phases of the product life cycle. [redacted]

Ultimately, our transition staffing model will rely heavily on planning. Readiness and planning are integrally linked success factors. The Transition Program Manager will work closely with the Qwest Account Team, GSA, and the Agencies to prepare activity forecasts based on sales opportunities, planned transitions, and feedback from the Agency. [redacted] The Transition Program Manager will engage the Human Resources manager supporting the CPO to recruit, screen, and hire additional personnel based on our pre-defined job descriptions, minimum experience requirements and necessary qualifications.

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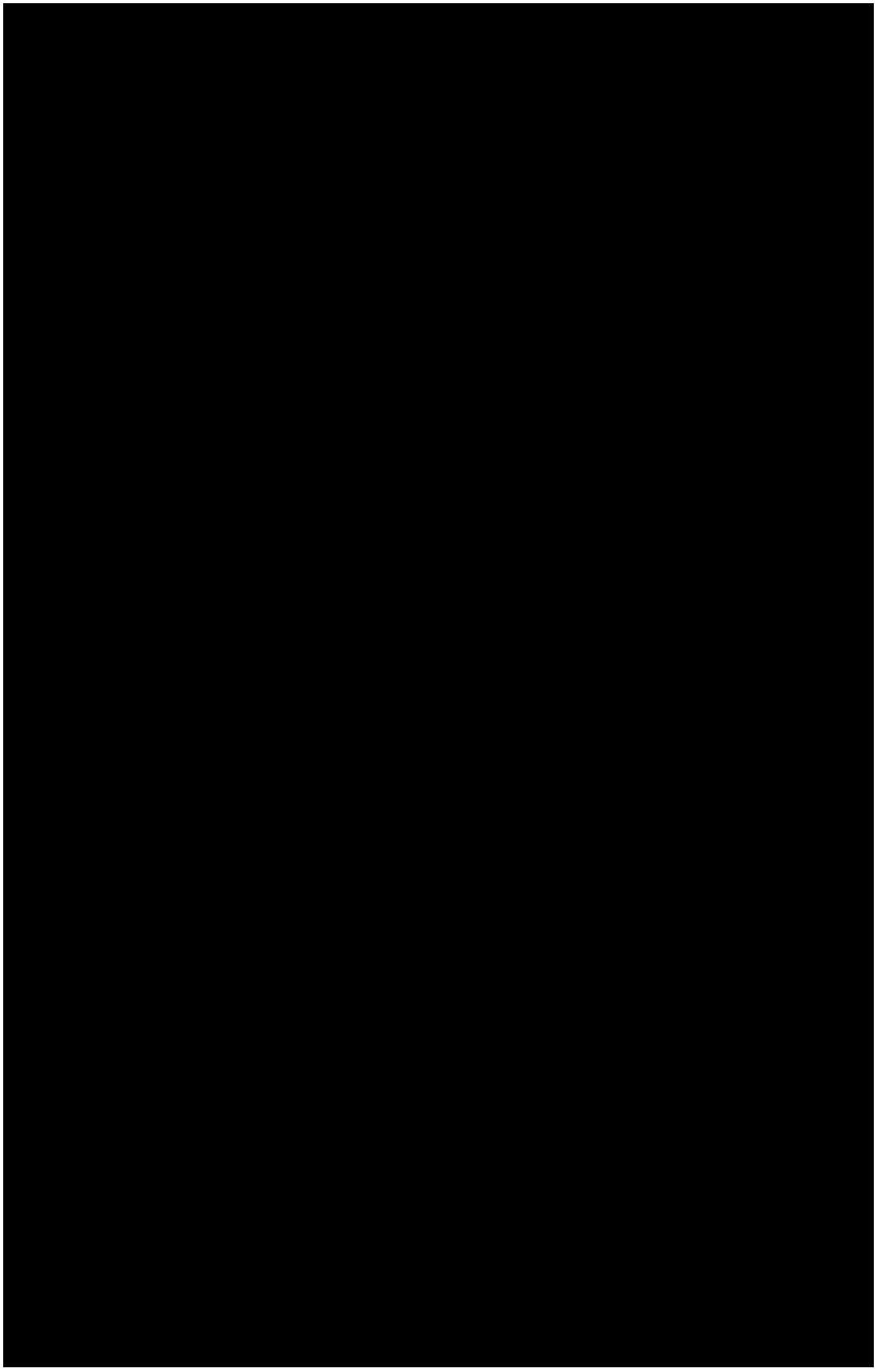

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The Qwest [redacted] model is a real tool with real world practicality, and ensures that field and management personnel will be sufficient in number and qualifications to perform the transition activities as required. The [redacted] model has been developed over the past 20 years using lessons learned and client successes such as the [redacted]

2.1.7 Personnel Security

All Qwest Team employees and subcontractor employees are required to undergo a mandatory pre-employment background review, which includes criminal record checks and credit checks. All employees must also submit to a pre-employment drug and alcohol screening. Qwest will ensure that personnel who need access to any Government-owned equipment fully meet Government personnel security requirements.

Additionally, employees who require access to Government-Classified or Sensitive But Unclassified (SBU) information are processed by Qwest's Government security organization for a Government-granted clearance or access in accordance with a DD254 provided by the sponsoring Agency. [redacted] Qwest's Government security organization has extensive experience processing personnel clearance investigations requiring NAC/LAC/CR, NACI, SSBI, to Public Trust Access in accordance with Agency requirements.

2.1.8 Transition Escalation Procedures

During the process of transitioning Agencies from their incumbent networks to Qwest, most issues and problems will be resolved by the Transition Program Manager and the Project Managers. However, issues that are not quickly solved, or require incumbent coordination for a resolution, will

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follow Qwest's formal escalation process. The preferred method for GSA and/or the Agency to escalate any issue, including transition issues, is through the Qwest Control Networx Portal. The issue will be logged and escalated to successive levels of management until the transition issue is resolved. In the Qwest Transition Issue Handling Process, issues are escalated to the highest levels of management required for expeditious resolution [redacted] At each level of escalation, Qwest leadership will work with the incumbent provider, with all appropriate organizations within Qwest, with our teaming partners, and with our suppliers as required to resolve issues.

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[redacted]

Figure A7-24. Issue Prioritization Categories

Category	Description	Escalation Action
Level 1 Jeopardy	• Problem is not necessarily project affecting. • Assigned task jeopardy is not resolved within 24 hours. • Repetition of problem may jeopardize the project.	The Regional Transition Coordinator will discuss the issue with the Qwest CPO. If a resolution is not found within 24 hours, the Regional Transition Coordinator will escalate to the 1st Level of escalation. Once the 1st Level receives the escalation, that individual will work the problem and give timely updates to the organization affected by the problem.
Level 2 Jeopardy	• Problem may affect due date or success of the project or delay a milestone's completion.	If a resolution is not achieved within 8 hours, the Transition Coordinator will invoke the 1st Level of escalation. The issue will continue moving up the Escalation chain every 8 hours until a resolution is found.
Level 3 Jeopardy	• Situation is not tolerable. A problem or issue puts one or more of the key project success factors in jeopardy. Milestones will be affected.	The Transition Coordinator or the Agency will invoke the escalation process immediately. The issue will continue moving up the escalation chain every hour until a resolution is found.

Any deviations from the above will be provided in the ALTPs or TPSPs, if necessary. As a back-up, issues can be escalated through the names and telephone numbers provided in ***Figure A7-25***.

Figure A7-25. Escalation Names and Telephone Numbers

Position	Name	Office Phone	Cell Phone	Email
Deputy Program Manager	Ken Palmer	703-363-4470	703-599-7472	kenneth.palmer2@Qwest.com
Program Director	Roxane Rucker	703-363-3972	703-395-7468	Roxane.Rucker@Qwest.com
Sr. Vice President/General Manager	Diana Gowen	[redacted]	[redacted]	[redacted]

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2.2 TRANSITION ACTIVITY SCHEDULING

Transition activity scheduling is performed by the assigned Project Manager. Each approved ALTP incorporates a baseline schedule of activities that is agreed upon with the appropriate stakeholders. The schedule will be maintained in MS Project and will be monitored on a daily basis.

The Transition Project Manager and Transition Program Manager will develop a comprehensive Communications Plan that will be incorporated into the individual TPSP for approval. This plan will identify all points of contact within a customer organization for scheduling and for transfer of security clearance information as required.

Throughout the transition of services, the Qwest Team will perform site visits, site preparation, installation, and cutover activities, which will be scheduled in close coordination with the Agency and LEC points of contact to ensure that there is no disruption of service. Agency requirements and mission take precedence within the Qwest Team transition scheduling process. The Transition Program Manager will coordinate closely with the Agency POC to understand all details behind the Agency requirements to include their priority of locations, seasonal/cyclical restrictions, completion goals, and continuity requirements.

The Qwest Team's goal throughout the scheduling process is to ensure that services are scheduled and cut over in a manner consistent with customer expectations.

2.3 PROCESS AND PROCEDURES

The Qwest Team's transition process is [redacted] These Qwest processes easily overlay into the Networx transition requirements of Planning and Management, Transition Cutover, Transition Inventory, and Communications and Reporting.

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As shown in [redacted] and detailed below, each phase has specific activities that are performed in partnership with the Agencies to ensure an efficient and transparent transition of services. As each transition is completed throughout the project lifecycle, the Qwest Team documents lessons learned to ensure that they are applied to future transitions and that all efficiencies are realized to reduce overall cost to the Government. Throughout the transition process, the Transition Team will use the Governance Process described in Section 2.1.3, Organizational and Control Relationship of the Transition PMO with Senior Corporate and CPO.

2.3.1 [redacted]

[redacted]

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2.3.2 [redacted]

[redacted]

2.3.3 [redacted]

[redacted]

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[redacted]

2.4 KEY RISK MANAGEMENT AREAS

Reducing the impact of program risks to acceptable levels is the ultimate objective of risk management. [redacted] Qwest's approach incorporates processes for identifying, analyzing, mitigating, managing, and monitoring risks to ensure the least amount of impact on the program.

[redacted]

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2.4.1 Risk Identification

Any member of the Transition Management Organization may identify issues or concerns as transition risks. GSA and Agency Transition Coordinators can also identify transition risks to Qwest Transition Project Managers for inclusion. As risks are identified, they are logged and documented by assigned Project Managers or the Transition Project Manager, using tools in the Qwest CPO toolkit. The Transition Project Manager will review all risks and either validate or reject the risk, depending upon its importance to the transition success.

2.4.2 Risk Analysis Prioritization and Assessment

Each risk is evaluated and categorized based upon its probability of occurrence and consequence to either to the Agency-level transition action or to the Networx program [redacted]

The likelihood of a risk will be based upon a subjective assessment by the Project Managers and validated by the Transition Program Manager or Director, CPO, and is organized into three categories:

[redacted]

1. [redacted]
2. [redacted]
3. [redacted]

Consequences are organized into three categories:

1. [redacted]

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2. [redacted]
3. [redacted]

2.4.3 Risk Mitigation and Management

The Transition Project Managers will develop a mitigation strategy for each risk, mapping [redacted], to reduce the likelihood and/or consequence of the risk to an acceptable level. The Qwest Transition Program Manager and CPO Director will be briefed on the mitigation strategy and involved throughout mitigation strategy implementation. When necessary, the Qwest Transition Program Manager and CPO Director can call upon the resources of the corporate Qwest Risk Management Organization for additional guidance in either assessing risk or developing strategies to mitigate risk.

A completed mitigation strategy is similar to a contingency plan, protecting the transition from the negative consequences of risk realization. Action items will be identified as steps necessary to mitigate the risk. Once the action items are completed, the risk owner will evaluate whether the risk has been mitigated. The risk may be closed if it no longer poses a high level of threat to the transition. If the risk still poses a high level of threat to the program, then revised mitigation strategies are developed in an iterative process. The Qwest Team will develop contingency plans if the mitigation plan is not effective. The implementation of a contingency plan will include a defined trigger that will be used to determine when to implement the plan.

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2.4.4 Risk Monitoring

The risk and issue management process will use tools in the Qwest CPO toolkit to define, assign, track, and close program issues, risks, and action items. The toolkit provides functionality to support program and project management, collaborative work venues, risk and issue management, scheduling, resource and task management, and financial management.

[redacted]

Due to the nature of risks, some risks may never be recommended for

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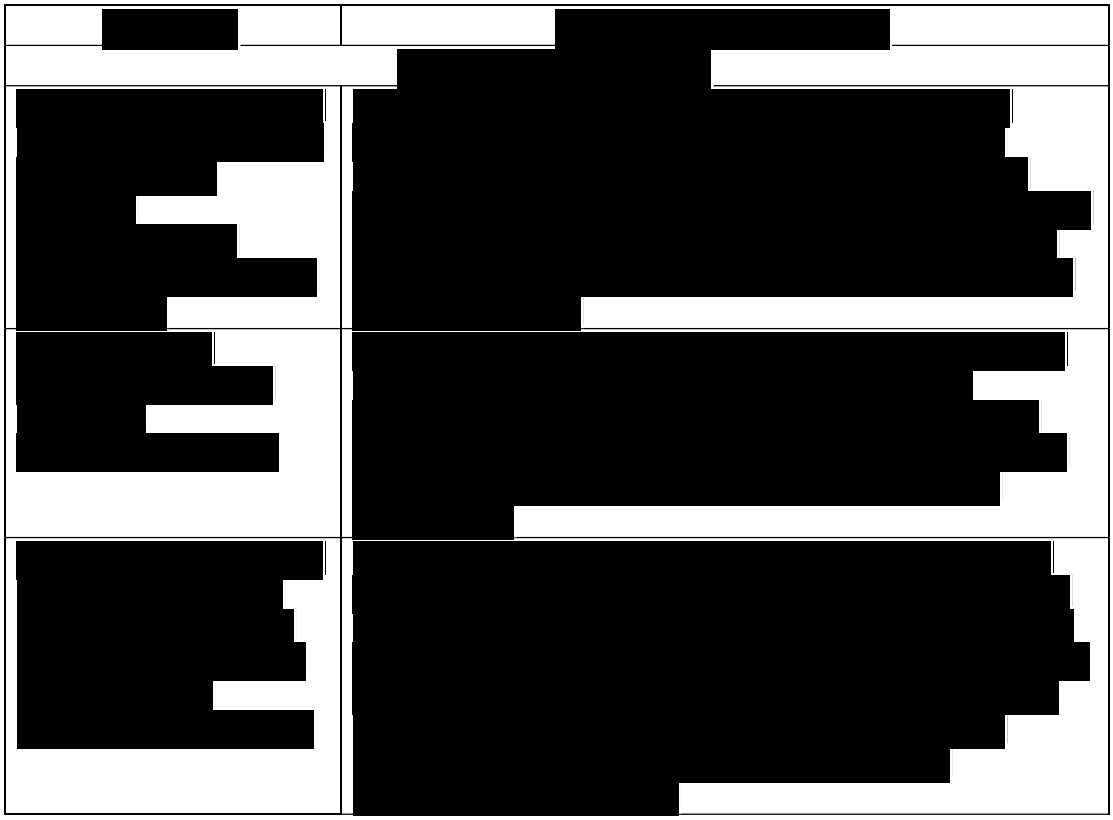
closure. However, many will be successfully mitigated and will be closed if the risk is deemed no longer a major threat to the Networx transition. When a risk actually occurs, the risk should be closed and a corresponding issue opened up. Risks closed as above that are deemed no longer a major threat to the Networx transition will not be closed without the concurrence of the Program Director.

2.4.5 Transition Risks and Mitigations

Based on the above approach, the Qwest Team performed Steps 1, 2, and 3 and has documented below a sample of current, known risks with mitigation plans [redacted]

Figure A7-29. Transition Risks and Mitigation Strategies



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3.0 TRANSITION CUTOVER

3.1 CREATING REQUIRED TRANSITION NOTIFICATIONS

Qwest will provide transition status information through several different paths. The Qwest Team will report all transition activity information to GSA, the Agencies, and incumbent contractors using TANs. This communication process ensures that all are kept informed and that each transition will be conducted in a way that is fully understood by GSA and its customers. The TAN alerts all concerned of projected and planned future transition activities, including any changes in earlier schedules, and will advise recipients of actions required to complete the transition.

TANs will be sent to the Agency Transition Manager and LGC at least 60 days prior to the actual transition of the service to Qwest. If there is a significant change to the transition activity, within a week, the Transition Action Notice will be updated and retransmitted.

A copy of the TAN will also be sent to the GSA Transition Manager and incumbent provider to ensure they are kept abreast of all activity as well. The TAN will be delivered in the format and using the media as required in RFP Section C.3.2.1, Data and Report Requirements.

The GO/NO-GO Transition Notice alerts recipients to the status of imminent transition cutovers or other significant activities. The GO/NO GO Transition Notice will indicate whether the status of a scheduled transition activity is “GO”, that is, the transition activity will proceed as scheduled (including coordinated actions with the incumbent contractor and the LGC or site contacts); or “NO-GO”, that is, the transition activity will not proceed as scheduled.

The TAN and the GO/NO-GO Transition Notice will be generated by the Transition Support Specialists and sent to GSA, the GSA Transition

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Manager, the Agencies, LGCs and all other key personnel as appropriate, including incumbent contractors or other service providers.

TANs and GO/NO-GO Transition Notices will also be published on the Qwest Control Networx Portal or provided in a mutually agreed format as required in accordance with RFP Section C.4.3.4.1, Transition Action Notice, and RFP Section C.4.3.4.2, GO/NO-GO Transition Notice.

3.2 MEETING SPECIAL TECHNICAL REQUIREMENTS

The Qwest Team recognizes that there are unique technical requirements that need additional consideration prior to transitioning the service. A Project Team will be assigned as part of the development of the ALTP or TPSP to manage these requirements and work with the Transition Program Manager to define the specific transition process for these applications.

Requirements management is central to each Project Team. Each Project Manager will have primary responsibility for requirements management. They will:

- Ensure completeness, traceability, accuracy and prioritization of requirements
- Perform risk assessment
- Escalate requirements related issues and risks through the Qwest Transition Program Management Team as necessary
- Assess the impact of, and approve requests to, changes proposed against the requirements baseline

The Project Team will create an initial baseline from the requirements documented in the Task Order request and any updates or changes made to these requirements identified through collaboration with project sponsors at the beginning of each project. This process will prioritize baseline

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requirements and identify any project risks that may need to be managed or escalated to the Networx CPO.

[redacted]

3.2.1 Direct Station-to-Station Dialing

Qwest recommends that bridging trunks be established between FTS2001 and Qwest Networx switches to ensure continuity of communications between users that have transitioned to the Qwest network and those that have not yet transitioned. If Agencies are transitioned in contiguous phases, fewer bridging trunks will be required and the number of translations to support the transition would also be minimized. [redacted]

In order to provide the diversity/redundancy necessary, Qwest recommends that bridge trunks be established at multiple sites on both networks. The use of these bridge trunks ensures that any Networx Circuit Switched Data Service/Voice Service (CSDS/Voice Service) user, both domestic and international, will be able to directly dial any other CSDS/voice service on either network.

3.2.2 Private Dialing Plans

Private dialing plans, such as the 700 numbers used in numerous instances by the Department of Defense, can be supported by the Qwest

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Virtual Network Service (VNS) product, as can other private dialing plans for stations that require contractor-specific private numbers.

3.2.3 Other Requirements

Other special technical requirements resulting from Agency requirements or site visits will be addressed and planned for either in the TMP, the ALTP or, if necessary, a TPSP in coordination with the affected Agency.

3.3 SITE VISITS

Key elements for preparing for and performing transition include:

- Analyzing available information, such as Agency-provided transition inventory data/databases as per the requirements of RFP Section C.4.3.2, Agency Data Provided to Contractors; Agency-provided engineering, routing and configuration data; Qwest design requirements; incumbent feedback; FTS2001 inventory databases; and billing data to supplement the inventory database
- Using results of analyses to help prepare for detailed site visits, and pre-populating site visit checklists to the extent possible to facilitate data collection and verification at the site

Qwest plans to use on-site visits, as necessary, to ensure that we have all the data necessary to effect a smooth transition. Telephonic site visits may be used for less complex services, but if the Agency contact, the local Government contact, or Qwest is at all uncomfortable with the data, a physical site visit will be performed. The accuracy and completeness of data collected during site visits has a direct impact on the speed and quality of the transition. It is anticipated that on-site visits will be required for all consolidated locations (locations with multiple services) and large bandwidth sites that require diversity. The determining factors for mandatory site visits

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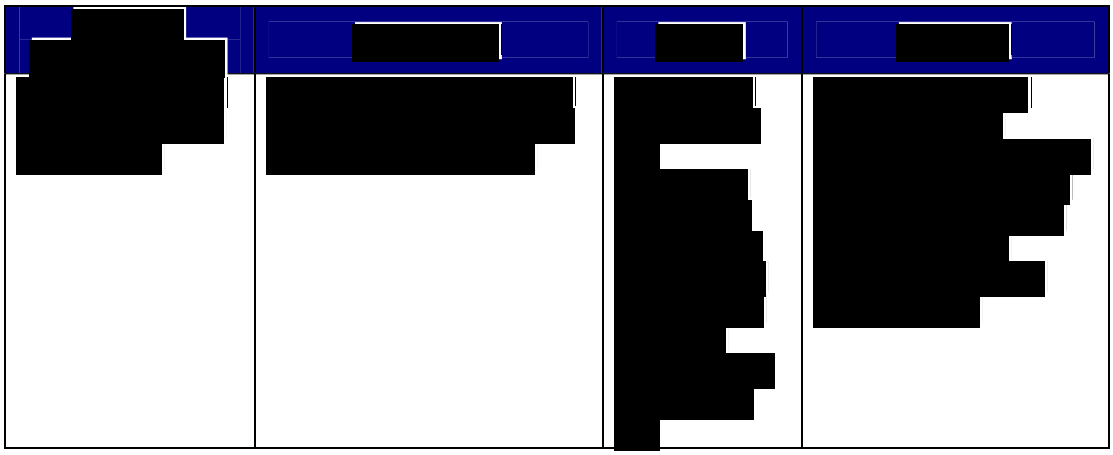
include:

[redacted] presents plans and procedures for conducting site visits, which allow Qwest to efficiently perform comprehensive visits where necessary with minimum impact on site personnel.

Figure A7-30. Plans and Procedures for Conducting Site Visits



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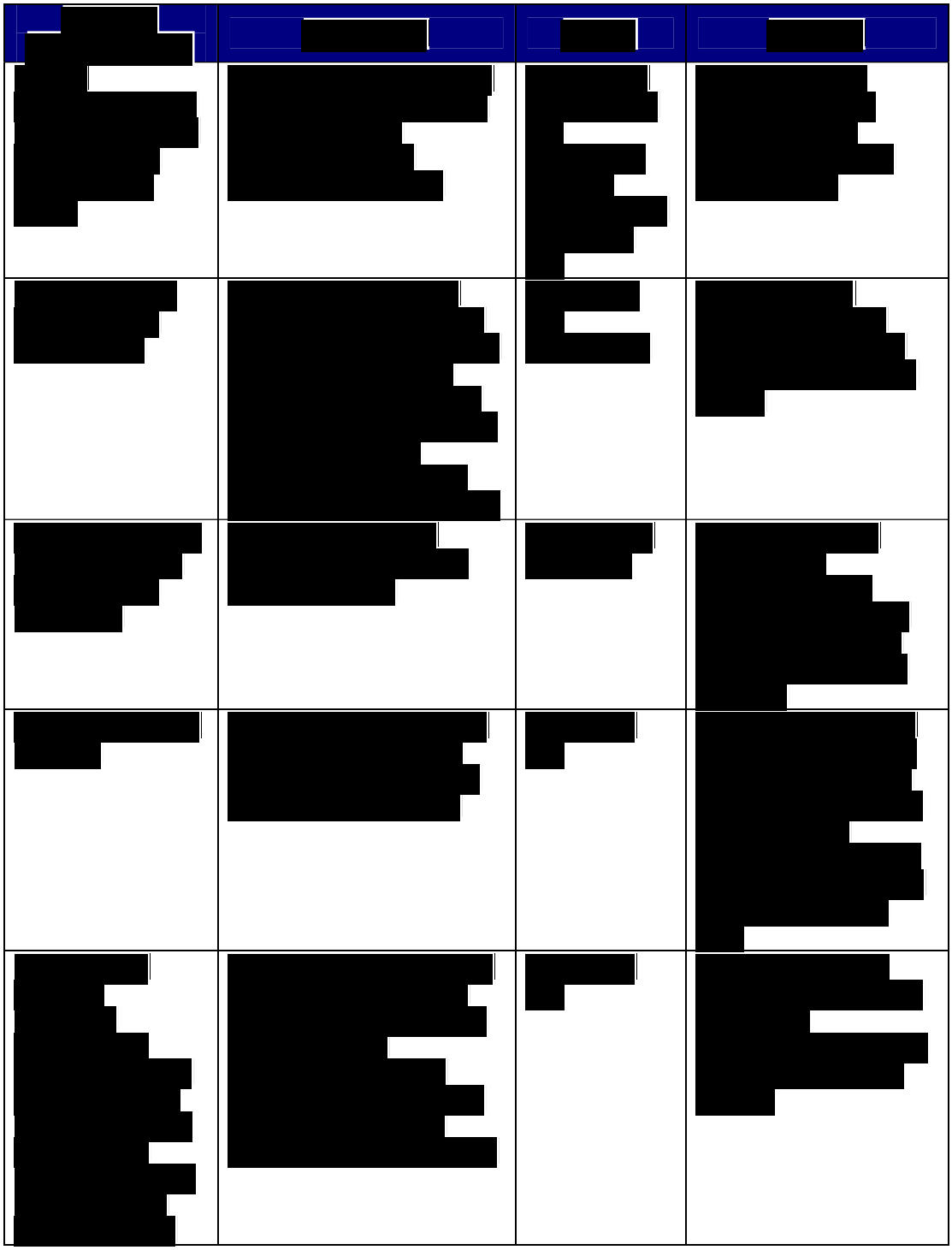

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Consolidated sites will use the provided site visit information from their respective consolidated locations, whereas single site locations may only require a telephone site visit with a key site contact. Data elements that are to be provided by Agencies or collected / verified during the site visit include but are not limited to:

- Location and site profile (for example, key contact information, physical and shipping address)
- Access information
- Site locations (network end points and equipment rooms, for example, MDF and IDF)
- Facility infrastructure and topology to include HVAC and power
- Floor plans and rack/cabinet layouts
- Circuit and DEMARC inventory
- Equipment inventory

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