



U.S. General Services Administration

Federal Acquisition Service

Transition Strategy and
Management Plan
(TSMP)
for the
Transition to Enterprise Infrastructure
Solutions (EIS)

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This document is hereby authorized for release by the General Services Administration.

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Document Change History

VERSION	DATE OF CHANGE	AUTHOR	EXPLANATION
1.0	9-29-16	D Hren	Initial
2.0	1-20-17	D Hren	Revised to reflect realigned ITC and OTS organization and clarify roles and responsibilities
3.0	3-28-18	D Hren	Revised with new approach to full service and small agency transitions, description of AAI, updated transition milestones, removal of Transition Entity list, condensed description of risk management, and other edits to bring content current since the awards of EIS and realignment of the organization.
4.0	6-24-2019	D Hren	Updated references to expiration dates of the contracts with proposed extensions to 2023. Updated Transition Timeline. Updated personnel changes. Added communications and coordination with GSA's PBS. Minor editorial changes.
5.0	5-30-2022	D Hren	Updated background to include the continuity of service period; Updated terminology from previous GSA reorganization throughout; Updated Transition Timeline; Updated titles to align with new organizational structure. Added descriptions of Transition Closeout and Continuity of Service projects.
5.1	6-28-22	D Hren	Minor edits resulting from review of v 5.0

1 Introduction

GSA developed this Transition Strategy and Management Plan (TSMP) for managing the transition from GSA's current network services contracts to the Enterprise Infrastructure Solutions (EIS) program. This document addresses the program-level, Government-wide approach that GSA follows to manage a successful transition to EIS. Success for this program includes completion of transition prior to the expiration of the current contracts as extended, in May 2024. In addition, this document advocates the importance of communication, coordination, collaboration, and cooperation among transition stakeholders by clearly defining transition roles, addressing key issues impacting transition, explaining the program management functions supporting transition, and establishing transition processes and procedures. This comprehensive approach provides the framework for managing a timely transition to EIS that results in reduced transition expenses, prompt accrual of cost savings, minimized risk to agencies' missions, and expedited opportunities to improve operations.

1.1 Office of Enterprise Technology Solutions

GSA's Federal Acquisition Service (FAS) Information Technology Category (ITC) provides federal agencies access to affordable telecommunications and networking services and solutions that meet agency mission requirements. Within ITC, GSA's Office of Enterprise Technology Solutions (ETS) provides telecommunications and network services contracts for use by government agencies such as the Networx contracts and multiple Regional local service contracts (formerly administered by GSA's regional offices). As these contracts near the end of their periods of performance, GSA has established the replacement program and contract vehicles to ensure that telecommunications services continue to support agencies' missions without interruption.

Accordingly, GSA completed a follow-on acquisition called EIS to meet agency needs for the next-generation of telecommunications and related information technology (IT) services. EIS provides continuity for the services provided by current contracts as well as a portfolio of new and emerging services. These solutions meet or exceed agency requirements, provide robust security solutions, conform to Government policies and standards, and offer competitive pricing. EIS provides continuous competition to satisfy existing networking operations, emerging requirements, technology refreshment, and access to innovative solutions. In addition to the requirement to move services off the expiring contracts, the combination of more services, greater competition, a single source for wide-area and local services, and improved performance provides significant incentive to transition to EIS. Furthermore, GSA has created a comprehensive program to assist agencies, in conjunction with suppliers¹, with transitioning services to the replacement EIS contracts.

1.2 Lessons Learned from Previous Transitions

The transition of telecom services to Networx took longer than expected, and ETS aims

¹ Throughout this document, the general term for industry is "supplier," and those suppliers that have a contract with GSA are more specifically referred to as "contractors."

to reduce the transition period to EIS. The robust Lessons Learned program from the transition to Networx, combined with its Risk Management program and the findings of several Government Accountability Office (GAO) audits, provides ITC with a wealth of lessons learned to transfer to the transition to EIS. These include:

- Complex acquisition processes and weaknesses in agency transition planning and execution contributed to delays
- Agencies have limited resources for validating their inventory of active services that must be transitioned
- Agencies' selection of contractors averaged more than two years to complete, thereby delaying transition
- Agencies have insufficient contracting and project management expertise needed for telecommunications contracts
- Small agencies don't have resources to dedicate to transition
- Delays resulted in \$329M of lost savings for agencies and \$18M in additional costs to GSA to administer two programs (GAO-14-63).

GSA analyzed and prioritized the lessons learned to incorporate into the strategy for NS2020 and transition to EIS. The lessons themselves are holistically woven into the plans and guidance GSA has developed. The prioritized lessons learned for the strategy are attached to this document in Appendix G, and the list of lessons learned specifically from the transition from FTS2001 to Networx appears in the [Transition Handbook](#).

2 Scope

2.1 Definition of Transition

A transition is a movement from expiring ETS contracts to the replacement or successor contracts. Transitions can be: 1) *administrative*, in which services move “like-for-like” from an incumbent supplier’s contract to the same supplier’s replacement contracts; 2) *physical*, whereby service moves from an expiring contract to a different supplier’s replacement contract; or 3) *transformative*, in which the service is converted during the transition, such as to replace a legacy service with a newer technology, improved functionality, or expanded reach.

The EIS Transition is defined as the movement of services from the expiring Networx, WITS 3, and Regional local service contracts to EIS. The transition period began with project planning activities in 2014 and continues through the disconnection of all services from the contracts that expire. As it is often difficult to separate new services from transitioning services and to correlate services ordered on EIS with those they may be replacing, it may be appropriate to include within the scope of transition new services that are logically related to services transitioning.

2.2 Expiring Contracts

There are approximately 94 expiring contracts that comprise the portfolio of Networx, WITS 3, and Regional local service contracts. The eight Networx contracts were considered for extension from their initial expiration of 2017. The three Networx Universal

contracts—held by AT&T, CenturyLink, and Verizon---were originally extended to March 2020. Sprint elected not to extend its Network Enterprise contract, and it expired in May 2017. The remaining four Network Enterprise contracts along with the two WITS 3 contracts and most Regional local service contracts that would have expired prior to May 2020 were extended to that timeframe to allow for transition to EIS.

In October 2018, GSA announced its intent to extend the expiring telecommunications contracts up to three years (one year base with two one-year options) to further enable modernization and transition execution, pending commitment by agencies to maintain momentum on EIS transition and network modernization. GSA set ambitious milestones for the transition program, and due to the complexity and magnitude of the transition, agencies are not meeting those milestones. Additionally, the Report to the President on Federal IT Modernization, published in December 2017 and emphasizing a comprehensive look at modernizing legacy IT, enlarged the scope of agencies' original network plans. GSA executed this extension in 2019 for all contracts to May 2023. As a condition of extending the expiring contracts, GSA requires agencies to meet critical milestones to be eligible to continue using the contracts during the extended period. To mitigate the risk that agencies cannot disconnect their services from the expiring contracts by the target deadline of September 30, 2022 and to enforce the eligibility condition for the extension of the expiring contracts, GSA initiated the Transition Closeout project. The project plan for Transition Closeout is published separately on gsa.gov/eistransition.

In 2021, GSA conducted a comprehensive assessment of the risk of agencies not transitioning their services by the extended expiration date of May 31, 2023. In February 2022, GSA decided to invoke the continuity of service (CoS) clauses for the expiring contracts and provide agencies an additional twelve months—between June 1, 2023 and May 31, 2024—to transition off of the expiring contracts. To be eligible for the CoS period, an agency must execute a Memorandum of Understanding (MOU) with GSA. During this CoS period, agencies must either complete their transition to EIS or find another solution to prevent interruption of services. For additional detail, see Section 12.3.

A complete list of the expiring contracts and other pertinent information appears in Appendix A.

3 Transition Strategy Management Plan (TSMP) Document Overview

3.1 TSMP Objective

The objective of the TSMP is to present GSA's approach to successfully performing its role in managing the transition from expiring contracts. It provides guidance to the GSA transition team as well as informs agencies, contractors, other suppliers, and oversight organizations such as Office of Management and Budget (OMB) and GAO. It supplements the Transition Handbook, published to guide agencies through transition.

3.2 TSMP Document Scope

This document describes the strategy and plan for GSA's transition program at the Government-wide level for the transition to EIS.

The TSMP:

- Provides an overview of each of the characteristics of the transition effort.
- Describes the roles and responsibilities of all stakeholders.
- Explains GSA's approach to providing transition assistance and training for agencies.
- Discusses GSA's approach to Government-wide transition management, including schedule, tracking and reporting, and communications.
- Identifies the transition support tools that GSA uses and has made available to agencies, in order to facilitate each transition activity.
- Describes risk management strategies to employ during transition.
- Describes the integrated organization within GSA's ITC, including the Transition Coordination Center (TCC), with interfaces to agency partners, suppliers of telecommunications services, and government oversight organizations.

The EIS Program Office within GSA's ETS is also developing, implementing and executing processes for the launch and long term support of the EIS program. This document does not describe those efforts except as relevant to transition.

4 Transition Overview

4.1 Responsibility

According to the OMB, "Agencies are individually responsible for transitioning to the next generation of Networx. However, GSA is ultimately responsible for a successful Government-wide transition and should take a strong leadership role in steering agencies in the right direction, harnessing lessons learned from the previous Networx transition."² To fulfill that responsibility, GSA sets the transition schedule and manages transition to meet that schedule. Accordingly, GSA helps agencies through transition; however, for direct-order agencies (agencies that place their own orders directly with the contractors), it is their responsibility to execute transition before the contracts expire.

For a more detailed discussion of roles and responsibilities, see Section 5, Transition Roles and Responsibilities.

4.2 Overview of Transition Strategy

The GAO report, "Full Adoption of Sound Transition Planning Practices by GSA and Selected Agencies Could Improve Planning Efforts," June 2006, identified best practices for conducting effective transition planning. In particular, GAO identified five sound transition planning practices:

1. Establish an accurate telecommunications inventory and an inventory maintenance process
2. Perform a strategic analysis of telecommunications requirements and use this to

² OMB passback document (Predecisional/Deliberative), p. 12.

shape the agency's management approach and guide efforts when identifying resources and developing a transition plan

3. Establish a structured management approach that includes a dedicated transition management team that uses clear lines of communications in addition to key management processes, such as project management, configuration management, and change management
4. Identify the funding and human capital resources that the transition effort requires
5. Develop a transition plan that includes transition objectives, measures of success, risk assessment, and a detailed timeline.

GSA has taken a strategic role in defining transition planning, execution, management, and stakeholders. GSA's approach to planning for transition includes facilitating the establishment of the inventory to be transitioned and leading the definition and resolution of program-level factors and issues that affect transition activities. While the agencies using services on the expiring contracts have the primary responsibility for executing transition successfully, GSA supports the agencies by managing the contracts and providing a Government-wide perspective on execution, which includes tracking and facilitating issue resolution.

In concert with agency customers, suppliers, and oversight organizations, GSA has implemented a transition strategy that capitalizes on lessons learned from previous transitions to affect a successful transition to EIS. The key elements of this strategy are below.

4.2.1 Involvement of the Agency's highest levels and key functional areas

The engagement of executive management is critical to secure and focus resources across the agency to plan and implement the transition, track progress, and identify and respond to risks. GSA has asked each agency to identify, by name, an executive as the Agency Transition Sponsor to serve as project champion for the transition. Another fundamental requirement is early assignment of a Lead Transition Manager (LTM) to develop the agency's transition project plan and lead the transition implementation. The agency should also identify a Transition Ordering Contracting Officer (TOCO) that fully understands the agency's transition requirements and timelines, understands the Federal Acquisition Regulation (FAR) and agency's acquisition policies, and has a repertoire of workable approaches to meet the agency's transition requirements.

4.2.2 Agency Transition Plan

Agencies with services on the expiring contracts must develop an Agency Transition Plan (ATP) and provide it to GSA. See the [Transition Handbook](#) for more guidance and an outline. GSA tracks this as a key metric to be completed by October 2016, with updates as appropriate.

4.2.3 Early and effective support from GSA to Agencies

From the earliest agency engagements, GSA is providing tailored support to each agency appropriate to its transition approach, especially for the contractor selection, or "Fair Opportunity" (FO) process (see FAR Subpart 16.505). GSA worked with the existing

contractors to complete the initial validation of inventory in January 2016 and maintains the inventory throughout transition. GSA is providing training and a user's guide for ordering on the EIS contracts.

4.2.4 Phased, orderly approach

GSA is coordinating with agencies and suppliers to develop a recommended sequence of transition orders to achieve early progress, level resource demands, and minimize backlogs. GSA works with all stakeholders to guide transition through this sequence.

4.2.5 Transparency and meaningful reporting

GSA is defining and tracking major milestones and reporting agencies' progress to all stakeholders, including OMB, in a transparent manner. Measures of transition progress are developed in collaboration with agencies and suppliers and are representative of business volume and the complexity of services being transitioned.

4.3 Transition Sequence of Activities

The transition period is bounded on the far end by the expiration of the current contracts and defined by interim milestones that set the sequence of transition-related activities. While award of the EIS contracts is certainly a major milestone, there is significant planning and preparation that can—and must—happen independent of and prior to that date by all three major stakeholders: GSA, agencies, and suppliers. After EIS awards are made, activity is primarily focused on agencies and contractors ordering and implementing services. The major transition-related activities are below.

4.3.1 Prior To Award Of EIS Contracts

- GSA, in collaboration with agencies and suppliers:
 - Develop a transition strategy and program plan with critical milestones
 - Develop and implement an approach to assisting agencies with transition
 - Collect, validate, and provide agencies with the inventory of services to transition (that is, the Transition Inventory or “TI”)
 - Help agencies prepare for transition as detailed in agency-specific interagency agreements (IAAs) for transition assistance
 - Develop curriculum for training on Delegated Procurement Authority (DPA).

- Agencies:
 - Identify an executive sponsor for transition
 - Budget for transition expenses for fiscal years (FY) 2016-2023
 - Assemble an integrated transition team of telecom, project management, acquisition, and financial experts
 - Plan for human resources, processes, and tools
 - Become familiar with the EIS Request for Proposal (RFP), especially the services, management and operations requirements, and pricing structure
 - Confirm TI
 - Develop an ATP by October 2016
 - Execute an IAA with GSA for transition assistance
 - Initiate solicitations for the FO process to select EIS contractors, engaging

with suppliers for market research, sources sought, and Requests for Information (RFIs)

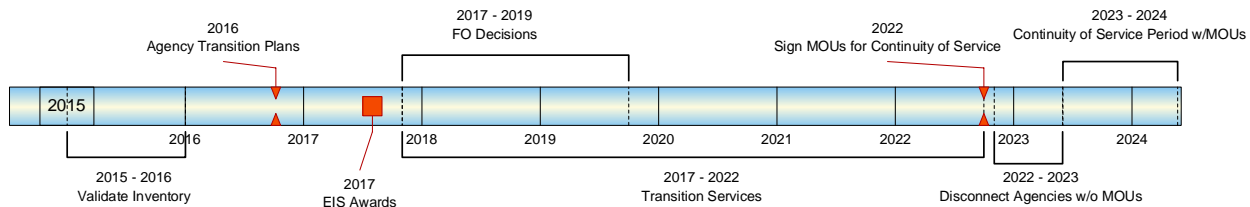
- Consult the Transition Handbook for a detailed discussion of agency activities.
- Suppliers:
 - Plan for resources needed to support transition
 - Collaborate with Government stakeholders on transition planning
 - Provide meaningful input to agencies to support FO planning.

4.3.2 After EIS Awards

- EIS Contractors:
 - With GSA, successfully complete Business Support System (BSS) Testing (BSST) and complete security testing
 - Respond to agencies' FO solicitations
 - Conduct outreach and training to agencies for using the EIS contract
 - Coordinate with agencies and complete timely implementation of orders.
- Networx, WITS 3, and GSA Regional local service contractors:
 - Support agencies' transition to new contractors
 - Complete timely disconnects and termination of billing.
- Agencies:
 - Attend training for and receive DPA from GSA to agency Ordering Contracting Officers (OCOs)
 - Finalize FO solicitations and select EIS contractor(s), awarding fully-funded Task Orders (TOs)
 - Order services for transition on EIS
 - Order disconnects on Networx, WITS 3, and GSA Regional local service contracts.
- GSA:
 - Monitors and reports transition progress
 - Facilitates transition process and issue resolution with suppliers and agencies
 - Performs BSS testing and issues Authorization to Operate (ATO)
 - Provides agency-specific assistance as specified in transition IAAs
 - Performs outreach regarding transition and the EIS program with agencies and industry
 - Reviews agency FO solicitations for scope compliance prior to release.

4.3.3 Transition Timeline

The transition timeline identified in the figure below highlights the major transition activities.



4.3.3.1 *Validate Transition Inventory*

Validation and confirmation of accurate Networkx, WITS 3, and GSA Regional local service inventories sets the foundation for a successful transition. Accurate inventory ensures agencies and stakeholders have a comprehensive understanding of the services that must be disconnected and provides information for planning for additional services required on EIS. An accurate and complete inventory:

- Assists agencies with transition planning by identifying the services to be transitioned and subsequently disconnected from Networkx, WITS 3, and GSA Regional local service contracts
- Serves as the database of record for measuring transition progress in a consistent manner across all agencies, suppliers, and services
- Serves as an input for transition tracking
- Must be confirmed by October 2016; agencies signal completion of the confirmation by asserting such in the ATP.

4.3.3.2 *Deliver Agency Transition Plans*

The ATP is an important tool for communicating the agency’s requirements, expectations, and approach to other transition stakeholders, including GSA, OMB, and suppliers. The [Transition Handbook](#) describes the requirements and provides an outline for the ATP. The Agency Transition Sponsor was to approve and deliver this plan to GSA’s Assistant Commissioner for ITC no later than October 2016.

4.3.3.3 *Award EIS Contracts*

While the TCC and agencies have been planning for transition, the GSA source selection team conducted extensive outreach and collaboration with agencies and suppliers to release the EIS RFP in October 2015 and evaluate proposals. After GSA selection of the EIS awardees and Notices to Proceed, each contractor must demonstrate it is ready for agency use of the EIS contract.

The EIS contracts require EIS awardees to provide BSSs for management and operations functions. BSSs are industries’ processes, procedures, and support infrastructure primarily to facilitate ordering and invoicing for services. GSA is required to independently inspect and accept each EIS awardee’s BSS according to the test methodology defined in Section E of the EIS contracts. All EIS awardees provided a detailed BSS Verification Test Plan as part of their EIS proposal. The EIS awardee had 12 months from the acceptance of the BSS Verification Test Plan (see Section E.2.1 of the EIS contracts) to successfully complete BSS testing. In addition, the EIS awardee must complete security

testing in accordance with Section G.5.6 of the EIS contracts and receive ATO.

The EIS contractor may NOT accept and process TOs or service orders, provision or deliver services and bill for services until after it receives written notification 1) from the EIS Contracting Officer (CO) that it has passed BSS testing and 2) from GSA that it has successfully completed security testing and received ATO. Agencies may have their own requirements for BSS ATO; GSA will make available documentation associated with its BSS Security Assessment, including the ATO letter, to agencies upon request.

However, the FO process may continue during this period. While contractors are conducting the BSS testing and security assessment, they may respond to FO solicitations. Agencies can request that contractors state in their responses whether they have successfully completed the required BSS verification and security testing. For more detail, see the [Fair Opportunity and Ordering Guide](#).

4.3.3.4 Complete all Fair Opportunity (FO) Decisions for Transitioning Services

EIS service requirements are driven by agency-specific mission needs and operational models. Plans for EIS ordering should be determined by conducting a complete analysis of an agency's current inventory of telecommunications services and its future operational needs. With those requirements in mind, the agency should become familiar with the appropriate requirements in the EIS contracts. This analysis determines how the EIS service offerings can best meet an agency's needs. An agency can then group requirements into one or more FO solicitations, using Statements of Work (SOWs) as needed, and select a contractor(s) through the process in compliance with FAR 16.505 to meet the agency's requirements.

To expedite the FO process and ensure the resulting TOs can be awarded to meet the FO decision timeline, agencies are advised to begin preparing their solicitations and securing funding in advance of EIS award and to expect to release those solicitations as soon as possible after award. GSA strongly encourages agencies to consider using RFIs and draft RFPs well in advance of EIS awards to improve the quality of their FO solicitations and help the contractors plan for responding to those solicitations as soon as possible after EIS awards. GSA maintains an interactive website (interact.gsa.gov) that is available for agencies' and industry's use for sharing and commenting on RFIs and draft RFPs; agencies can get help by contacting their GSA customer engagement representative.

4.3.3.5 Transition Services off Expiring Contracts

Agencies and their selected contractors implement services on EIS and disconnect services from the expiring contracts. GSA tracks and reports transition progress for all stakeholders' awareness. For more detail, see Section 9, Progress Tracking and Reporting.

4.3.3.6 Execute Continuity of Service Period

Agencies that execute a MOU with GSA for the CoS period will have an additional twelve

months from June 1, 2023 to May 31, 2024 to either complete their transitions or implement alternative solutions to avoid gaps in service. Agencies that do not execute a MOU will be removed as authorized users of the expiring contracts and have their services disconnected by May 31, 2023.

5 Transition Roles and Responsibilities

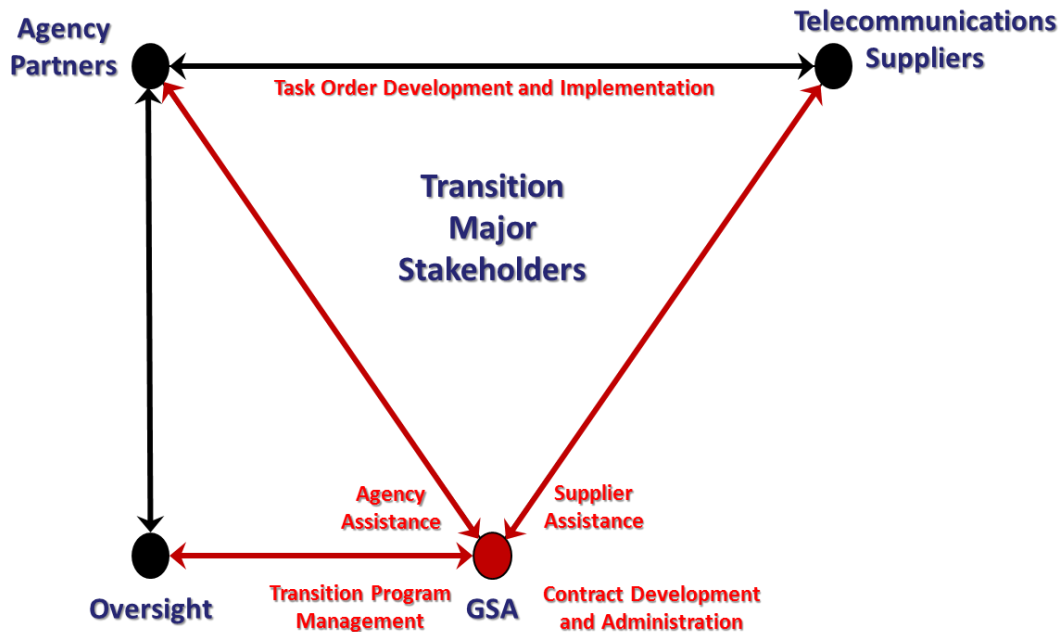
5.1 Major Transition Stakeholders

The government's telecommunications infrastructure is large and complex, and it is directly linked to the mission and core business processes of all government agencies. Transitioning or upgrading this core agency infrastructure is also complex, and it requires the collaboration of four major stakeholders to be successful: agency partners, telecommunications suppliers, GSA, and government oversight groups.

A core role in transition is the development and implementation of agency-specific TOs that is a shared responsibility of the specific customer agency and EIS contractors. These agency-specific TOs specify and deliver the next generation of the government's telecommunications infrastructure.

GSA and several key government oversight groups support the TO development and implementation processes. GSA defines the groundwork for the transition by developing the EIS contract and laying out the transition program structure and processes. GSA also has a key role in actively working with customer agencies and EIS contractors to address specific agency or supplier acquisition or implementation issues.

Finally, GSA has a major role in measuring and reporting transition progress to all key stakeholders to ensure this large, complex and distributed collaboration is successfully moving the government to its next generation of infrastructure. The oversight groups in turn monitor and advise other transition stakeholders to help rapidly achieve a mission-enhancing next generation telecommunications infrastructure for the government.



However, all stakeholders share the same objective of making the EIS transition less costly, easier and more efficient, and ensuring the resulting infrastructure is more effective and beneficial to the missions of government agencies across government.

5.2 Agency Partners

The primary responsibility of each agency is to manage and monitor all activities and functions relative to the agency-level transition to EIS. EIS is a TO contract, and agencies are responsible for awarding TOs in a timely fashion on EIS. GSA can support agencies through the TO award process. However, since GSA does not have direct authority within an agency, GSA's role will be supportive in the award of these TOs. This means the agency will manage transition activities to ensure replacement services and disconnects are being implemented timely and effectively, with minimal impact to the agency's operation. Many government organizations are decentralized; therefore, multiple entities within a Department or an independent agency may perform the functions of an "agency." The agency's responsibilities and functions may be delegated to another agency, to a sub-agency or an agency component, or to a support contractor authorized to act on behalf of the agency. Agencies are advised to apply sound internal project management best practices in order to plan for the expected transition workload and establish a hierarchy of transition teams at the sub-agency or component level if appropriate.

5.2.1 Agencies' Major Responsibilities

The functions to be performed by the agency for transition include the following:

- Establish an integrated transition management team with executive Agency Transition Sponsor, LTM, and TOCO that uses clear lines of communications and key management processes
- Develop and maintain lines of communication with GSA ETS and the TCC
- Confirm TI to ensure it is accurate and current
- Understand EIS Services, management and operations requirements, and pricing

structure

- Evaluate current technical solutions and develop transition planning for target technical solutions, including upgrades, transformations, retirement, or other changes
- Develop and maintain an ATP that includes transition objectives, acquisition strategy, measures of success, risk assessment, and a detailed timeline; provide ATP to GSA and update as appropriate
- Identify the funding and human capital resources that the transition effort requires
- Communicate transition goals, telecommunications requirements, and existing inventory to the suppliers during market research and throughout the ordering process, especially in FO solicitations
- Execute an IAA with GSA for transition assistance, as applicable
- Order services for transition on EIS
- Order disconnects on Networx and WITS 3; request GSA disconnect services from Regional local service contracts
- Monitor the contractor's transition performance, accept or reject services in accordance with the EIS contract, and coordinate corrective actions with the contractor and GSA if required
- Monitor and facilitate coordination between the contractor and Local Government Contacts (LGCs) and other agency vendors and suppliers.

5.2.2 Agencies' Major Roles

The following are key for an agency's Integrated Transition Team:

- LTM and supporting TMs
- TOCO and other OCOs for the agency (or personnel with authority to obligate the agency's funds).

Depending on an agency's transition requirements, there may be a need to identify additional staff for implementation of transition activities. These resources may come from within an agency or from support contractors and can include financial analysts and billing personnel, local site contacts, information assurance or IT security experts, or network engineers. If agencies determine additional agency-specific support is required to manage transition activities, GSA's customer engagement representatives can advise agencies on contract vehicles that can provide staffing support for the transition effort; agencies can also consult the Acquisition Gateway at <https://hallways.cap.gsa.gov>.

5.2.2.1 Lead Transition Manager (LTM)

Each agency's Chief Information Officer, or other authority as appropriate, appoints a LTM. GSA coordinates with the LTMs to manage transition assistance, disseminate information, conduct workshops, deliver training, and other communication of decisions, plans, and helpful resources. The LTM develops the ATP; acts as the central point of contact to GSA's TCC; executes, tracks, and reports transition activities; and escalates issues to GSA as appropriate. The LTM must have strong project management, communications, and interpersonal skills and be a recognized leader within the agency.

5.2.2.2 Supporting Transition Managers (TMs)

Supporting TMs lead the planning, management, and implementation of the agency's transition through the major activities below.

- Engage agency staff to define requirements
- Provide project management of the agency's transition to EIS, including meeting milestone deadlines and managing project risks
- Plan and prepare agency-specific transition strategies for the ATP along with more detailed plans as needed
- Ensure accuracy of the agency's TI
- Ensure transition orders are placed and implemented in a timely fashion; prioritize orders for services that have lengthy or complex installations
- Escalate issues to the appropriate GSA customer engagement representative and Agency Transition Sponsor, the EIS contractors, or other GSA offices as appropriate
- Interface with the LGCs or end-user customers
- Distribute transition information to the agency.

5.2.2.3 Transition Ordering Contracting Officer (TOCO)

The TOCO is the agency's acquisition lead for facilitating the OCOs' use of the EIS contracts; this is a new role identified for the transition to EIS resulting from lessons learned during the transition to Networx regarding the importance of the OCOs' familiarity with ordering telecommunications services. The TOCO is a critical communication link between GSA and the OCOs within the agency to share best practices for using the EIS contracts, identify OCOs to receive training from GSA regarding ordering from EIS, and access GSA's acquisition experts for EIS.

5.2.2.4 Ordering Contracting Officers (OCOs)

The agency's OCOs, or other officials who have authority to obligate the agency's funds, are critical to the success of transition and, therefore, must be part of the agency's transition team from the outset.

OCOs are responsible for following the ordering procedures, including the FO selection of contractors, in compliance with the FAR, the terms and conditions of the EIS contracts, and any agency policies to place TOs on the EIS contracts. Ordering telecommunications services involves understanding components that are not commonly included in other IT solutions and can require the agency to describe complex network requirements and evaluate disparate proposals or quotations for their solutions. The agency should assign OCOs with experience in telecommunications acquisitions and must ensure the OCOs participate in training that GSA and the EIS contractors offer. GSA has a program to assist agencies with ordering, and agencies can get help by contacting their GSA customer engagement representative.

For agencies to place TOs on the EIS contracts and to ensure ordering complies with

procurement statutes and policies, agencies' OCOs must attend training and receive a DPA from GSA. The OCO for each TO may designate a Contracting Officer's Representative(s) (CORs) authorized to place service orders specified in the TO. The COR is a federal employee with Federal Acquisition Certification—Contracting Officer's Representative (FAC-COR) certification and has completed contractor-provided training related to placement of service orders. If the agency does not use the FAC-COR certification process, the OCO may appoint an individual who is responsible for these duties. The COR is delegated limited TO contract administration authority through a COR appointment letter by the OCO with a DPA; for more information see the [EIS Management and Operations \(MOPS\) Handbook](#) on gsa.gov/eis.

5.3 Telecommunications Suppliers

The contractors providing services on both the expiring contracts as well as the EIS contracts have a significant, critical role in the successful implementation of transition. Other suppliers with specialized expertise also provide a valuable service, with their unique perspective and innovative thinking. It is important that suppliers be involved from the beginning stages of planning to ensure their expertise and insight shape the program.

5.3.1 Telecommunications Suppliers' Major Roles

The role of the suppliers includes the following:

- Collaborate with transition stakeholders to define a phased approach to manage an orderly transition that completes by the established deadline
- Participate in planning with GSA and provide advice on strategies to minimize the transition time
- Conduct transition planning and implementation consistent with GSA's TSMP to the extent possible
- Propose and deliver services as specified according to their contracts
- Dedicate personnel as needed to interact with dedicated Government personnel
- Train or orient GSA's transition personnel to use any self-help tools or systems the supplier makes available to agencies for transition and implementation.

5.3.2 Telecommunications Suppliers' Major Responsibilities

The EIS contractors specifically will:

- Manage transition activities as described in their respective Program Management Plans
- Identify a lead point of contact for transition
- Ascertain through their order processing practices which services on an order are replacing active services on another contract vehicle and give those orders the appropriate attention to support transition goals. GSA encourages agencies to enhance or transform services as well as order new services in conjunction with transitioning services. Therefore, GSA does not require contractors to identify orders specifically as "transition."

The contractors for expiring contracts specifically will:

- Provide data on active services to build and maintain the transition inventory

- Provide the TCC with transition status reports to facilitate transition tracking and reporting
- Identify a lead point of contact for transition
- Provide interconnections (“gateways”) as needed with successor provider to minimize service disruptions to agencies during transition
- Disconnect services according to the ordering and performance requirements of their respective contracts for those services
- Perform Primary Interexchange Carrier/Local Primary Interexchange Carrier (PIC/LPIC) changes in support of transition to EIS.

5.4 GSA

GSA has major prior and post contract award roles and responsibilities. Before EIS award, there were three major roles for GSA. First, GSA developed and awarded the EIS contracts. Second, GSA developed overall policies and a support infrastructure to ensure that agencies are able to execute their transition in a timely manner. Third, GSA began to support the development and execution of agency transition plans. A key component of the EIS transition strategy is that the development and award of the contract occurred simultaneously with the development of a transition support infrastructure and providing agencies support to develop acquisition plans and solicitations prior to the award of EIS. Post award the focus is on agency assistance, supplier assistance, and transition reporting and contract administration. Within the Federal acquisition framework, the objective of all GSA teams is making the EIS transition timely and cost effective for agencies.

GSA’s role in transition planning, execution, and management includes the following:

- Publish a TSMP for all stakeholders to share a common understanding of the goals of transition and GSA’s approach to managing transition across the Government
- Maintain and track the master transition schedule
- Perform validation and maintenance of TI
- Monitor contractors’ performance according to their respective contracts and initiate corrective action if required
- Provide tailored support to each agency appropriate to its transition approach
- Assist agencies with transition planning, agency-specific transition projects, and using the EIS contracts through consultative services, self-help tools, and training
- Support the transitions of GSA’s full service and small direct-order agencies, including transition planning, ordering services on EIS, and coordination of disconnects from expiring contracts
- Define major milestones and report transition progress to all stakeholders, initiating corrective action where required
- Monitor and facilitate coordination, communication, and cooperation among the suppliers, agencies, and other GSA organizations.

5.4.1 GSA Agency Assistance Teams

5.4.1.1 Major Roles of Agency Assistance Teams

The ETS's Technical Account Management Division is responsible for ensuring that appropriate and effective support is provided to each agency during transition to EIS. Within the Technical Account Management Division, each agency is assigned a customer engagement representative, and that customer engagement representative has overall responsibility for the management of GSA support to that agency. Any other ETS organization providing support to an agency will work with oversight from the customer engagement representative.

The customer engagement representative is responsible for identifying the support needed from GSA during the transition planning, acquisition planning, and transition execution portions of the transition. Once the support requirement is identified, it is the responsibility of the Technical Account Management Division to provide that support. ETS leadership will ensure that support is provided to each agency from other departments within ETS. These other departments are responsible for providing support to agencies, through the customer engagement representative, as described below.

The EIS Program Office and the TCC are responsible for ensuring that training on the procedures to use the EIS acquisition is available to agencies. The Technical Account Management Division is responsible for ensuring the training is provided to each agency.

The ETS Technical Account Management Division is responsible for providing technical and price assistance to agencies during the acquisition phase of the transition. This may be supported as needed through the TCC, and support contractors embedded at each agency.

The TCC is responsible for defining and publishing policies related to transition, developing support documentation for transition, awarding and managing contracts that support the transition, and reporting on transition progress to stakeholders outside of each agency. Post award of agency TOs, the TCC has primary responsibility for supporting agencies in the implementation of their TOs, including activation of services on EIS and discontinuing services on the expiring contract.

Just as the Technical Account Management Division is responsible for marshalling support of other GSA organizations to agencies, the ETS Business Management Division is responsible for managing GSA's relationship with contractors to support timely and efficient agency transitions.

5.4.1.2 Major Agency Assistance Responsibilities

Transition is generally conducted in three phases: Planning, Acquisition, and Implementation.

First, agencies must plan their transition. GSA supports each agency in the development

of a transition plan. To do this, GSA advises each agency on the inventory, supplier mix, and service mix and also on the use of the EIS acquisition. GSA is responsible for ensuring agencies are familiar with the scope of the contract, the services available through the contract, and their responsibilities to award a TO.

Second, agencies must conduct acquisition activities to select their EIS contractors. This consists of developing and then competing solicitations that result in the award of TOs. GSA is responsible for supporting each agency throughout this process. This means providing support to plan, write, and execute solicitations. GSA will offer and provide direct embedded assistance for this acquisition support. Further, GSA will provide guidance on requirements and pricing for each solicitation.

Third, post award of TOs, GSA is responsible for supporting agencies as they and their suppliers implement EIS TOs and disconnect expiring services. GSA will be an advocate for agencies in dealing with suppliers to ensure a timely transition, and GSA will advise agencies on their completion status of transition.

5.4.2 GSA Supplier Assistance Teams

5.4.2.1 Major Roles of Supplier Assistance Teams

GSA's Business Management Division is responsible for program management of ETS' contracts in the areas of suppliers' performance, ordering and billing process, contract deliverables, contractors' BSS, evaluation of proposed contract modifications, and other topics that, while not specifically related to transition, certainly impact the success of transition.

Acquisition Operations provides the procurement and contract administration of Telecommunications Services acquisition vehicles. The EIS CO(s) has overall responsibility and authority to administer the contract, with support from Contracting Specialists in this organization. Acquisition Operations is also providing support for agencies' OCOs and others involved in the acquisition activities associated with using EIS, such as issuing DPAs and advising on the FO and ordering process.

5.4.2.2 Major Supplier Assistance Responsibilities

Supplier assistance includes:

- Evaluating contractor performance against contract requirements
- Providing technical and management support of contract modification requests including letter of recommendation submissions to the CO for final determination and issuance
- Providing oversight and performance reporting of results, compliance, and scope determination
- Collaboration with suppliers on go-to-market activities supported by the government including messaging and awareness functions
- Providing contract guidance, process advice, issue resolution, and assistance with system interface issues.

5.4.3 GSA Transition Coordination Center (TCC)

GSA's TCC has the lead for managing GSA's transition program. The TCC is headed by the Transition Program Director.

5.4.3.1 TCC's Major Roles

- Tracking and Reporting performs inventory validation and maintenance, develops and implements transition tracking and reporting and participates in development, administration, and maintenance of systems the TCC uses. This includes the system for tracking transition progress and the EIS Transition web site.
- Agency Assistance supports the customer engagement representatives to help agencies with transition planning, agency-specific transition projects, and using the EIS contracts.
- GSA-Assisted Transition manages support for the transitions of GSA's full service and small direct-order agencies to EIS.
- Project Management develops, maintains, and tracks the transition schedule, performs project management of the TCC's' activities, develops Standard Operating Procedures (SOPs), manages communications, conducts internal training, provides Tier 2 and Tier 3 Help Desk support, and works with GSA's customer engagement organizations, as required, to assist agency customers.

5.4.3.2 TCC's Major Responsibilities

ROLE	RESPONSIBILITY	DESCRIPTION
Agency Assistance	Administration of Transition Assistance Approach	Help Technical Account Management manage what assistance is being given to which agencies and the quality of assistance; collect use cases, schedule training
Agency Assistance	Transition Ordering Assistance	Provide Technical Account Management with expertise to help agencies write statements of work and requests for proposal, research prices, make fair opportunity selection of EIS contractors, and order services on EIS
Project Management	Communication and Training	Support industry and government advisory groups; train agencies' contracting and project management staff to use EIS contracts; document TSMP and achieve agreement on approach to transition assistance; collect and share use cases and best practices across agencies and suppliers
Project Management	Help Desk Support	Supplement ITC help desk for transition period to respond to problems and inquiries regarding transition; includes training Tier 1, providing Tier 2&3 technical support, tracking and reporting, and performance analysis

ROLE	RESPONSIBILITY	DESCRIPTION
Project Management	TCC Project Management and Control	Project management, change control, risk management, communications management, internal SOPs, project reporting, customer outreach, cutover support and monitoring, tracking contract modifications for transition
Project Management	Transition Requirements for EIS Acquisition	Compose transition section of EIS RFP and support source selection
GSA-Assisted Transition	GSA Assisted Transitions	Help full service customers and small agencies award and track EIS orders and disconnect services on expiring contracts
Tracking and Reporting	Define System Requirements for EIS Inventory	Develop requirements for GSA's inventory system and ensure consistency with EIS RFP requirements; support evaluation and acceptance testing of GSA's inventory system
Tracking and Reporting	Validate and Maintain TI	Collect, reconcile, correct, validate, and maintain TI throughout transition; validate contractors' reports weekly, and assist agencies with inventory
Tracking and Reporting	Track Transition Progress	Develop requirements and approach for tracking progress; develop and implement progress reports

5.4.4 Other GSA Functions Involved In Transition

5.4.4.1 Operations and Systems Management Division

This organization prepares, processes, implements, and tracks orders for the Regional local service contracts. For transition, this activity is primarily focused on disconnecting Regional local services. This group also manages Network Hosting Center (NHC) operations, including Networkx and EIS Pricers, and oversees development and introduction of GSA Conexus, which is GSA’s ordering, billing and inventory support system for EIS.

5.4.4.2 Solutions Development

Solutions Development provides solutions architecture, assistance with Solicitation/SOW development, and pricing assistance to agencies.

5.5 Government Oversight

Government oversight groups include OMB and organizations within the US Congress, such as GAO and Congressional Committees. These groups perform critical monitoring, support, and intervention to ensure agencies and GSA give appropriate focus and priority to transition and apply resources—both schedule and financial--effectively.

5.5.1 Oversight's Major Roles

This group includes Office of Federal Procurement Policy (OFPP) and Resource Management Office (RMO) within OMB as well as GAO, the House of Representative's Committee on Oversight and Reform and Subcommittee on Government Operations, the House of Representatives Subcommittee on Information Technology, and the Senate's Committee on Homeland Security and Governmental Affairs. They emphasize focus on schedule and other priorities, make recommendations for adjustment to schedule/process, and support budget requests.

5.5.2 Oversight's Major Responsibilities

- OMB: Address bottlenecks and delays, approve agency budgets, and distribute appropriations
- US Congress: Conduct audits and hearings, enact helpful legislation.

5.6 Stakeholder Register

Each stakeholder listed in the Stakeholder Register has been assigned to one of five major groups based on their role in the transition process. Each is classified as Internal or External, and Supporter or Neutral or Resistor.

1. **Oversight** – provide high-level guidance and direction; act as high-level escalation point; report newsworthy items to the public;
2. **Agency Partners** – the agency customers of contracts administered by GSA;
3. **Transition Program Management** – GSA personnel and consulting contractors who manage the Government-wide transition program;
4. **Office of Enterprise Technology Solutions and Supporting Functions** – personnel and groups within GSA who manage the EIS program, administer contracts, provide guidance and advice, and assist agency customers to facilitate a successful transition; and
5. **Telecommunications Suppliers** - Networx, WITS 3, Regional local service, and EIS contractors and other suppliers that may not specifically be on contract with GSA; this group of stakeholders provides telecom and IT services according to the contracts or other role in the program.

See Appendix D for a complete Stakeholder Register for the transition program.

6 Transition Assistance to Agencies

A key element of GSA's Government-wide management of transition is assisting agencies. In the transition to Networx, GSA administered a Transition Credit Reimbursement (TCR) process; for the EIS transition, alternative approaches are replacing transition reimbursements. The following are intended to expedite agency transitions:

- Reduction in GSA fee on new contracts
- GSA-conducted inventory validation and management
- GSA-paid transition assistance, in various forms tailored to each agency.

6.1 Reduction in GSA Fee

For EIS, the GSA fee will be set at 4.75% (see the customer engagement representative for details). This represents a 32% reduction from the fee on Networx and allows agencies to begin immediately realizing lower costs for their services on EIS.

6.2 Inventory Management

Complete and accurate inventory has been identified as a critical success factor for effective transitions. Building on lessons learned from previous transitions, GSA worked with the current contractors and agencies to conduct the validation of the TI to relieve the agencies of the burden of this labor-intensive and time-consuming task. Validation consisted of a comprehensive comparison of billing and inventory data GSA has collected over the course of the Networx, WITS 3, and GSA Regional local service contracts with that of the contractors on those vehicles. GSA completed TI validation in January 2016, which resulted in a highly consistent data set of 8.5 million records validated to over 85% accuracy. GSA provided the TI to the agencies to confirm by October 2016 that TI is sufficiently complete and accurate for transition planning and tracking. The TI is accessible to authorized agency users through the GSA Enhanced Monthly On-line Records and Reports of Information Technology Services (E-MORRIS) application. GSA continues work with contractors and agencies to validate and update the TI monthly as new records are identified, services disconnected, and discrepancies are reconciled. GSA will continue throughout the transition period to maintain the TI, enhance the agencies' access to it, and improve data accuracy.

To further support agencies as they develop their EIS solicitations and to provide data for transition service orders, the TCC has created a more detailed inventory called the All Agency Inventory (AAI). AAI extends current TI data to a more detailed level, to include individual Contract Line Item Numbers (CLINs), features, equipment, bandwidth, and other data not currently included in TI. The data, comprising nearly 32 million records, is primarily based on contractor inventory, billing, and orders for Networx, WITS 3, and Regional local service contracts. Output of this data is available upon a request to the TCC through the customer engagement representative. The TCC offers agency level detail records and over 45 different reports summarizing the data in a myriad of ways for agency use and dissemination. The normalization and consistency of data used for ordering facilitates faster ordering from the FO process to provisioning, and implementation to billing verification.

6.3 GSA-Paid Transition Assistance

GSA budgeted \$66M to provide GSA-paid assistance to agencies that order services directly from the contractors (direct-order). GSA allocates assistance from GSA support contracts to each "large" and "medium" size agency based on need and readiness. ("Large" agencies are those for which average annual business volume exceeded \$10M; "medium" agencies are those for which average annual business volume was between \$1M and \$10M.) Agencies with less than \$1M in annual business volume are considered "small" and receive support through the GSA-Assisted Transition program also described below. GSA recovers its cost for assistance to agencies through funds from legal settlements that were specified for this purpose.

6.3.1 GSA-Assisted Transition (GSAAT)

As part of the strategy to provide early and effective support to agencies and to develop a phased and orderly approach to transition, GSA is focused on providing specialized assistance to two customer groups—customers using Regional local service contracts and small, direct-order customers. The goal is to simplify the FO process and minimize the number of FO solicitations to make the contractor selection process more efficient and effective. This specialized assistance comprises the GSA-Assisted Transition (GSAAT) support.

6.3.1.1 Direct-Order Agencies

Small, direct-order agencies tend to have very straight-forward transitions and limited staff to conduct the transition; therefore, at the request and authority from the agency, small agencies and Native American tribes have the option to A) request GSAAT support; or B) manage their own transition.

When agencies and Native American tribes elect GSAAT, GSA facilitates the agency's transition of services from GSA's expiring network services contracts to EIS. This includes pricing services, solicitation assistance, preparing EIS TOs and service orders, and submitting disconnect orders for Networx, WITS 3, and RLSs. The Small Agency and Native American Tribe EIS Transition Plan describes this support in greater detail; a copy is available on gsa.gov/eistransition.

6.3.1.2 Regional Local Service Contracts

GSA's eleven geographic regions provide local telecommunication services through a variety of contracts and service delivery vehicles in support of Federal agencies throughout the 50 states, U.S. territories, and overseas. For all regional contracts except Region 11's WITS 3 contracts, the regions operate a "full service" model that includes managing service transitions, ordering services on behalf of agencies, troubleshooting service disruptions, and resolving issues with the contractors as the customer of record on behalf of the agency customers.

All agencies currently using services provided by the GSA Regional local service contracts formerly administered in GSA Regions 1-10 are participating in GSA's Full Service program. Agencies participating in the Full Service program need to order their replacement services directly from the EIS contractors. For more information, the Full Service Transition Plan is available on gsa.gov/eistransition.

As a result of agencies moving to the EIS contracts, activity should be expected in the majority of buildings GSA's Public Buildings Service (PBS) manages nationwide. Agencies work directly with PBS for upgrading the infrastructure (conduit, vertical wiring, horizontal wiring and power) of these buildings. The TCC is engaging with PBS to assess and monitor the impact of transition on PBS and ensure their critical support is available for successful transition. The TCC offers workshops to help agencies understand the impact with PBS facilities and the specific needs for transitioning.

GSA is committed to supporting agencies throughout this Full Service transition with GSAAT support to agencies' procurement teams as they make their FO decisions. Agencies receive GSA assistance through TOA support, the Solicitation Assist Tool, and EIS Pricer. GSA has shared with agencies the work GSA has previously done to prepare for transitioning local services provided through the Full Service program.

6.3.2 Transition Ordering Assistance (TOA)

In developing an effective program to expedite and assist the agencies through transition, GSA considered the following criteria:

1. It must address the lessons learned from previous transitions, principally that FO decisions took an average of 2.5 years and that the TCR program was labor-intensive and ineffective at motivating a timely transition.
2. It must allocate assistance using an equitable method.
3. It must comply with fiscal law and the purposes of the Acquisition Services Fund from which it is paid.
4. It should offer several levels of support tailored to each agency.
5. It must not favor a class of contractors (such as incumbents) in FO decisions and must allow transformation where prudent.

The resulting TOA project provides transition assistance to the agencies' OCOs and project managers for purposes of conducting FO decisions and placing EIS TOs. The transition assistance takes the form of third-party contractor support. GSA retains overall project management, funding, and performance-monitoring responsibilities for this task. The agency must assign a project manager to monitor the contractor's support and provide feedback to the GSA COR. TOA contractors have continual contact with ETS's program and contracting personnel to develop innovative solutions, share best practices, and collect lessons learned and communicate those across the agencies.

Through the TOA task order, GSA provides varying levels of contractor support to assist agency customers through the FO process and ordering services from the EIS contract, by analyzing and defining customer requirements, conducting market research, assisting with solicitation documentation, making recommendations for service selection, determining the cost of the services, and guiding customers on placing orders for those services. TOA contractors support—not replace—the agency's transition team and the OCOs making the FO decisions. Agencies must have telecom staff and agency experts on the team to define requirements and ensure the FO decision meets those requirements.

GSA allocates funding for contractor support to large and medium agencies based on their estimated level of effort for their FO process. If the level of effort approaches the total allocated funding, GSA will determine the appropriate course of action to control expenses while supporting the agency to the extent possible. If an agency will not use its full allocation of funding, GSA reserves it for other agencies that may need additional support. Furthermore, GSA works with the agencies to pool requirements where possible and reduce the overall number of FO solicitations, thereby streamlining and expediting

the process to reduce costs while allowing agencies to award and administer their own TOs.

6.3.3 TCC Agency Assistance

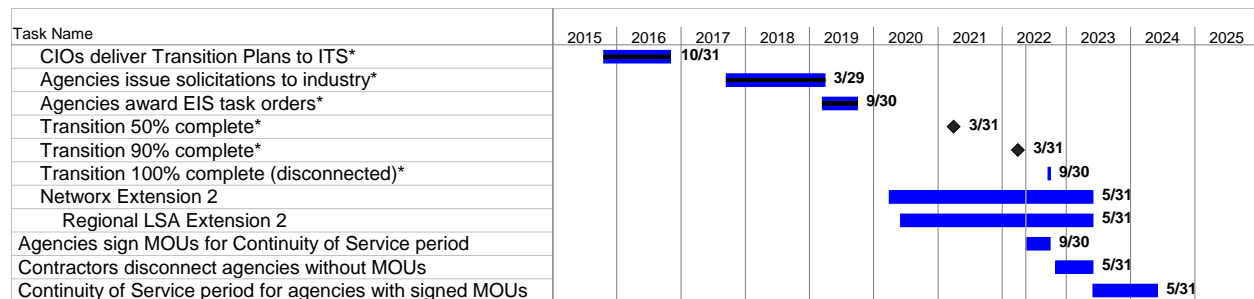
The TCC also assists agencies with using the EIS contracts and managing their transitions. The types of support are similar to those described above for TOA and are typically smaller scale and more agile.

6.3.4 Transition Engineering Assistance (TEA)

Agencies that have awarded EIS task orders for complex network solutions can request GSA’s assistance with managing the implementation of the solutions. Transition Engineering Assistance (TEA) matches highly-skilled network engineers with agencies’ technical teams to ensure the solutions are delivered accurately and effectively,

7 Master Transition Schedule

GSA established a transition schedule with appropriate milestones to address the various activities that occur during transition planning and transition execution. A summary view of this schedule appears below. Agencies should use the transition schedule to coordinate agency transition activities around major transition milestones. The master transition schedule will be maintained and updated throughout the transition period. Tasks annotated with * are measured and reported monthly; see Section 9, Progress Tracking and Reporting.



GSA continues working with agencies and suppliers to identify additional considerations to effectively sequence transition activities, guidelines on how contractors respond to FO solicitations, and how to improve the FO process. In October 2017, GSA began collecting a forecast of FO solicitations from the large and medium agencies. GSA shared the schedule for these solicitations with the EIS contractors to help them plan for responding to the solicitations. GSA continues to receive updates from agencies on solicitations and shares them in monthly reports.

8 Training

GSA is making several training opportunities available for its own transition team as well as for agencies. First, the TCC has developed and maintains a library of SOPs and ensures TCC staff is kept current on these SOPs. The [GSA TCC Training Plan](#) for EIS consists of courses designed to assist agencies with the transition to EIS. Training modules are available through Instructor-Led Training (ILT) and electronic learning

(ELearning) modules. To find out what training is available and how to access it, see www.gsa.gov/eis.

Training modules include the following topics:

- EIS Fundamentals
- Transition Inventory
- All Agency Inventory
- EIS Pricing Structure provided in concert with Telecommunications 101
- EIS Pricer
- Solicitation Assist Tool
- Fair Opportunity and Ordering
- Delegation of Procurement Authority (DPA)
- EIS Management and Operations.

The training programs are offered to agencies to ensure staff is sufficiently knowledgeable of transition resources and activities. In addition, the TCC periodically hosts workshops on timely topics of interest; GSA announces these workshops through targeted invitations to relevant participants.

9 Progress Tracking and Reporting

GSA's transition tracking methodology allows the Government to track progress of transition. The TCC's Transition Progress Tracking Methodology (TPTM) documents the process, tools, metrics, and reporting requirements for the transition to EIS. The TPTM allows GSA to evaluate status by EIS contractor, agency, location, service, and other factors. The goal in implementing this methodology is to gain a comprehensive view of all transition activities, to identify bottlenecks, backlogs, and other issues proactively, and to facilitate their resolution. The TCC uses information from the GSA Help Desk, lessons learned, and other sources as appropriate to support its assessment of transition progress, problems, and trends.

The TCC tracks and reports progress measures in the following categories:

- Critical Milestones
- Transition Preparedness Factors
- Transition Execution
- Progress Against Agencies' Transition Plans
- Transition-Impacting Contract Modifications
- Problems, Risks, and Lessons Learned.

9.1 Dashboards

The TCC reports transition progress using Transition Progress Dashboards within the E-MORRIS TI module and on the EIS Transition website. Progress reporting at the agency level is as defined by the "transition entity."

9.2 Transition Entities

Transition entity is the level at which an agency requests GSA to report transition progress. While the TCC uses the term “transition entity,” the term “agency” is used in transition progress reports that the TCC disseminates to stakeholders outside of the TCC. For reporting purposes, the TCC uses the same transition entity categories as for GSA-paid transition assistance—that is, large, medium, and small--based on business volume. The list of transition entities is available on the EIS Transition website.

9.3 Tracking Critical Milestones

GSA employs several critical milestones to monitor, track, and report performance; GSA collaborated with agencies and suppliers to develop these milestones. The TCC prepares a Scorecard report of preparedness and execution progress of agencies within designated categories (large, medium, small). This report shows progress details and summaries of agencies on preparedness and execution tracking metrics. The table below displays a mapping of transition activities and the associated target milestone dates to achieve a successful transition by the pending expiration of the contracts. The figure following the table illustrates a sample EIS Transition Scorecard for large agencies.

Transition Activity	Target Milestone
Identify and communicate Integrated Transition Team: Agency Transition Sponsor, Transition Ordering Contracting Officer, Lead Transition Manager	6/30/16
Sign Interagency Agreement	Within 2 months after award of TOA task order
TI Confirmation	10/31/16
Agency Transition Plan Submitted	10/31/16
Issue Fair Opportunity (FO) Solicitations to Industry	3/31/19
Award Task Orders	9/30/19
Transition 50% complete	3/31/21
Transition 90% complete	3/31/22
Transition 100% complete (disconnected)	9/30/22

EIS Transition Scorecard: Large Agencies							
Date:	3/31/2019						
AB Code	Agency	EIS FO Solicitations Passed GSA In-Scope Review	EIS FO Solicitations Issued to Industry	Other than EIS FO Solicitations Issued to Industry (Self-reported)	EIS Task Orders Awarded	Other than EIS Task Orders Awarded	Transition SIR PWV % Completed (Disconnected)
Date Due		3/29/2019			9/30/2019		9/30/2022
1200	DEPARTMENT OF AGRICULTURE	1 of 1	0 of 1	N/A	0 of 1	N/A	40.4%
1300	DEPARTMENT OF COMMERCE	2 of 2	2 of 2	N/A	0 of 2	N/A	24.4%
9721	DEPARTMENT OF DEFENSE	1 of 53	0 of 53	3 of 3	0 of 53	3 of 3	23.2%
8900	DEPARTMENT OF ENERGY	2 of 2	0 of 2	N/A	0 of 2	N/A	33.1%
7500	DEPARTMENT OF HEALTH AND HUMAN SERVICES	10 of 11	0 of 11	N/A	0 of 11	N/A	46.0%
7000	DEPARTMENT OF HOMELAND SECURITY	0 of 3	0 of 3	N/A	0 of 3	N/A	26.2%
1500	DEPARTMENT OF JUSTICE	1 of 1	1 of 1	N/A	0 of 1	N/A	43.4%
1600	DEPARTMENT OF LABOR	1 of 2	1 of 2	N/A	0 of 2	N/A	46.3%
1900	DEPARTMENT OF STATE	0 of 2	0 of 2	N/A	0 of 2	N/A	39.0%
1400	DEPARTMENT OF THE INTERIOR	2 of 3	2 of 3	N/A	0 of 3	N/A	25.6%
2000	DEPARTMENT OF THE TREASURY	4 of 6	3 of 6	N/A	0 of 6	N/A	18.1%
6900	DEPARTMENT OF TRANSPORTATION	1 of 1	1 of 1	N/A	0 of 1	N/A	20.1%
3600	DEPARTMENT OF VETERANS AFFAIRS	0 of 3	0 of 3	N/A	0 of 3	N/A	51.2%
4700	GENERAL SERVICES ADMINISTRATION	1 of 1	1 of 1	N/A	0 of 1	N/A	22.0%
1000	JUDICIARY	0 of 2	0 of 2	N/A	0 of 2	N/A	32.4%
8000	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION	2 of 4	2 of 4	N/A	0 of 4	N/A	22.3%
2804	SOCIAL SECURITY ADMINISTRATION	2 of 2	2 of 2	N/A	0 of 2	N/A	19.8%

9.4 Other Transition Progress Measures

In addition to the critical milestones, GSA tracks and reports on other measures that provide useful information about transition progress performance. The TCC provides a variety of reports that will depict the progress against the preparedness metrics. Reports are available in the dashboards and in the monthly Transition Progress Tracking Report (TPTR). These additional measures are described in the TPTM document, available upon request.

10 Communications

GSA recognized that early communication is critical to encouraging agencies to begin transition planning and to establish effective collaboration with suppliers and the agencies. Continual, open communication and coordination across GSA and transition stakeholders plays a critical role in the success of transition execution. For example, communication and coordination with PBS facilities is a key element given the focus on modernization during transition. If agencies and PBS do not understand the effort required to modernize or plan effectively, significant delays in transitioning may occur.

10.1 Contacting GSA

GSA's IT Customer Service Center (ITCSC) is available to agency customers and suppliers to help resolve issues and questions regarding transition. The ITCSC and TCC use a Customer Relationship Management (CRM) system to maintain and track all contacts and direct interactions with GSA's internal and external customers. The ITCSC does not replace the customer service or trouble management services provided by EIS, Network, WITS 3, or GSA Regional local service contractors. It is primarily a means for

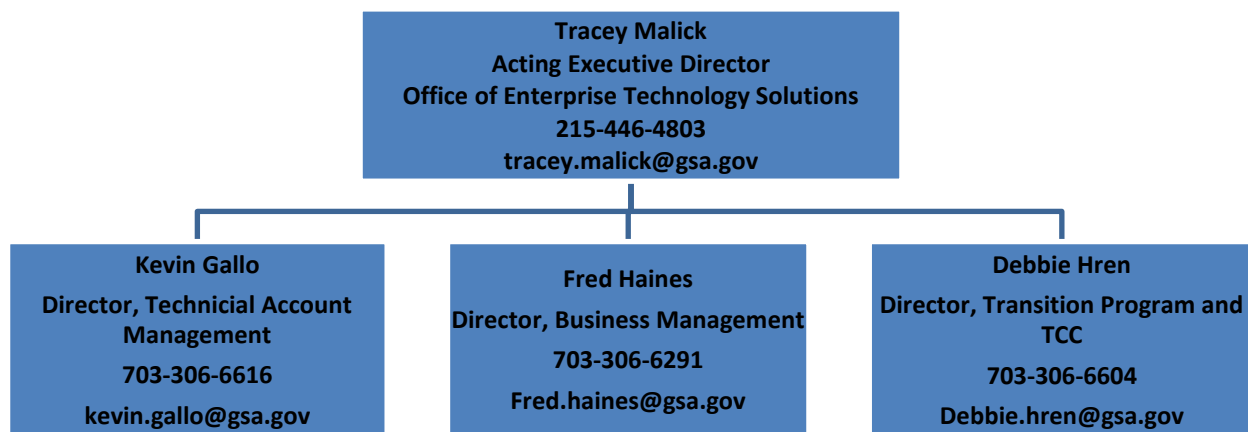
contacting the TCC and the GSA ETS and Acquisition Operations team.

10.2 Coordination within GSA

Transition-related documentation GSA creates is generally coordinated through ETS and Acquisition Operations, and with the Office of General Counsel and Office of the Chief Financial Officer as appropriate. ETS administers a change control program for version control of designated documentation, and the TCC's integrated change control process includes an interface to the ETS process. Communications designed for agencies are developed in collaboration with customer engagement representatives; those for suppliers with Business Management.

10.3 Management Escalation within ETS

For transition issues not resolved satisfactorily or requiring higher-level management attention, the chart below contains management chain and contact information for escalation.



10.4 Conferences and Collaborative Forums

The American Council for Technology-Industry Advisory Council (ACT-IAC) is a 501(c)3 non-profit educational organization established to improve government through the effective and innovative application of technology. ACT-IAC provides an objective, trusted and ethical forum where government and industry executives can communicate, collaborate and learn. GSA is an active participant in ACT-IAC's Networks and Telecommunications Community of Interest (N&T COI) and engages industry and agency partners on transition primarily through the N&T COI's Transition Subcommittee. The subcommittee meets regularly to identify strengths or weaknesses, develop collaborative solutions, and provide documented recommendations for improving the success of the

transition program.

GSA Interact is an open, collaborative, online community for connecting, communicating, learning and engaging across GSA topics. Interact's goal is to help increase government's effectiveness through better communication and collaboration. Interact's Featured Group for EIS (interact.gsa.gov/eis) provides an opportunity for informal, real-time discussions and collaboration between GSA and customer agencies and potential EIS contractors. The EIS program and TCC use Interact to release information to the stakeholder community widely and without bias. It also provides a forum for subscribers to submit comments and questions that can be readily shared with all members. GSA encourages agencies to use Interact to facilitate market research for the development of their FO solicitations for EIS.

GSA's EIS and transition team participate in a variety of conferences, media webinars and interviews, and other events as another avenue to reach stakeholders.

10.5 Executive Oversight

Beginning in April 2015, Assistant Commissioner for ITC and the Director of ETS met with over 16 large agencies to engage their Chief Information Officers (CIOs) and Chief Acquisition Officers (CAOs) in awareness of the need to begin planning for transition to EIS. These meetings set the foundation for establishing a long-term partnership for executive attention to transition. GSA meets with CIO Councils within the departments as requested to help convey the importance of transition throughout the departments, understand agency-specific concerns, and collaborate on solutions.

The Assistant Commissioner for ITC periodically updates the Department level CIO Council and CAO Council on transition progress. The TCC will engage executives within GSA, up to the Administrator as needed, to escalate issues pertaining to agencies or suppliers. The EIS Transition Scorecard is intended to be the format for reporting status in a snapshot for these high-level discussions.

10.6 Agency Transition Stakeholders

GSA has implemented an approach to communicating with agency transition teams that allows for rapid dissemination of information as well as discussions tailored to the specific needs of each agency.

At times, a push of information is appropriate to communicate information quickly and widely. GSA generally uses the EIS Transition website, Interact, ITC blogs, EIS bulletins, and email blasts for these communications. GSA maintains a listing of CIOs, Agency Transition Sponsors, LTMs and TOCOs for each agency, as well as profiles in the CRM tool that allow GSA to easily email the appropriate recipients. When a response is expected, the communication includes an email address for one of the mailboxes the TCC monitors to ensure prompt receipt and tracking of incoming email.

In many cases, however, it's necessary to meet with agencies individually to address requirements particular to their missions, operating environments, and policies. The GSA

customer engagement representatives are the primary facilitators of these discussions.

For topics more appropriate to a collaborative forum, in February 2016, GSA established the Infrastructure Advisory Group (IAG). The IAG serves as an advisory council to the FAS Commissioner with regard to the information technology and network services programs that support the Federal government. As appropriate, the IAG discusses transition-related topics, issues, and status.

11 Transition Support Tools

This section identifies the systems, self-help guides or tools, and applications GSA administers, uses, or makes available to transition stakeholders to execute transition. This group of systems, tools, and applications are herein referred to as “tools.”

11.1 EIS Transition Website

GSA uses its public website as a centralized location for accessing transition information and tools. The transition website, gsa.gov/eistransition, is the home page for linking to these tools and requesting access to them as well as finding additional information and resources helpful to agencies and suppliers involved in transition. The transition website shares transition status with all stakeholders. The information on the EIS transition website is specific to transition activities; updates on the EIS *program* are available on gsa.gov/eis.

Examples of information included on or linked to from the EIS Transition website are:

- Description of the TCC and services available
- Timeline and milestones
- Tips for preparing for transition
- Transition Inventory and All Agency Inventory in E-MORRIS
- Training and video learning
- Transition Progress
- FAQs
- GSA contacts
- Hyperlinks to related web sites for Networx, WITS 3, GSA Regional local service contracts, EIS, TOPS, and E-MORRIS
- Guides, white papers, and handbooks related to transition as well as the EIS contracts
- News articles and social media communications.

11.2 TI in E-MORRIS

E-MORRIS is a secure web-based system that provides Government agency users with three primary applications: (1) the Networx Inventory Module (NIM); (2) billing reports/data for services ordered under the Networx contracts, and (3) a module for TI and AAI.

GSA is using the E-MORRIS application to provide secure, authorized access to agency TI data. GSA-validated transition records are provided at the “service instance” level for

Networkx, WITS 3 and Regional local service contracts. A service instance record (SIR) represents a summarized rollup of a base service CLIN; it does not itemize supporting elements of a service such as equipment and features. Consequently, service instance level data is NOT sufficient in detail to prepare transition orders. GSA uses the service instance data to track the progress of transition. Agencies can use the data to assist with transition planning and tracking.

Access to E-MORRIS is determined by the agency's Networkx Designated Agency Representative's (DAR) Administrator and restricted by Agency Hierarchy Code (AHC). In order to ensure that only authorized users have access, E-MORRIS administrators do not create an account for an agency user until GSA has confirmed receipt of a copy of the DAR Administrator letter.

For more information and access see the [Transition Inventory User Guide](#) and other TI links on the EIS Transition website.

11.3 Telecommunications Ordering and Pricing System (TOPS)

TOPS provides GSA the ability to order regional telephone products and services on the current contracts. It handles the entire lifecycle of an order—from recording the agencies' original orders, tracking orders, paying contractors, billing customers, and generating accounting entries. TOPS provides both regional inventory and billing data to track transition. TOPS continues to be used while services remain on Regional local services contracts.

11.4 GSA Conexus

GSA Conexus provides one secure site with a single sign-on for GSA and GSA's customers to do the following for the EIS Contract:

- IAA Management Part A and B
- Task Order Capture from Contractors
- Billing Accuracy and Dispute Reports to Agencies to file with Contractors
- Service Level Agreement (SLA) Reports to Agencies to file with Contractors
- Inventory Management and Monthly inventory contractor reconciliation
- Business Analytics and Reporting.

11.5 Self-Help Guides and Tools

The following guides, handbooks, and tools are available (as indicated) to assist agencies, suppliers, and other stakeholders.

- [Transition Handbook](https://gsa.gov/eistransition) (gsa.gov/eistransition)
- [TI and AAI Users Guides](https://gsa.gov/eistransition) (gsa.gov/eistransition)
- [Fair Opportunity and Ordering Guide](https://gsa.gov/eistransition) (gsa.gov/eistransition)
- [EIS Management and Operations Handbook](https://gsa.gov/eis) (gsa.gov/eis)
- [Small Agency and Native American Tribe EIS Transition Plan](#)
- [Full Service Transition Plan](#)

- Frequently Asked Questions
- Solicitation Assist Tool (upon request through customer engagement representative)
- EIS Training (instructor led and eLearning) on a multitude of topics (gsa.gov/eis)
- DPA Training (gsa.gov/eis)

11.6 Contact Us

Stakeholders can reach the ITCSC by calling 855-482-4348 or email at itcsc@gsa.gov. An agent will record the contact and either provide a satisfactory response or escalate the case to an appropriate subject matter expert.

12 Risk Management

The TCC has implemented a Risk Management program to effectively deal with uncertainties, associated risks and opportunities of a project. The Project Management Body of Knowledge (PMBOK) Guide defines risk as “an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives.” Risk has a cause and, if it occurs, a consequence. Project risk includes both negative risk (threats to the project's objectives) and positive risk (opportunities to improve on those objectives). A risk has two components: probability and impact.

12.1 Risk Factors

Major factors contributing to risks to the transition program include the following:

- Heavy responsibility of suppliers, agencies, and GSA
- Transition to Networx took six years, and EIS transition is double the volume
- EIS transition is more complex
- EIS transition includes approximately 94 Networx and local contracts
- Transformation of telecom business may be an opportunity or a distraction, or both
- Enforcement of TOs
- Aggressive timeline for transition
- Agencies' ability to allocate resources
- Presidential transition
- EIS award timeline.

12.2 Risk Response Planning

To mitigate the risks from those factors, GSA included the following elements of the transition strategy:

- Customer Engagement Involvement: Executive sponsor, lead transition manager, and acquisition liaison
- Agency Transition Plans
- GSA-paid Support to Agencies
- Inventory validation—completed Jan 2016

- OMB Assistance
 - Coordinating with OMB's Office of the CIO to encourage agencies to plan early
 - Portfolio Stat measures
 - EIS transition on President's Management Council agenda
 - Designate EIS as Best In Class
 - Approve agencies' budget requests for FY18-23
- Federal CIO Council attention to transition scorecard.

12.3 Risk Response Action

As mentioned in Section 2.2, GSA implemented a major contingency plan in 2022 to add the CoS period to the transition timeline in response to the risk of agencies not completing transition by May 2023. The CoS period will also provide additional time for agencies to address challenges resulting from delayed TO awards, supply chain disruptions caused by the COVID-19 pandemic, and other priorities. The transition to EIS also has significant governmentwide cyber, mission, operational, and financial implications. An agency's failure to move all services off the expiring contracts before the CoS period ends could result in:

- Interruption of critical public services,
- Increased cyber vulnerabilities, and
- Failure to carry out their missions.

As of February 28, 2022, only 89% of the planned TOs for transition have been awarded. Also, 45% of the nine million services (e.g., telephone lines and high bandwidth secure internet access) governmentwide are still in use.

12.3.1 What This Means for Agencies

Agencies that want to take advantage of the CoS period can do so only under these conditions:

- Agencies must sign a MOU with GSA by September 30, 2022: The MOU must be signed by the agency head or follow agency delegation of authority. The designee should have accountability for CIO, CAO, and Chief Financial Officer (CFO) functions.
- On May 31, 2024 (the end of the 12-month CoS period), any services remaining active on the expiring contracts will be disconnected according to the terms and conditions of their respective contracts. The services cannot be reinstated on those contracts. (NOTE: This will occur at the contract level, not on the agencies' task orders.)

If the agency will not complete transition before the exercised option or CoS period ends, the agency must:

- (1) Identify the services that will be cut off when the CoS period ends;
- (2) Develop a contingency plan to maintain operation of those services on another contractual arrangement; and

- (3) Implement that contingency plan so when the contracts expire and the services are disconnected from them, the agency's mission is not interrupted or otherwise negatively affected.

If the agency does not sign the MOU, GSA will remove the agency from the Networks Authorized User List (NAUL) for the expiring contracts in October 2022. The contractors will then begin the disconnect process as early as November 2022 and complete it no later than May 2023.

12.3.2 What This Means for Contractors

Contractors will work closely with GSA to execute the contractual actions needed to create the CoS period. As agency transition rates quicken, so will the demand on contractors to implement TOs and execute disconnects quickly. Contractors will continue supporting agencies as they:

- Expedite EIS orders,
- Explore other options for maintaining service on another contractual arrangement, and
- Reconcile records for services that are being disconnected.

12.4 Ongoing Risk Management

The TCC manages risk through a robust program that includes quarterly assessments, identification of response plans, and implementation of action items. Any program risks that are identified or realized are documented in an Issues Log and tracked through final resolution. For more information, see Appendix E.

13 Lessons Learned

Capturing lessons learned is an integral part of every project and serves several purposes. The finalization of a formal lessons learned document is completed during the project closeout process, but capturing lessons learned throughout the life of the project is intended to ensure that lessons are captured and can be leveraged for improvements during the project. Lessons learned are not be limited to capturing what went wrong and suggestions to avoid similar occurrences in the future – they also describe what went well and how similar efforts may benefit from this information. The lessons learned process consists of the following steps:

1. Identify
2. Capture
3. Analyze
4. Transfer to Risk Register, as appropriate
5. Implement.

For an illustration of the lessons learned process, see Appendix F.

Appendix A: Expiring Contracts

(Note: this list is subject to change as contracts are modified over their period of performance)

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
Networx Universal	3/28/2007		AT&T	Global
Networx Universal	3/28/2007		CenturyLink	Global
Networx Universal	3/28/2007		Verizon Business	Global
Networx Enterprise	5/30/2007		AT&T	Global
Networx Enterprise	5/30/2007		CenturyLink	Global
Networx Enterprise	5/30/2007		Verizon Business	Global
Networx Enterprise	5/30/2007		Level 3	Global
RLSA	10/18/2012	GS01T13BKD1001	AT&T	CT, MA
RLSA	10/18/2012	GS01T13BKD1002	Cox Business	RI
RLSA	10/18/2012	GS01T13BKD1003	Fair Point Communications	ME, NH, VT
RLSA	10/18/2012	GS01T13BKD1004	Granite Communications	CT, ME, MA, NH, RI, VT
RLSA	10/18/2012	GS01T13BKD1005	Level 3	CT, ME, MA, NH, RI, VT
RLSA	10/18/2012	GS01T13BKD1006	LightTower	CT, MA, NH, RI
RLSA	10/18/2012	GS01T13BKD1007	Met Tel	CT, ME, MA, NH, RI, VT
RLSA	10/18/2012	GS01T13BKD1008	TCS of America	CT, ME, MA, NH, RI

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
RLSA	10/18/2012	GS01T13BKD1009	Verizon Business Network Services	MA, RI
RLSA	10/18/2012	GS01T13BKD1010	Paetec (dba Wind Stream)	CT, MA, NH, RI
LSC Ext	1/1/2013	GS02T07CLD0003	ATT	NY NJ
RLTC	6/15/2011	GS02T11CLD0013	WorldNet	Voice
RLTC	6/16/2011	GS02T11CLD0014	Puerto Rico Telephone, Inc.	Voice
RLTC	6/28/2011	GS02T11CLD0015	Verizon	Voice
RLTC	6/18/2011	GS02T11CLD0016	Cavalier	Voice
LSA	1/12/2009	GS03T09DSD0001	Cavalier Telephone, LLC	VA
LSA	1/12/2009	GS03T09DSD0002	Cavalier Telephone, LLC	PA
LSA	1/12/2009	GS03T09DSD0003	Cavalier Telephone, LLC	MD
LSA	1/12/2009	GS03T09DSD0004	Cavalier Telephone, LLC	DE
LSA	1/12/2009	GS03T09DSD0005	AT&T Government Solutions	VA
LSA	1/12/2009	GS03T09DSD0006	AT&T Government Solutions	PA
LSA	1/12/2009	GS03T09DSD0007	AT&T Government Solutions	MD
LSA	1/12/2009	GS03T09DSD0008	COX Communications	VA

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
LSA	1/12/2009	GS03T09DSD0009	Verizon Federal, Inc.	VA
LSA	1/12/2009	GS03T09DSD0010	Verizon Federal, Inc.	PA
LSA	1/12/2009	GS03T09DSD0011	Verizon Federal, Inc.	MD
LSA	1/12/2009	GS03T09DSD0012	Verizon Federal, Inc.	DE
LSA	1/12/2009	GS03T09DSD0013	Verizon Federal, Inc.	WV
GRITS II	4/1/2013	GS04T13BFD1600	Core Technologies, Inc.	AL, FL, GA, KY, MS, NC, SC, TN
GRITS II	4/1/2013	GS04T13BFD1601	Frontier Communications Corp.	AL, FL, GA, KY, MS, NC, SC, TN
GRITS II	4/1/2013	GS04T13BFD1602	Futron, Inc.	AL, FL, GA, KY, MS, NC, SC, TN
GRITS II	4/1/2013	GS04T13BFD1603	Level 3 Communications Inc.	AL, FL, GA, KY, MS, NC, SC, TN
GRITS II	4/1/2013	GS04T13BFD1604	SBC Global Services, Inc. dba AT&T Global Services	AL, FL, GA, KY, MS, NC, SC, TN
GRITS II	4/1/2013	GS04T13BFD1605	Level 3 Communications, LLC (f/k/a TW Telecom, Inc.)	AL, FL, GA, KY, MS, NC, SC, TN

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
GRITS II	4/1/2013	GS04T13BFD1606	Verizon Federal Inc.	AL, FL, GA, KY, MS, NC, SC, TN
GRITS II	4/1/2013	GS04T13BFD1607	Windstream Communications Inc.	AL, FL, GA, KY, MS, NC, SC, TN
RTAS	6/25/2009	GS05T09BM0014	AT&T	
RTAS	7/16/2009	GS05T09BM0015	Century Link (formerly Qwest)	VS, CSDS, DTS, IAS, BAS, and SRS
RTAS	6/25/2009	GS05T09BM0016	One Communications/Earth Link	VS, CSDS, DTS, IAS, BAS, and SRS
RTAS	7/16/2009	GS05T09BM0017	TDS MetroCom	VS, CSDS, DTS, IAS, BAS, and SRS
RTAS	6/25/2005	GS05T09BM0018	Level 3 (formerly TW Telecom)	VS, CSDS, DTS, IAS, BAS, and SRS
RTAS	10/27/2015	GS05T16BMD1002	Cincinnati Bell	
LSA	8/3/2011	GS00T11BND0009	SureWest	Voice Services
LSA	8/2/2011	GS06T11BND0006	Cavalier Telephone	Voice Services
LSA	8/2/2011	GS06T11BND0007	Fidelity Communications CO.	Voice Services
LSA	8/3/2011	GS06T11BND0008	ImOn	Voice Services
LSA	8/9/2011	GS06T11BND0010	Cox Kansas Telecom	Voice Services

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
LSA	8/9/2011	GS06T11BND0011	Level 3 Communications	Voice Services
LSA	8/10/2011	GS06T11BND0012	Qwest	Voice Services
LSA	8/12/2011	GS06T11BND0013	SBC Global Services	Voice Services
LSA	8/12/2011	GS06T11BND0014	Cox Nebraska Telecom	Voice Services
MLSA	7/28/2008	GS07T08BGD0005	Century Link	Analog Business Lines, DSL, Centrex Prime, Private Line, PRI, DSS and IQ Networking services
MLSA	7/28/2008	GS07T08BGD0004	Tanager Telecomm NM, LLC	Analog Business Lines, DSL, Centrex Prime, Private Line, PRI, DSS and IQ Networking services
MLSA	9/8/2008	GS07T08BGD0007	AT&T	Analog Business Lines, DSL, Centrex Prime, Private Line, PRI, DSS and IQ Networking services

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
MLSA	9/8/2008	GS07T08BGD0006	Cox	Analog Business Lines, DSL, Centrex Prime, Private Line, PRI, DSS and IQ Networking services
MLSA	12/4/2008	GS07T09BGD0001	AT&T	Analog Business Lines, DSL, Centrex Prime, Private Line, PRI, DSS and IQ Networking services
MLSA	12/4/2008	GS07T09BGD0002	TWTC	Analog Business Lines, DSL, Centrex Prime, Private Line, PRI, DSS and IQ Networking services
LSA2	4/1/2010	GS07T10BGD0004	AT&T Global Services	Voice Services
LSA2	4/1/2010	GS07T10BGD0005	Cox Oklahoma Telecom, LLC	Voice Services
LSA2	4/1/2010	GS07T10BGD0006	tw telecom holdings, inc	Voice Services
LISA	1/1/2014	GS08Q14BPD0001	AT&T	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
LISA	1/1/2014	GS08Q14BPD0005	Century Link	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming
LISA	1/1/2014	GS08Q14BPD0003	Granite	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming
LISA	1/1/2014	GS08Q14BPD0002	Integra	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming
LISA	1/1/2014	GS08Q14BPD0004	Level 3	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming
LSA	9/14/2006	GS08T06BPD0003	Qwest dba Century Link	Colorado, Montana, North Dakota, South Dakota, Utah, and Wyoming
MLSA	1/23/2009	GS08T08BPC0022	Qwest dba Century Link	Denver & Salt Lake City
CA	4/1/2011	GS09Q11DLD7002	Cox California	CA
CA	4/1/2011	GS09Q11DLD7003	Level 3	CA

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
CA	4/1/2011	GS09Q11DLD7004	MetTel	CA
CA	4/1/2011	GS09Q11DLD7005	PaeTec Communications In.	CA
CA	4/1/2011	GS09Q11DLD7006	SBC Global Services Inc. dba AT&T Global Services	CA
CA	4/1/2011	GS09Q11DLD7007	Level 3 Telecom Holdings, LLC	CA
CA	4/1/2011	GS09Q11DLD7008	MetTel	CA
Hawaii	12/7/2011	GS09Q12DLD7003	Hawaiian Telecom	HI
Hawaii	12/7/2011	GS09Q12DLD7004	Level 3 Telecom Holdings, LLC (Emailed received 4/6 the company's name changed from Tw- Telecom Holdings Inc to Level 3 Telecom Holdings, LLC. Mod pending .	HI
AZ & NV	10/1/2013	GS09Q13DLC8552	Qwest dba CenturyLink	AZ and NV
AZ & NV	10/1/2013	GS09Q13DLC8553	Qwest dba CenturyLink	AZ and NV
AZ & NV	10/1/2013	GS09Q13DLC8554	Qwest dba CenturyLink	AZ and NV
AZ & NV	10/1/2013	GS09Q13DLC8555	Cox Arizona	AZ and NV
AZ & NV	10/1/2013	GS09Q13DLC8556	SBC Global Services Inc. dba AT&T Global Services	AZ and NV

Acquisition	Award Date	Contract	Contractor	Service Type or Service Area
AZ & NV LSA	10/1/2013	GS09Q13DLC8557	SBC Global Services Inc. dba AT&T Global Services	AZ and NV
DIPS	2/1/2012	GS10F12LPD0002	Qwest dba Century Link	Washington Oregon Idaho
SALSA I (State of Alaska LSA)	11/1/2013	GS10F14LPD0001	ACS Messaging, Inc.	Alaska boroughs: Kenai Peninsula, Anchorage, Juneau, Fairbanks North Star and Kodiak Island/Sitka
SALSA II (State of Alaska LSA)	11/1/2013	GS10F14LPD0002	GCI Communication Corp., Alaska Comm	Alaska borough: Ketchikan Gateway
WITS 3	11/1/2007	GS11T08BJD60001	Verizon	Voice, data, professional and video services NCR
WITS 3	11/1/2007	GS11T08BJD6002	Level 3	Voice, data, professional and video services, NCR

Appendix B: Acronyms

AAI	All Agency Inventory
AB	Agency Bureau
ACT-IAC	American Council for Technology-Industry Advisory Council
AHC	Agency Hierarchy Code
ATO	Authorization to Operate
ATP	Agency Transition Plan
BSS	Business Support System
BSST	Business Support System Testing
CAO	Chief Acquisition Officer
CIO	Chief Information Officer
CLIN	Contract Line Item Number
CO	Contracting Officer
COR	Contracting Officer's Representative
CoS	Continuity of Service
CRM	Customer Relationship Management
CSV	Comma Separated Values
DAR	Designated Agency Representative
DPA	Delegated Procurement Authority
EIS	Enterprise Infrastructure Solutions
E-MORRIS	Enhanced Monthly Online Records and Reports of Information Technology Services
ETS	Enterprise Technology Solutions
FAC-COR	Federal Acquisition Certification–Contracting Officer's Representative
FAR	Federal Acquisition Regulation
FAS	Federal Acquisition Service
FO	Fair Opportunity
FY	Fiscal Year
GAO	Government Accountability Office
GSA	General Services Administration
GSAAT	GSA-Assisted Transition
IAA	Interagency Agreement
IAG	Infrastructure Advisory Group
ILT	Instructor-Led Training
IT	Information Technology
ITCSC	IT Customer Service Center
ITC	Information Technology Category

LD	Long Distance
LGC	Local Government Contact
LL	Lessons Learned
LTM	Lead Transition Manager
NHC	Network Hosting Center
NIM	Network Inventory Module
N&T COI	Network and Telecommunications Community of Interest
NTP	Notice to Proceed
OCO	Ordering Contracting Officer
OMB	Office of Management and Budget
PBS	Public Buildings Service
PIC	Primary Interexchange Carrier
PMBOK	Project Management Body of Knowledge
PMO	Program Management Office
POC	Point of Contact
RFI	Request for Information
RFP	Request for Proposal
SIR	Service Instance Record
SLA	Service Level Agreement
SME	Subject Matter Expert
SOP	Standard Operating Procedure
SOW	Statement of Work
TAP	Transition Assistance Package
TCC	Transition Coordination Center
TCR	Transition Credit Reimbursement
TEA	Transition Engineering Assistance
TI	Transition Inventory
TM	Transition Manager
TO	Task Order
TOA	Transition Ordering Assistance
TOCO	Transition Ordering Contracting Officer
TOPS	Telecommunications Ordering and Pricing System
TPTM	Transition Progress Tracking Methodology
TPTR	Transition Progress Tracking Report
TSMP	Transition Strategy and Management Plan
WITS 3	Washington Interagency Telecom Services 3

Appendix C: Transition Entities

Please see gsa.gov/eistransition for the current list.

Appendix D: Stakeholder Register

Oversight				
Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
Agency Transition Sponsor	CIO or other senior executive	Champion of agency's transition program	External, Supporter	<ul style="list-style-type: none"> • Monitor transition progress • Manage escalations • Provide resources to the agency's transition team
GSA Senior and Executive Management	FAS Commissioner, ITC Assistant Commissioner, ETS Director, and Director of Acquisition Operations	Guide the program	Internal, Supporter	<ul style="list-style-type: none"> • Schedule enforcement • Communication with customer agency executives • Escalation to OMB
Media	<ul style="list-style-type: none"> • Industry Trade Magazines • Federal Radio • Commercial blogs, etc. 	Report newsworthy items regarding program	External, Neutral	<ul style="list-style-type: none"> • Highlight important program aspects • Communicate accomplishments
Office of Management and Budget (OMB)	Director, Office of Federal Procurement Policy (OFPP) and Resource Management Office (RMO)	<ul style="list-style-type: none"> • Address bottlenecks, delays • Approve agency budgets and distribute appropriations 	External, Supporter	<ul style="list-style-type: none"> • Emphasize focus on schedule and other priorities • Make recommendations for adjustment to schedule/process • Support budget requests
Contractor executive management (EIS, Networx, WITS 3, Regional local service contracts)	Executive sponsor of program team	Provide oversight of the telecommunications contractor's program	External, Supporter	<ul style="list-style-type: none"> • Monitor program • Provide resources • Act as point of escalation
U.S. Congress	<ul style="list-style-type: none"> • GAO • Oversight committees 	Congressional review and oversight	External, Neutral	<ul style="list-style-type: none"> • Audits • Helpful legislation

Agency Partners

Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
Agency Contracting Officer's Representative (COR)	Agency	Assist OCO with administering and implementing task orders	External, Supporter	<ul style="list-style-type: none"> Place service orders Accept or reject services Verify services meet technical requirements Confirm TO funding availability prior to ordering Help OCO's administer TOs Support Transition Managers in planning and executing the transition
Agency Ordering Contracting Officer (OCO)	Agency Procurement Office	Execute and administer agency's use of contracts in accordance with legal statutes, the FAR, and agency policies	External, Supporter	<ul style="list-style-type: none"> Award and administer FOs and TOs for services Determine fair and reasonable prices for catalog items, Task Order Unique CLINs, and Individual Case Basis CLINs Report past performance Place service orders Support Transition Managers in planning and executing the acquisition and transition
Engineering staff, local site contacts	Agency	<ul style="list-style-type: none"> Engineering: Integrate EIS services with other agency components Local site contacts: Coordinate access and building modifications to support EIS services 	External, Supporter	<ul style="list-style-type: none"> Support transition planning by defining requirements, objectives, processes, and risks Support the implementation of the agencies' transition plans
Lead Transition Manager (LTM)	Agency Telecom Project Management	Agency member responsible for	External, Supporter	<ul style="list-style-type: none"> Lead the planning, management, and implementation of the agency's transition

Agency Partners

Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
		overall project management of agency's transition		<ul style="list-style-type: none"> • Develop the Agency Transition Plan (ATP) • Serve as the agency's central point of contact to the TCC • Designate Supporting Transition Managers (TMs)
Networx Designated Agency Representative (DAR)	Agency Telecom	Order disconnection of services on Networx, WITS 3	External, Supporter	<ul style="list-style-type: none"> • Issue disconnects on Networx and WITS 3 • Help ensure that billing gets zeroed out
Other suppliers to the agencies	Suppliers	Support the implementation of the agencies' transition plans	External, Neutral	<ul style="list-style-type: none"> • Modify existing infrastructure, hardware, or software platforms to integrate with EIS services
Supporting Transition Managers (TMs)	Telecom Management throughout agency	Planning, management, and implementation of the agency's transition	External, Supporter	<ul style="list-style-type: none"> • Assign appropriate personnel • Confirm inventory of services to transition • Provide actionable transition plan • Develop solicitation(s) • Assist OCO with FO decisions • Transition services • Direct disconnection of expiring services
Transition Ordering Contracting Officer (TOCO)	Agency	Agency's acquisition lead for facilitating the OCOs use of the EIS contracts	External, Supporter	<ul style="list-style-type: none"> • Communication link between GSA and the OCOs within the agency • Share best practices for using the EIS contracts • Identify OCOs to receive training from GSA regarding ordering from EIS • Access GSA's acquisition experts for EIS

Transition Program Management

Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
GSA Transition Coordination Center (TCC) staff	Telecommunications Services Transition	<p>Provide guidance through the transition process and help agencies develop and execute their transition plans</p> <p>Monitor all agencies' transitions to provide a Government-wide view of transition status and progress</p>	Internal, Supporter	<ul style="list-style-type: none"> • Implement the transition program • Manage inventory data validation and refresh • Manage tracking and reporting of transition status and progress • Manage Tier 2 and Tier 3 Help Desk support • Manage customer outreach and assistance activities • Collaborate with agency partners and telecommunication suppliers to effectively plan and execute the transition program
TCC consulting team (contractors)	TCC support	TCC Program Management Office (PMO) support	Internal, Supporter	<p>Provide 2nd tier PMO support to TCC for:</p> <ul style="list-style-type: none"> • Project management and control • TCC operations • Customer outreach, training, and tools for customers and other transition stakeholders • Tier 2 and 3 help desk support • Transition assistance to agencies • Reporting and tracking • Inventory analysis, validation, and maintenance
TEA consulting team (GSA and contractors)	TCC support	Post-award network engineering assistance	Internal, Support	<ul style="list-style-type: none"> • Provide network engineering assistance to agencies for post-award implementation • Share best practices and lessons learned across agencies and with GSA

Transition Program Management				
Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
TOA team (contractors)	TCC support	Ordering assistance	Internal, Supporter	<ul style="list-style-type: none"> • Provide transition ordering assistance to agencies, to include consulting, guidance, and training • Share best practices and lessons learned across agencies and with GSA
Transition Program Director	Director of Transition Program and TCC	Program management	Internal, Supporter	<ul style="list-style-type: none"> • Develop, implement, and manage program plan • Manage TCC human and financial resources • Manage risks and facilitate problem resolution • Report progress to oversight stakeholders and implement their guidance and direction • Manage public and other external communications and exposure

ETS and Supporting Functions				
Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
Procurement Contracting Officer (PCO)	Acquisition Operations (QTA)	Conduct acquisition and award contracts	Internal, Support	<ul style="list-style-type: none"> • Award EIS contracts
Administering Contracting Officer (ACO) - Networx, WITS, Local Service, and EIS Contracting Officers	Acquisition Operations (QTA)	Administer contracts	Internal, Supporter	<ul style="list-style-type: none"> • Modify contracts as needed • Advise on contract terms and conditions • Communications liaison between GSA contracting and agency OCOs • Issue delegations of procurement authority (DPA) • Assist in resolving conflicts such as billing disputes and contract modification clarifications • Close out expiring contracts

ETS and Supporting Functions

Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
Customer Engagement Representative	Customer Engagement	Primary liaison between GSA and agency for transition activities	Internal, Supporter	<ul style="list-style-type: none"> • Support agencies throughout the transition planning process • Manage ETS's business relationships with the agencies and act as the voice of the agency within GSA. • Maintain list of agency contacts • Ensure the agency's satisfaction with delivery, operation, maintenance, and billing of services • Assist with ordering and trouble resolution
Area Telecommunications Managers (ATM) and WITS3 PMO	Transition and Service Delivery	Coordination of transition for regional and local services	Internal, Supporter	<ul style="list-style-type: none"> • Coordinate transition activities with Networx, EIS, and TCC PMOs • Assist with orders for GSA assisted transition • Liaise with local telecommunications suppliers • Liaise with agency regional representatives
Contracting Officer's Representatives (COR)	Business Management	Monitor and manage performance of EIS contractors	Internal, Supporter	<ul style="list-style-type: none"> • Track and manage performance of EIS contractors against applicable SLAs • Assist ACO in resolving conflicts such as billing disputes and contract modification clarifications
EIS Program Office	Business Management	Manage EIS Program	Internal, Supporter	<ul style="list-style-type: none"> • Develop EIS requirements • Participate in acquisition • Provide status reports on EIS contracts • Evaluate EIS contract modifications
GSA Legal	Office of General Counsel	Legal guidance and advice	Internal, Neutral	<ul style="list-style-type: none"> • Provide legal guidance • Reconcile any legal disputes

ETS and Supporting Functions

Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
IT Customer Service Center (ITCSC) Office of Customer Accounts and Research (CAR)	GSA Customer Service Organizations	Help desk support	Internal, Neutral	<ul style="list-style-type: none"> • 1st Tier PMO Support (ITCSC) • Conduct marketing and communications with agencies • Provide training to agencies
Networkx Program Office	Networkx Support and Integration	Manage Networkx Program	Internal, Supporter	<ul style="list-style-type: none"> • Develop Networkx requirements • Provide status reports on Networkx contracts • Evaluate Networkx contract modifications
Office of Public Affairs Portfolio Outreach	GSA Communications / Media Liaison	Report newsworthy items regarding program and interface with media	Internal, Neutral	<ul style="list-style-type: none"> • Capture and communicate accurate and timely status updates
Operations/Billing	Operations	Maintain EIS billing system and systems for expiring contracts	Internal, Supporter	<ul style="list-style-type: none"> • Provide updates on EIS billing, inventory where applicable • Administer billing system • Interface with GSA Finance for billing issues
Order Writing Center	Operations	Prepare orders for Regional local service customers	Internal, Supporter	<ul style="list-style-type: none"> • Process orders for full service customers and GSA assisted transition
Price and Technical Development Branch	Solutions Development	Solicitation assistance	Internal, Supporter	<ul style="list-style-type: none"> • Support scope reviews for agency FO solicitations

Telecommunications Suppliers				
Stakeholder	Organizational Position	Role	Classification	Requirements and Expectations
Networkx, WITS, Local Service, and EIS contractors	Contractors, Telecommunications Suppliers	Provide telecom and IT services according to contracts	External, Supporter, Resistor	Coordinate with TCC and agency to: <ul style="list-style-type: none"> • Implement EIS services and disconnects on current contracts as scheduled • Collaborate on transition planning and execution to share best practices and help resolve issues
Other Telecommunications Suppliers	Telecommunications Suppliers	Provide expert guidance and support to the Government and contractors	External, Supporter, Resistor	Collaborate on transition planning and execution to share best practices and help resolve issues

Appendix E: Risk Management Plan

The TCC's methodology for risk management comprises the following activities, which are described in the Risk Management Plan (published separately):

- Identify risks
- Perform qualitative and quantitative risk analysis
- Plan risk responses
- Develop and maintain risk register
- Monitor and control risk.

In accordance with the TCC Risk Management Plan, risks are identified, tracked, monitored, controlled and reported throughout the project lifecycle using the Risk Register.

E.1. Identify Risks

Risk identification is the iterative process of determining which risks may affect the project and documenting their characteristics. To identify and clarify risks, project team members and selected stakeholders use a variety of techniques, which include brainstorming, interviewing stakeholders, SWOT (Strengths, Weaknesses, Opportunities and Threats) analyses, and other techniques as appropriate. The project team then categorizes risks to help identify particular portions of the project that are subject to risk.

E.2 Perform Qualitative and Quantitative Risk Analysis

Qualitative risk analysis is the process of prioritizing risks for further analysis or action by subjectively evaluating the probability of occurrence and impacts on time, cost, scope, and quality. The following subjective ratings are used.

Probability of occurrence:

- High – Equally or more likely to occur than not to occur
- Medium – Somewhat less likely to occur than not occur
- Low – Significantly less likely to occur than not occur

Impact:

- High – Has the potential to greatly impact project cost, project schedule, or performance
- Medium – Has the potential to moderately impact project cost, project schedule, or performance
- Low – Has relatively little impact on cost, schedule, or performance

Inputs to qualitative risk analysis include roles and responsibilities for conducting risk management, budgets, and schedule activities for risk management, risk categories, and stakeholders' risk tolerances. The output of the risk analysis is the Risk

Quantification, where the values assigned to the qualitative impact and probability are summed, as shown in the figure below.

		Risk Quantification (Impact + Probability)		
Impact	High (3)	4	5	6
	Medium (2)	3	4	5
	Low (1)	2	3	4
		Low (1)	Medium (2)	High (3)
		Probability		

For risks that fall within the RED and YELLOW zones, the TCC develops an associated risk response plan. This plan may include both a risk response strategy and a risk contingency plan. Risks in the GREEN zone (that is, with low combined ratings of probability and impact) are included on a watch list for future monitoring, but these risks do not require a response in the Risk Register.

E.3 Plan Risk Responses

The TCC develops options and actions to enhance opportunities and reduce threats to project objectives. Strategies for negative risk or threats include mitigate, avoid, transfer, recover, or accept. Strategies for positive risk or opportunities include enhance, exploit, or share.

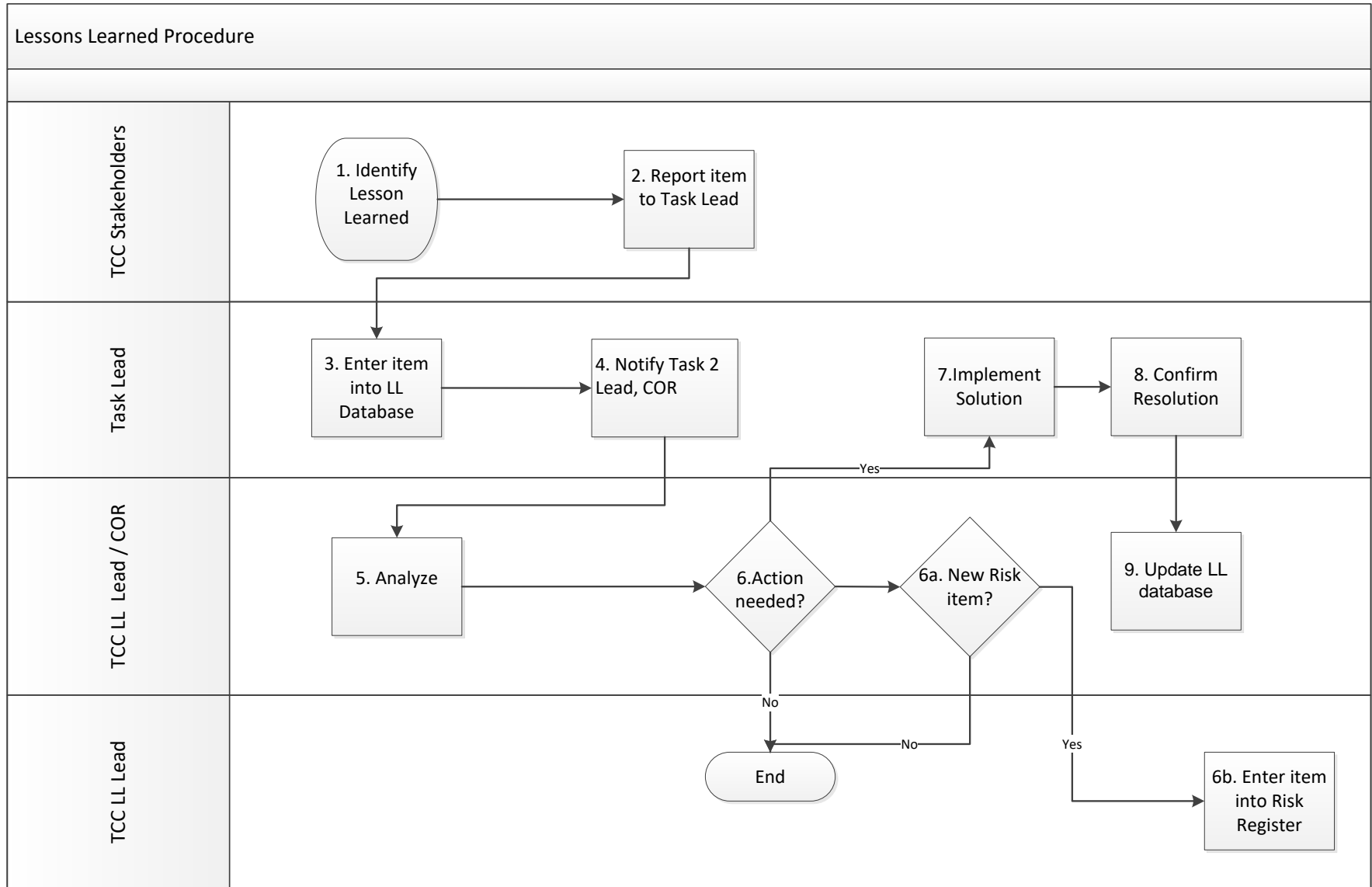
E.4 Maintain Project Documents

- The Transition Risk Register is updated quarterly, or more frequently if required, and contains detailed information about each risk.
- Any program risks that are identified or realized are documented in an Issues Log and tracked through final resolution

E.5 Monitor and Control Risks

This activity comprises implementing risk response plans, tracking risks, identifying new risks, and evaluating risk process effectiveness throughout the project. The Risk Management Plan (published separately) identifies the major risk management roles and associated responsibilities.

Appendix F: Lessons Learned Workflow



Appendix G: Prioritized Lessons Learned

Major Area	Lesson Learned	ETS Response and Action
Features of the Networkx Transition that Should be Retained and Improved	ETS's secure Transition Information Portal (TIP) used by agencies to maintain secure records of key transition personnel, data and documents shared with GSA.	Agencies share source selection documents with GSA through a secure Network Hosting Center and service inventory data through the secure E-MORRIS application.
Features of the Networkx Transition that Should be Retained and Improved	Secure access (provided for Networkx using the Network Services Hosting Center (NHC) and Agency Pricer tool) to the contractors' unredacted contracts and full contract life service prices to maintain transparency in pricing and facilitate the agency fair opportunity process.	NHC is used for EIS contract documents and Pricer tool.
Features of the Networkx Transition that Should be Retained and Improved	The Transition Coordination Center (TCC) and Help Desk that provided transition support to agencies, GSA Regions, and contractors.	The TCC and Help Desk are in place and active.

Major Area	Lesson Learned	ETS Response and Action
Features of the Network Transition that Should be Retained and Improved	Planning documents and training such as the <u>Transition Strategy and Management Plan</u> , the <u>Network Transition Ordering Guide</u> , and other transition support documents, including templates, forms, brochures, handbooks and guides, as well as GSA-conducted conferences, workshops, and classroom training that were available to guide agency transition personnel.	See gsa.gov/eistransition for the <u>TSMP</u> , <u>Fair Opportunity and Ordering Guide</u> , <u>Transition Handbook</u> , and a variety of other self-help tools and guides. Training is listed on gsa.gov/eis .
Features of the Network Transition that Should be Retained and Improved	Retain the concept of a transition reserve to support agency transitions funded by contract access fee.	GSA is implementing an approach for direct support to agencies that complies with the legal requirements of the Acquisition Services Fund, that is, primarily on a reimbursement basis.

Major Area	Lesson Learned	ETS Response and Action
Make Transition Easier	Remove Program Overlap	<p>The Networx program broadened contractor participation by creating two contracts, Networx Universal and Networx Enterprise, with different award criteria but overlapping services. This increased the complexity of the transition and became a source of confusion for agencies. This will not be repeated for the follow-on NS2020 program. Likewise, overlap between the ETS NS2020 portfolio and other GSA Information Technology Category (ITC) contracts will be carefully managed. The Federal Acquisition Service (FAS) emphasis on Category Management will help with this.</p>
Make Transition Easier	Improve Requirements Development	<p>ETS will take steps to simplify/facilitate the development of EIS program and agency requirements, leveraging industry practices and contracting process improvements.</p>
Make Transition Easier	Improve GSA Inventory, Work Flow, Configurator Capability	<p>Although the full range of such improvements cannot be identified and implemented until the characteristics of the follow-on program are better understood, improvements are being actively considered in the following areas:</p> <ul style="list-style-type: none"> ■ Inventory tracking and management, using the Service Order Completion Notice (SOCN) data currently collected from the Networx vendors. ■ Work flow planning, automation and management for the processes preceding, and constituting transition. ■ A “Configurator” capability to automate the identification and specification of network services and their often-complex interdependencies.

Major Area	Lesson Learned	ETS Response and Action
Make Transition Easier	Increased Transition Assistance to Agencies	ETS-provided training, tools/process automation, and pre-qualified contractor and/or government support (e.g., from GSA's Assisted Acquisition Services organization), along with management processes to monitor and sustain the effectiveness of the support provided.
Increase the Visibility of Transition	Establish Full Life Cycle Partnerships with Agencies' Senior Reps (CIO/CAO/CFO)	ETS is pursuing continuous relationships with senior representatives from agency CIO and Contracting organizations that have a stake in the procurement of network services to support agency missions. These relationships, supported by recurring senior management visits to agencies before, during and after the transition period, will help to encourage high level agency/GSA collaboration and create more effective partnerships between ETS and its customers by improving ETS's ability to understand the practical issues, perspectives and priorities they face. ETS is also pursuing the proactive use of Account Management methods to better understand and anticipate individual agency directions and network services needs. This will improve current program operations as well as lay the groundwork for more effective agency transition support.

Major Area	Lesson Learned	ETS Response and Action
Increase the Visibility of Transition	Senior CIO/CAO/CFO Leadership Groups Tasked to Drive Transition	ETS believes that senior leadership groups such as the CIO Council, the Chief Acquisition Officer (CAO) Council, or other groups with sufficient authority to set or influence agency prioritization, scheduling and resourcing of transition activities, should be given responsibility for driving transition planning and execution in collaboration with GSA and its oversight bodies. Including transition metrics on future OMB scorecards would positively reinforce this.
Increase the Visibility of Transition	Include Service Level Agreements that Addresses Contract Proposal to Delivery Timeline	ETS will address this situation by the establishment and enforcement of transition-specific SLAs that will provide visibility into and enforcement of reasonable intervals for contractor actions.
Increase the Visibility of Transition	GSA Complete Transition First	To demonstrate leadership, achieve early visibility into potential problems, and ensure rapid development of improvements to address them, ETS intends to work with the GSA CIO to establish GSA itself as the first agency to schedule and implement its transition to the NS2020 Network follow-on contract. This will allow the lessons learned by GSA to serve as the basis for proving in ETS tools and processes, identifying and implementing program corrections, and establishing transition best practices for other agencies to benefit from.

Major Area	Lesson Learned	ETS Response and Action
Pre-Stage Service Ordering Activities	Agency Partners Work Acquisition and Stage Requirements	ETS will work with its agency partners to establish best practices and procedures for staging service orders in parallel with the execution of other acquisition activities rather than doing so in a serial fashion after FO is complete and awards have been made. The intent is to identify an optimal sequencing of service orders, to capture and structure the data that will be used to populate the highest priority orders first, and to use that data to place orders as soon after award as the contractor is able to accept them.
Pre-Stage Service Ordering Activities	Focus on Complex Data and OCONUS Services First	In complex agency networks, some services or capabilities are foundational and common to all users, and some are specific to certain locations and users. Complex agency-specific services may also require longer intervals to implement and be needed at all agency locations. Services such as these can serve as implementation timeline bottlenecks and so should receive priority attention in the sequencing of orders. ETS will provide guidance and support to agencies to facilitate this.
Pre-Stage Service Ordering Activities	GSA Builds Excess Regional PBX Trunking Capacity	Until the new services are installed, tested and stable, parallel operations will be maintained and the Region will need to provide sufficient capacity to maintain connectivity between the local provider and both national providers. Rather than wait until agency transition activities are underway to order this additional capacity, ETS will work with the GSA Regions to order and provision the required connectivity before the agency transition activities begin.

Major Area	Lesson Learned	ETS Response and Action
Phase or Stagger Transition	Transition “Ladder” with Staggered Task Orders	This would involve joint planning of transition activities across agencies and service providers to “smooth out” the sequencing of Task Orders (TOs) and their associated individual order entries to make better and more realistic use of available resources.
Phase or Stagger Transition	Staggered Parallel Vehicles (Speed vs. Best Price)	By establishing a follow-on vehicle well before the expiration of an established vehicle, ETS could create a longer interval to effect the transition between the two without the use of bridge contracts or significant peaking of transition resource needs.
Phase or Stagger Transition	Congressional Mandate for Phased Transition	This would involve the creation and enforcement of a phased transition approach that would be imposed on agencies by mandate.
Delay Transition	Utility-like Long Duration (15 year) Transport Services	The technologies underlying network transport services do not evolve quickly, and in practice, agency use of connectivity and transport services, once established, tends to persist for long periods of time, just as for other utility-like connected services such as water, gas and electric services. Recognizing the utility-like nature of commercial network transport services, long duration contracts with periods of performance of 15 or more years could be established to allow continuity of transport connectivity, while allowing shorter-duration contracts for the more dynamic elements of the network solutions carried over that transport.

Major Area	Lesson Learned	ETS Response and Action
Delay Transition	Task Orders Extending Beyond Base Contract	By allowing TOs to extend for a defined maximum period (typically 5 years) beyond the expiration of the base ETS contract, agencies would have a longer time to carry out transition activities without ETS needing to negotiate bridge contracts.
Delay Transition	Parallel GSA “Shared Service” Single Award Vehicle	By competing and awarding a single-award contract vehicle to deliver shared network services to all government agencies, with a Period of Performance beginning before the expiration of current multiple-award vehicles, ETS could reduce the time and effort required to achieve transition.
“Avoid” Transition	Long Duration ID/IQ Vehicles with On/Off Ramps	This would combine some of the traditional aspects of ETS Indefinite Delivery/Indefinite Quantity (ID/IQ) vehicles with the longer effective contract durations and on/off ramping capabilities more typical of Multiple Award Schedules.
“Avoid” Transition	Offer Mature Services on Schedule 70	As the technologies underlying network services reach maturity and further development of features and improvements slows and eventually stops, such services effectively become commodities that lack functional differentiation and eventually become obsolete. Current examples include local switched voice services, and Frame Relay data services. By excluding such services from its new competed ID/IQ vehicles and instead allowing them to be offered via IT Schedule 70, ETS can obviate the need for agencies to transition them from its expiring contracts to its follow-on contracts, simplifying transition.

Major Area	Lesson Learned	ETS Response and Action
"Avoid" Transition	New Telecommunications Schedule	If ETS chose to create a new Schedule vehicle instead of an ID/IQ vehicle for the delivery of most or all network services to its agency customers, many aspects of current ETS ID/IQ programs could be replaced and simplified.