



U.S. General Services Administration

Federal Acquisition Service

GSA TRANSITION COORDINATION CENTER

TRANSITION HANDBOOK *NETWORX, WITS 3, AND GSA REGIONAL LOCAL SERVICES TO ENTERPRISE INFRASTRUCTURE SOLUTIONS (EIS) CONTRACTS*

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1 PURPOSE

The General Services Administration (GSA) developed this handbook for agencies and other stakeholders to facilitate a successful, timely, and orderly transition of services from the expiring Networx, Washington Interagency Telecommunications Systems (WITS) 3, and GSA Regional local services contracts to the Enterprise Infrastructure Solutions (EIS) contracts.

This document advocates the importance of coordination and cooperation among transition stakeholders. This is achieved by (1) defining a standardized approach for all agencies across the government, (2) recommending a sequence of transition events, (3) describing transition roles and responsibilities, and (4) providing guidance on transition processes and procedures from the agencies' perspective. This handbook provides a framework for agencies to manage a successful transition by describing the essential activities to prepare for, execute, and track transition. It includes an overview of activities agencies perform to order services under the new contracts and complete their transitions.

2 BACKGROUND

GSA's Network Services 2020 (NS2020) represents a portfolio of contracts that provide the flexibility and agility to support agency migrations to future technologies while adhering to the high-level objectives laid out in the Information Technology (IT) Reform Plan and Digital Government Strategy. NS2020 enables interoperability and furthers the migration from legacy technologies to a converged Internet Protocol (IP) environment with common, core security standards through an expansive array of modern telecommunications and IT service offerings. As part of the "Infrastructure Solutions" component of NS2020, the EIS contracts provide high-quality telecommunications and network services and solutions that meet or exceed agency requirements, conform to government policies and standards, and offer competitive pricing. EIS provides continuous competition to satisfy specific networking projects, emerging requirements, technology refreshment, and access to innovative solutions. The combination of more services, greater competition, and improved performance provides significant incentive to transition to EIS.

3 SUCCESSFUL TRANSITION

In addition to the benefits of transitioning to EIS, stakeholders must be mindful of the critical schedule for completing transition. GSA will help agencies through transition; however, it is up to the agencies to execute transition before the Networx, WITS 3, and GSA Regional local services contracts expire, either by competitively ordering replacement services on EIS or by justifying a sole-source action to move existing services from the current provider's Networx, WITS 3, and GSA Regional local services contracts to their EIS contract, if that is available. The Networx, WITS 3, and GSA Regional local services contracts will expire in May of 2020. Agencies must begin planning now and have detailed plans, current inventories, resources, and processes in

place to execute transition as soon as the EIS contracts are awarded. Agencies must expect to complete transition by May 2020 to maximize the savings from EIS prices and avoid the disruption caused by the expiration of the existing contracts. Therefore, many related actions, such as developing task order solicitations, should be completed prior to the award of the EIS contracts.

In concert with agency customers, contractors, and oversight organizations, GSA will implement a transition strategy that capitalizes on lessons learned from previous transitions to effect a successful transition. The key elements of this strategy follow:

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

The engagement of executive management is critical to secure and focus the resources across the agency to plan and implement the transition, to track progress, and to respond to risks. GSA will ask each agency to identify, by name, an executive sponsor for the transition. Another fundamental requirement is early assignment of a Lead Transition Manager (LTM) and a Transition Ordering Contracting Officer (TOCO) that understands the Federal Acquisition Regulation (FAR) and agency's policies for selecting a contractor and has a repertoire of workable approaches to meet the agency's transition requirements.

3.2 Agency Transition Plan

Agencies must develop a transition plan and provide it to GSA. GSA will track this as a critical milestone to be completed by October 2016, with updates and additional detail as needed throughout transition.

3.3 Early and effective support from GSA to Agencies

From the earliest agency engagements, GSA will provide 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 will work with the existing Network, WITS 3, and GSA Regional local service contractors to conduct the initial validation of inventory. GSA will provide training and a user's guide for ordering on the EIS contracts.

3.4 Phased, orderly approach

GSA will coordinate with agencies and contractors to develop a recommended sequence of transition orders to achieve early progress, level resource demands, and minimize backlogs. GSA will work with all stakeholders to guide transition through this sequence.

3.5 Transparency and meaningful reporting

GSA will define and openly track major milestones and report agencies' progress to OMB. Measures of transition progress will be developed in collaboration with agencies and

contractors and will be representative of business volume and the complexity of services being moved.

4 TRANSITION OVERVIEW

For the purposes of this handbook, transition is defined as the movement of services from the expiring Networx, WITS 3, and GSA Regional local service contracts to EIS and continues until all services have been disconnected. Transition planning, execution, and management activities are critical to a successful transition to EIS and require participation by all relevant stakeholders. Agencies using Networx, WITS 3, and GSA Regional local service contracts have the primary responsibility for completing transition successfully; accordingly, they should have an executive level sponsor for the agency's transition.

GSA, as the owner of the contracts and Program Management Office (PMO), supports the agencies by managing the contractors, and the program's Transition Coordination Center (TCC) provides Government-wide transition planning, execution, progress tracking, and reporting. GSA established the TCC, which is staffed by both GSA and contractor personnel, to assist and support Agencies and the GSA Regions with the movement of services from the expiring contracts to EIS. The TCC's customers are both internal and external to GSA and include the GSA Regions, agencies, existing contractors, EIS contractors, and oversight organizations such as the Office of Management and Budget (OMB) and Government Accountability Office (GAO).

4.1 Transition Approach

In its report GAO-06-476, TELECOMMUNICATIONS: Full Adoption of Sound Transition Planning Practices by GSA and Selected Agencies Could Improve Planning Efforts, June 2006, the GAO identified the following best practices for conducting effective transition planning:

1. Establish an accurate telecommunications inventory and an inventory maintenance process
2. Perform a strategic analysis of telecommunications requirements and use this to 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 will use 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 will require
5. Develop a transition plan that includes transition objectives, measures of success, and risk assessment, and a detailed timeline.

In a subsequent audit of transition practices, GAO reported in GAO-14-63,

TELECOMMUNICATIONS: GSA Needs to Share and Prioritize Lessons Learned to Avoid Future Transition Delays, December 2013, that each agency should develop a transition project management plan that includes “a time line of all activities that need to be completed, taking into account priorities relative to the agency’s mission critical systems, contingency plans, and identified risks.” Agencies’ transition teams, including project managers, telecommunications specialists, and contracting officers, should develop the Agency Transition Plan (ATP) and coordinate with executive leadership, such as the Chief Information Officer (CIO) as executive sponsor and other executives such as the Chief Financial Officer, Chief Acquisition Officer, and Chief Human Resources Officer as appropriate. An outline to the ATP is included in Appendix B to facilitate this process. The executive sponsor must then deliver the ATP to GSA’s Assistant Commissioner of Federal Acquisition Service (FAS)/Integrated Technology Services (ITS) by October 2016. The standardized format and required delivery ensure all stakeholders—including and especially the contractors—are aware of the agency’s plan and can better support meeting the agency’s objectives in conjunction with the overall objectives of the transition program.

4.2 Transition Sequence of events

To keep the focus on timely transition, GSA has identified critical milestones for agencies to meet. These, along with other common steps in transition, comprise the following activities necessary for agencies to successfully complete transition:

- **PRIOR TO AWARD OF EIS CONTRACTS**
 - Develop funding requirements and coordinate with agency budget submissions for FY 2017 – 2020. Task orders on EIS will require funding at the time of issue; therefore, it is critical that agencies budget for installation charges for services on EIS starting in FY17. GSA can help estimate those charges and advise on strategies to minimize the cost to the agencies. For additional information, contact your Technology Service Manager (TSM).
 - Identify the Agency Transition Sponsor
 - Understand EIS Services, management and operations requirements, and pricing structure; become familiar with the EIS Request for Proposal (RFP) (see gsa.gov/eis) and subscribe to Interact at <https://interact.gsa.gov/eis> for real-time notifications of updates
 - Appoint both a Lead Transition Manager (LTM) and Transition Ordering Contracting Officer (TOCO) and identify transition organization (see Section 5, Roles and Responsibilities)
 - Confirm existing Network, WITS 3, and GSA Regional local service inventories to ensure they are accurate and current by October 2016; for instructions go to gsa.gov/eis
 - Evaluate current technical solutions and develop transition planning for target technical solutions, including upgrades, transformations, retirement, or other changes
 - Develop Agency Transition Plan (ATP) by October 2016

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- Estimate human resource requirements and coordinate with agency staffing and training plans for FY 2016-2020
- Initiate solicitations for the FO process to select EIS contractors, such as RFPs for complex requirements and RFQs for simple requirements
- Execute an Interagency Agreement (IA) with GSA for assistance, as applicable.
- **AFTER AWARD OF EIS CONTRACTS**
 - Attend training and receive a Delegation of Procurement Authority (DPA) from GSA to agency Ordering Contracting Officers (OCOs)
 - Conduct fair opportunity selection of contractor(s) and award fully-funded Task Orders (TOs)
 - Update ATP as appropriate and share with GSA
 - Order services for transition on EIS
 - Order disconnects on Network, WITS 3, and GSA Regional local service contracts.

Figure 1 below, Transition Sequence of Events, depicts a sequence of events and deadlines for agencies to successfully accomplish transition activities. Note that in order to expedite the FO process, agencies are advised to begin preparing their solicitations in advance of EIS award and expect to release those solicitations as soon as possible after award.

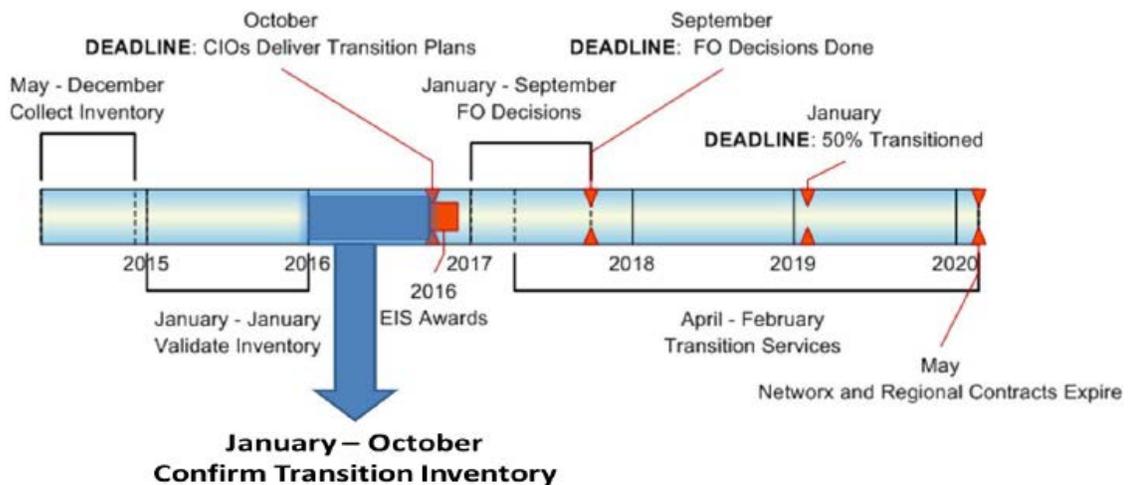


Figure 1: Transition Sequence of Events

5 Roles and Responsibilities

This section describes the roles and responsibilities of key personnel for transition to EIS.

5.1 Agency Transition Sponsor

Each agency should have an executive level manager that sponsors the agency's transition project; the lessons learned in previous transitions highlight the need for this support. The sponsor likely would be the CIO or executive of the organization to which the transition manager and team report or that otherwise has influence to secure the financial and human resources for the transition. The sponsor serves as a spokesperson to senior agency leadership, is the primary interface and partner to GSA executives, and is the agency's representative accountable to oversight organizations, such as OMB. Important activities for the Agency Transition Sponsor include approving the agency's ATP and serving as an escalation path. For department level agencies, the sponsor should represent all components within the department.

5.2 Agency Transition Managers

Each agency should have a Lead Transition Manager (LTM) and may also designate other supporting transition managers (TMs). A TM is a Government employee (or appointed contractor) who leads the planning, management, and implementation of the agency's transition of services from Networx, WITS 3, and GSA Regional local service contracts to EIS. 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. In GAO-14-63, GAO reported that "weaknesses in agencies' project planning also contributed to the delays" in the transition to Networx. Therefore, the LTM must have strong project management, communications, and interpersonal skills and be a recognized leader within the agency.

The process for establishing a transition team starts with the Agency Transition Sponsor designating the LTM for the agency. The sponsor communicates this designation to GSA. The LTM may then designate other supporting TMs for the agency.

Agency TMs:

- Engage agency staff to address requirements
- Provide overall project management of the agency's transition to EIS, including meeting milestone deadlines and managing project risks
- Plan and prepare agency-specific transition strategies and the ATP along with more detailed plans as needed
- Execute, track, and report on activities of the overall transition to ensure that the Agency Transition Sponsor, agency management, GSA, and oversight groups are well aware of the status and any jeopardies to meeting the schedule
- Identify the Agency-Bureau (AB) codes that fall under the authority of the agency, any hierarchical organization of those codes, and the mapping of Agency Hierarchy Codes (AHCs) to AB codes
- Confirm the agency's inventory of services to transition
- Ensure transition orders are placed in a timely fashion; prioritize orders for services

- that have lengthy or complex installations
- Serve as the interface to the GSA TCC
- Coordinate training by GSA for the agency's transition team and support personnel
- Escalate issues to GSA, the EIS contractors, or agency management and Agency Transition Sponsor as appropriate
- Submit or validate and forward requests for agency personnel to access transition systems in order to centrally control who has what authorities within each system.

5.3 Ordering Contracting Officers

The agency's Ordering Contracting Officers (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. The TOCO is the agency's acquisition lead for facilitating the OCOs use of the EIS contracts; this is a role new to the transition to EIS after learning during the transition to Networx 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.

OCOs are responsible for following the ordering procedures, including the FO selection of contractors, in compliance with the Federal Acquisition Regulation (FAR), the terms and conditions of the EIS contracts, and any agency policies to place task orders (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 TSM.

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 Delegation of Procurement Authority (DPA) from GSA.

5.4 GSA Regional Services

GSA will be responsible for transitioning all services currently provided by the GSA Regional local service contracts in GSA Regions 1-10. GSA will select the EIS contractor(s) (in accordance with FAR 16.505), award task orders, track implementation of replacement services, and disconnect expiring services. Wherever possible, GSA will transition both local and long distance services to the EIS contract; agencies wanting to handle local and long distance separately should contact their TSMs as soon as possible. GSA will coordinate with the agencies to ensure all current GSA

Regional Telecommunication services are transitioned to EIS as well as any new requirements. Note that agencies using WITS 3 contracts (Region 11) will transition their own services.

6 Lessons Learned from Previous Transitions

In its report GAO-14-63, *GSA Needs to Share and Prioritize Lessons Learned to Avoid Future Transition Delays*, December 2013, GAO recommended GSA “fully archive, share, and prioritize lessons learned” from the previous transition to Networx. GSA maintains a database of lessons learned from previous transitions, predominately from FTS2001 to Networx, and will make available extracts from the database in searchable format. For the most current data, agency transition planners may request reports from the database, and GSA will provide them following the process outlined below.

- Agency contacts the customer service contact at GSA with the requirements, search, or filter criteria, such as, report of lessons learned affecting transition; report of all lessons learned, etc. The categories available for search and filter criteria are:
 - Acquisition planning
 - Program management
 - Risk management
 - Regional services
 - Transition coordination center
 - Transition execution and management
 - Transition planning
 - Transition reporting
 - Training and staffing
 - Transition support tools
- The customer service contact will forward the customer request to the Transition Coordination Center (TCC)
- The TCC will process the request and return the requested report to the requesting agency contact

7 Transition Planning

As stated in Section 4.1 of this document, each agency must prepare an Agency Transition Plan (ATP). The ATP is an important tool for communicating the agency’s requirements, expectations, and approach to other transition stakeholders, including GSA, OMB, and contractors. The ATP must address at least the topics defined in Appendix B, Agency Transition Plan Outline. The Agency Transition Sponsor is to approve and deliver this plan to GSA’s Assistant Commissioner for ITS within one year after release of the EIS RFP, that is, by October 2016. GSA will review the ATP and provide feedback to the agency. The ATP will guide the agency’s transition and, therefore, the LTM should update it as needed to remain current and relevant.

Transition planning at the agency level involves identifying key personnel and forming an Integrated Transition Team, confirming inventory, defining requirements and determining the order placement process, and arranging for GSA assistance, as needed. The following sections outline these planning activities.

7.1 Identify Key Agency Personnel

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

- Agency Transition Sponsor
- 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 be support contractors and can include financial analysts and billing personnel, local site contacts, information assurance or IT security experts, or network engineers.

7.2 Confirm Inventory

GSA's role in inventory establishment is to develop, validate and maintain an accurate Transition Inventory (TI). Building on lessons learned from previous transitions, GSA has conducted 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 and subsequently provided the TI to the agencies to confirm it is sufficiently complete and accurate for transition planning and tracking.

Confirmation of accurate Networx, WITS 3, and GSA Regional local service inventories ensures agencies and stakeholders have a comprehensive understanding of the services that must be disconnected and provides information for planning for the initial growth of services on EIS. TI confirmation is a critical requirement for a successful transition as identified in the Networx Lessons Learned. An accurate and complete inventory:

- Assists agencies with transition planning by identifying the services to be transitioned and subsequently disconnected from Networx, 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, contractors, and services.
- Serves as an input to the GSA provided on-line site for transition tracking.
- Must be confirmed by October 2016; agencies signal completion of the confirmation by asserting such in the ATP. For more assistance with the confirmation process, please see the instructions at gsa.gov/eis or contact

eistcc.inventory@gsa.gov.

7.3 Define Requirements and Order Placement Process

EIS service requirements are driven by agency-specific mission needs and operational models. Requirements 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 RFP, paying particular attention to performance specifications for services in Section C, management and operations requirements in Section G, service level agreements, and deliverables. This analysis will determine how the EIS service offerings can best meet an agency's needs. Requirements can then be grouped into one or more TO solicitations, using Statements of Work (SOWs) as needed, and a contractor can be selected through the process in compliance with FAR 16.505 to meet the agency's requirements.

Define Requirements
Contact your TSM for assistance with writing an SOW, RFP, or RFQ.

The steps for defining requirements and determining the order placement process include:

- Determine and document requirements
- Conduct market research
- Develop acquisition plan (inclusive of the IGCE)
- For all acquisitions above the micro purchase threshold (\$3,500) fair opportunity is required, however the requirements differ based on the dollar thresholds in FAR 16.505, such as is explained in the following paragraphs:

Above \$3500 but below \$150K:

- Provide each awardee a fair opportunity to be considered for each TO
- If the order does not exceed the simplified acquisition threshold, the OCO need not contact each of the awardees under contract before selecting a TO awardee if the OCO has information available to ensure that each awardee is provided a fair opportunity to be considered for each TO

Above \$150K but below \$5.5M:

- Provide a fair notice of the intent to make a purchase, including a clear description of the supplies to be delivered or the services to be performed and the basis upon which the selection will be made to all contractors offering the required supplies or services under the contract
- Afford all contractors responding to the notice of a fair opportunity to submit an offer and have that offer fairly considered

Above \$5.5M:

- A notice of the solicitation that includes a clear statement of the agency's

requirements

- A reasonable response period (as defined by the OCO on the solicitation)
- Disclosure of the significant factors and sub-factors, including cost or price that the agency expects to consider in evaluating proposals, and their relative importance
- If the award is made on a best value basis, a written statement documenting the basis for award and the relative importance of quality and price or cost factors
- An opportunity for a post award debriefing
- Analyze requirements to determine whether a contractor can be selected based on available information or if the agency needs information from the contractors
 - For pre-priced contract items or to request additional discounts, the agency must define requirements in the solicitation
 - For more complex, customized, or un-priced (individual case basis—ICB) requirements, the agency will need to compose those requirements into a SOW for inclusion in the solicitation
- Decide how many solicitations are appropriate and develop them. Each solicitation can result in one or more TOs upon selection of the contractor(s)
- Determine order placement process to be used in compliance with FAR 16.505 and in accordance with the terms and conditions of the contract
- Conduct fair opportunity, as required and according to the defined order placement processes
- Award a TO(s) based on the results of the FO process; TO(s) must be fully funded
- Place service orders against TO(s), including reference back to the TO(s)

GSA is developing an Ordering Guide that will be available in the future.

7.4 Arrange for GSA Assistance

7.4.1 GSA-Assisted Transition

For agencies that have very straight-forward transitions and have limited staff to conduct the transition, GSA may perform most of their transition for them. An example of a transition that could meet this requirement is a smaller agency with only voice services and basic internet connectivity requirements through Networx; although, other types of services could also qualify. The agency will execute an Interagency Agreement (IA) with GSA authorizing GSA to make the FO decision, order services on EIS, and have the services disconnected from Networx, WITS 3 and GSA Regional local service contracts on behalf of the agency. GSA will contact agencies that are candidates for this assistance, or agencies may inquire through their TSM.

7.4.2 Transition Assistance

For agencies not in the GSA-Assisted Transition program, the TCC offers assistance in other forms. While each agency is responsible for its own transition to EIS, agencies may request GSA's assistance with transition activities. For example, help is available for the following:

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- Inventory Confirmation
- Solicitation Development
- Pricing Research
- Transition Planning
- Training Ordering Process

The TCC provides assistance tailored to each agency's needs, and agencies can request assistance as needed as well as receive dedicated assistance. The TCC can help agencies through the FO process and ordering services from the EIS contract, including analyzing customer requirements, proposing solutions and assessing their feasibility, making recommendations for service selection, determining the cost of the services, selecting an EIS contractor, and guiding customers on placing orders for those services.

Dedicated assistance for transition ordering will be direct, in the form of third-party contractor support. The Network Services Program will fund a task order(s), to be established under a GSA contract, in order to provide direct contractor support.

An agency can request assistance by contacting its TSM at GSA and should certainly consider it while developing the ATP and include any requirements in that plan when delivering it to GSA prior to the EIS award. The assistance offered by GSA is available to the agencies for a specific set of requirements and is not meant to augment an agency's staff or perform inherently government functions.

7.4.3 GSA TCC Training Plan

The GSA TCC Training Plan for EIS consists of courses designed to assist agencies with the transition to EIS. Training modules will be available through Instructor Lead Training (ILT) and ELearning modules. To find out what training is available and how to access it, see www.gsa.gov/eistransition.

Training modules will include the following topics:

- EIS Fundamentals
- Transition Inventory
- EIS Pricing Structure
- EIS Pricer
- Solicitation/SOW Assist Tool
- Fair Opportunity
- DPA
- EIS Task and Service Ordering Process
- Billing and Disputes
- Introduction to GSA Conexus

8 Transition Management and Implementation

8.1 Award Task Orders

GSA will be publishing an Ordering Guide with more detailed guidance on the process. In the interim, the summary information below can assist with planning.

When developing task order solicitations, agencies should be mindful of factors that can facilitate or expedite the task order award process and result in the best solution at the best price. Variations are certainly allowable but may increase the time for contractors to develop proposed solutions and can increase cost. These factors include:

- Minimizing customized service level agreements or billing requirements beyond those specified in the EIS contracts.
- Providing detail to describe requirements more comprehensively, for example, including the transition inventory for services to be replaced.
- Describing requirements functionally rather than as pre-defined technical solutions or specific products.
- Using pricing templates structured similarly to those in the EIS contracts.

Through the order placement process for each set of requirements, the agency's OCO will select the EIS contractor best suited to provide the required services and execute a TO with the contractor. The OCO must obligate sufficient funds on the Task Order to cover the base period of the task order. Agencies may elect to place service orders. If elected, service orders must be within scope of the task order and EIS contract, and cannot obligate funds or exceed the established funding on the task order. The funding obligation on the task order may be a not-to-exceed (NTE) amount. Subsequently, the agency may begin placing service orders against the TO following the process described in Section 8.2, Ordering Process

8.2 Ordering Process

Once the TO has been awarded, the agency orders service directly from the selected EIS contractor, within the scope, prices, ceiling value, and terms and conditions of the OCO-awarded TO. The TO must identify the OCOs and Contracting Officer's Representatives (CORs) who have authority to order services. The selected EIS contractor may consult with the agency to expedite the ordering process and to provide the tools needed to ensure that all orders are properly placed. The EIS contractors may also provide training to the agency on placing orders for their services.

8.3 Transition Tracking and Reporting

GSA tracks transition across the government and reports the progress of transition activities to ensure transition occurs on schedule. GSA's TCC uses tracking data to analyze trends to identify problems with a specific contractor, a certain service, or an agency in need of transition assistance and to formulate resolutions proactively. Tracking and reporting of EIS transition status enables the EIS PMO, GSA senior management,

agencies, and the contractors to forecast the complexity and duration of transition for financial and human resource planning. It also allows decision-makers to track progress against the impending expiration of the Networx, WITS 3, and GSA Regional local service contracts and take action if needed.

GSA's tracking of EIS transition progress employs three methods of data collection and analysis:

- Record agency decisions and plans that indicate an agency's readiness for transition
- Measure the extent to which services are being implemented on EIS contracts and are being disconnected from expiring Networx, WITS 3, and GSA Regional local service contracts
- Inspect reports to identify major or chronic issues or negative trends.

Measures and tools to track transition progress are under development. They will likely include measures of the rate of disconnected services from Networx and the growth of business on the EIS contracts.

8.4 Stakeholder Communications for Transition

Communications with stakeholders play a critical role in the successful transition of an agency's telecommunications services. Several methods of communication have been established to assist agencies with communications throughout transition. These methods include:

- Infrastructure Advisory Group (IAG)
- Help Desk
- EIS Transition websites

8.4.1 Infrastructure Advisory Group (IAG)

The IAG provides guidance to GSA on its IT and telecommunications programs. It assists with developing a consensus on common issues that affect multiple agencies; as such it will attend to the development of new GSA contracts. The IAG promotes collective government planning related to the transition to the EIS contracts.

8.4.2 Help Desk

GSA's IT Customer Service Center (ITCSC) is available to agency customers and contractors to help resolve issues and questions regarding transition. The ITCSC does not replace the EIS, Networx, WITS 3, or GSA Regional local service contractors' customer service or trouble management services. It is primarily a means for contacting the Transition Coordination Center (TCC) and the GSA program team. Agencies can reach the ITCSC by calling 855-482-4348 or email at itcsc@gsa.gov.

Help Desk

For assistance, contact your TSM or the IT Customer Service Center (855) 482-4348.

8.4.3 EIS Transition Websites

The TCC will stand up and manage a website within the GSA web infrastructure to support the transition to EIS. The transition website will provide transition guidance to federal agency customers and share transition status with the agencies and the general public. Tools on the website will include a wide variety of support documents such as Standard Operating Procedures (SOPs) and guides; transition training such as video learning; FAQs and other basic resources; and, as appropriate, data on transition status. The information on the EIS transition website will be specific to transition activities; updates on EIS and preliminary transition information is currently available on gsa.gov/eis.

8.5 Disconnects

Disconnecting an agency's Networkx, WITS 3, or GSA Regional local services is the last milestone in transition to EIS. For every EIS transition order there should be corresponding Networkx, WITS 3, or GSA Regional local service disconnect orders. The TI also reflects Networkx, WITS 3, and GSA Regional local service disconnects for services moved to other contract vehicles or disconnected and not replaced.

9 Summary

Telecommunications services must transition from expiring Networkx, WITS 3 and GSA Regional local service contracts. GSA provides guidelines and direct assistance to agencies on managing the transition of their services to EIS contracts. Agencies can request additional information on transitioning Networkx, WITS 3 and GSA Regional local services to EIS from their GSA TSM or by contacting the ITCSC.

Disconnects

For more information concerning disconnecting Networkx, WITS 3, or GSA Regional local services, please see the redacted contracts for your contractor.

Contact Us

For more information on Networkx, NS2020, or EIS, please contact your GSA TSM or the IT Customer Service Center (855) 482-4348, ITCSC@gsa.gov.

Appendix A – Acronym List

AB Code:	Agency Bureau Code
AHC:	Agency Hierarchy Code
ATP:	Agency Transition Plan
CIO:	Chief Information Officer
COR:	Contracting Officer's Representative
DPA:	Delegation of Procurement Authority
EIS:	Enterprise Infrastructure Solutions
ELearning:	Electronic (computer based) Learning
FAR:	Federal Acquisition Regulation
FAS:	Federal Acquisition Service
FAQ:	Frequently Asked Questions
FO:	Fair Opportunity
FY17:	Fiscal Year 2017
GAO:	Government Accountability Office
GSA:	General Services Administration
IA:	Interagency Agreement
IAG:	Infrastructure Advisory Group
ICB:	Individual Case Basis
IGCE:	Independent Government Cost Estimate
ILT:	Instructor Led Training
IP:	Internet Protocol
IT:	Information Technology
ITCSC:	Information Technology Customer Service Center
ITS:	Integrated Technology Services
LTM:	Lead Transition Manager
NS2020:	Network Services 2020
NTE:	Not-to-exceed
OCO:	Ordering Contracting Officer
OMB:	Office of Management and Budget
PMO:	Program Management Office
RFP:	Request for Proposal
RFQ:	Request for Quote
SOW:	Statement of Work
TBD:	To be determined
TCC:	Transition Coordination Center
TI:	Transition Inventory
TM:	Transition Manager
TO:	Task Order
TOCO:	Transition Ordering Contracting Officer
TOPS:	Telecommunications Ordering and Pricing System
TSM:	Technology Service Manager
WITS 3:	Washington Interagency Telecommunications System 3

Appendix B – Agency Transition Plan Outline

1 Project Scope and Charter

Describe the business needs, current understanding of needs of users across the agency, and services the project is intended to provide. Include the following areas:

- Purpose or justification
- Measurable objectives and success criteria
- High-level requirements
- High-level risks
- Summary milestone schedule
- Summary budget.

2 Leads for Integrated Transition Team

Identify names and contact information for the following roles:

2.1 Agency Transition Sponsor

CIO (or other) Senior Executive Service Sponsor – Lessons learned from previous transition have highlighted the need for an executive level manager that sponsors the agency's transition project. The sponsor likely would be the Chief Information Officer (CIO) or executive of the organization to which the transition manager and team report or that otherwise provides the financial and human resources for the transition. The sponsor serves as a spokesperson to higher levels of management, is the primary interface and partner to GSA executives, and is the agency's representative accountable to oversight organizations. Important activities for the Agency Transition Sponsor include approving the agency's Transition Plan and serving as an escalation path.

2.2 Lead Transition Manager

Each agency should have a Lead Transition Manager (LTM) and may also designate other supporting transition managers (TMs). The LTM acts as the central point of contact for the planning, management, and implementation of the agency's transition of services from Networx, WITS3 and GSA Regional local service contracts to EIS.

2.3 Transition Ordering Contracting Officer (TOCO)

The agency's Transition Ordering Contracting Officers (TOCOs) are critical to the success of transition and, therefore, must be part of the agency's transition team from the outset. The TOCO is the agency's lead for facilitating the use of the EIS contracts. TOCOs are responsible for following the ordering procedures, including the fair opportunity selection of contractors, in compliance with the Federal Acquisition Regulation (FAR) 16.505, the terms and conditions of the EIS contracts, and any agency policies to place task orders (TOs) on the EIS contracts. The agency should assign TOCOs with experience in telecommunications acquisitions and must ensure the TOCOs completes and receives certification in GSA's Designated Procurement Authority (DPA).

2.4 Escalation Path to Agency Transition Sponsor

List the management structure (names, roles, and contact information) that links the LTM and TOCO to the Agency Transition Sponsor.

3 Support Organization

3.1 Integrated Transition Team Members

Describe the other organizational functions within the agency that will participate in transition planning and execution, such as supporting TMs, financial analysts and billing personnel, local site contacts, information assurance or IT security experts, or network engineers.

3.2 Support Contractors

Agencies may require contractor support to assist in the following areas:

- Inventory information gathering
- Inventory validation
- Transition Plan writing or review of vendor agency transition planning documents
- Technical assistance in assuring that services are ordered to replace existing services
- Defining requirements and selecting contractors through the FO process
- Order writing: Both installation orders and disconnect orders
- Technical assistance at the time of transition to assist in problem resolution
- Site surveys to assure that agency facilities are ready for vendor installation of services and equipment
- Transition scheduling and transition tracking

3.3 AHC Structure

Identify what AHCs fall under the authority or scope of the agency for transition.

4 Strategy

4.1 Agency priorities and objectives during transition

- Like for like, transformations, enhancements
- Competing or complementary activities
- Verification and testing

4.2 FO decisions

- Approach for solicitations to select EIS contractor(s). Describe the scope of requirements to be grouped into each solicitation, quantity of solicitations and expected resulting task order(s), evaluation criteria, staff quantity and skill level of source selection team.
- Requested GSA assistance, such as: acquisition support, GSA-assisted transition, training, or self-help with GSA guidance

4.3 Schedule

Include milestones from master schedule and additional detail of activities.

5 Inventory Analysis

5.1 Summary by service type, quantities, locations

5.2 Equipment condition

5.3 Confirmation status

6 Mission Analysis

6.1 Constraints

Discuss moratoriums, blackout or quiet periods, planned projects affecting transition, and new mission plans

6.2 Risks

6.3 Jeopardies