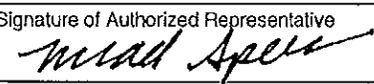
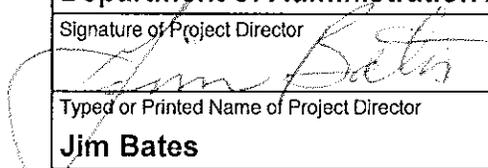
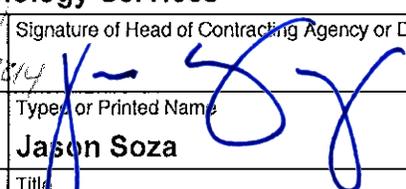


# STANDARD AGREEMENT FORM FOR PROFESSIONAL SERVICES

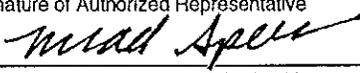
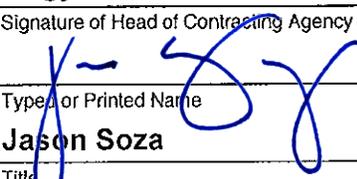
The parties' contract comprises this Standard Agreement Form, as well as its referenced Articles and their associated Appendices

1. Agency Contract Number <b>2015-0200-2583-1</b>	2. DGS Solicitation Number <b>2015-0200-2583</b>	3. Financial Coding <b>2300500 / 2000100 / 73753</b>	4. Agency Assigned Encumbrance Number <b>N/A</b>
5. Vendor Number <b>GEC99286</b>	6. Service Bundle / Service <b>1 / Wired Telephony</b>	7. Alaska Business License Number <b>128684</b>	
<b>This contract is between the State of Alaska,</b>			
8. Department of <b>Administration</b>		Division <b>Enterprise Technology Services</b>	hereafter the State, and
9. Contractor <b>GCI Communication Corporation</b>		hereafter the Contractor	
Mailing Address <b>2550 Denali St, Suite 1000</b>	Street or P.O. Box	City <b>Anchorage</b>	State <b>AK</b>
			ZIP+4 <b>99503</b>
10. <b>ARTICLE 1. Appendices:</b> Appendices referred to in this contract and attached to it are considered part of it.			
<b>ARTICLE 2. Performance of Service:</b>			
2.1 Appendix A (General Provisions), Articles 1 through 16, governs the performance of services under this contract.			
2.2 Appendix B sets forth the liability and insurance provisions of this contract.			
2.3 Appendix C sets forth the services to be performed by the contractor.			
<b>ARTICLE 3. Period of Performance:</b> The period of performance for this contract begins <b>November 4, 2014</b> , and ends <b>November 3, 2019</b> .			
<b>ARTICLE 4. Considerations:</b>			
4.1 In full consideration of the contractor's performance under this contract, the State shall pay the contractor a sum not to exceed <b>\$14,776,645</b> in accordance with the provisions of Appendix D.			
4.2 When billing the State, the contractor shall refer to the Authority Number or the Agency Contract Number and send the billing to:			
11. Department of <b>Administration</b>		Attention: Division of <b>Enterprise Technology Services</b>	
Mailing Address <b>PO Box 110206, Juneau, AK 99811-0206</b>		Attention: <b>Fiscal</b>	
<b>12. CONTRACTOR</b>		<b>14. CERTIFICATION:</b> I certify that the facts herein and on supporting documents are correct, that this voucher constitutes a legal charge against funds and appropriations cited, that sufficient funds are encumbered to pay this obligation, or that there is a sufficient balance in the appropriation cited to cover this obligation. I am aware that to knowingly make or allow false entries or alternations on a public record, or knowingly destroy, mutilate, suppress, conceal, remove or otherwise impair the verity, legibility or availability of a public record constitutes tampering with public records punishable under AS 11.56.815-.820. Other disciplinary action may be taken up to and including dismissal.	
Name of Firm <b>GCI Communication Corporation</b>			
Signature of Authorized Representative 	Date <b>11/4/2014</b>		
Typed or Printed Name of Authorized Representative <b>Brad Spees</b>			
Title <b>Vice President, Wholesale &amp; Government Markets</b>			
<b>13. CONTRACTING AGENCY</b>			
Department/Division <b>Department of Administration / Enterprise Technology Services</b>			
Signature of Project Director 	Date <b>11/4/2014</b>	Signature of Head of Contracting Agency or Designee 	Date <b>11/4/14</b>
Typed or Printed Name of Project Director <b>Jim Bates</b>		Typed or Printed Name <b>Jason Soza</b>	
Title <b>Division Director</b>		Title <b>Chief Procurement Officer</b>	

NOTICE: This contract has no effect until signed by the head of contracting agency or designee.

# STANDARD AGREEMENT FORM FOR PROFESSIONAL SERVICES

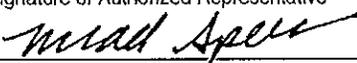
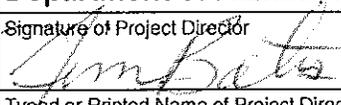
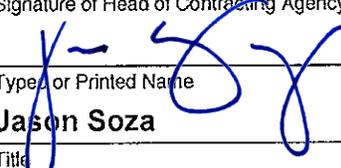
The parties' contract comprises this Standard Agreement Form, as well as its referenced Articles and their associated Appendices

1. Agency Contract Number <b>2015-0200-2583-3</b>	2. DGS Solicitation Number <b>2015-0200-2583</b>	3. Financial Coding <b>2300500 / 2000400 / 73753</b>	4. Agency Assigned Encumbrance Number <b>N/A</b>
5. Vendor Number <b>GEC99286</b>	6. Service Bundle / Service <b>3 / Video Conferencing</b>	7. Alaska Business License Number <b>128684</b>	
<b>This contract is between the State of Alaska,</b>			
8. Department of <b>Administration</b>		Division <b>Enterprise Technology Services</b>	hereafter the State, and
9. Contractor <b>GCI Communication Corporation</b>			hereafter the Contractor
Mailing Address <b>2550 Denali St, Suite 1000</b>	Street or P.O. Box	City <b>Anchorage</b>	State <b>AK</b>
			ZIP+4 <b>99503</b>
10. <b>ARTICLE 1. Appendices:</b> Appendices referred to in this contract and attached to it are considered part of it.			
<b>ARTICLE 2. Performance of Service:</b>			
2.1 Appendix A (General Provisions), Articles 1 through 16, governs the performance of services under this contract.			
2.2 Appendix B sets forth the liability and insurance provisions of this contract.			
2.3 Appendix C sets forth the services to be performed by the contractor.			
<b>ARTICLE 3. Period of Performance:</b> The period of performance for this contract begins <b>November 4, 2014</b> , and ends <b>November 3, 2019</b> .			
<b>ARTICLE 4. Considerations:</b>			
4.1 In full consideration of the contractor's performance under this contract, the State shall pay the contractor a sum not to exceed <b>\$3,247,920</b> in accordance with the provisions of Appendix D.			
4.2 When billing the State, the contractor shall refer to the Authority Number or the Agency Contract Number and send the billing to:			
11. Department of <b>Administration</b>		Attention: Division of <b>Enterprise Technology Services</b>	
Mailing Address <b>PO Box 110206, Juneau, AK 99811-0206</b>		Attention: <b>Fiscal</b>	
<b>12. CONTRACTOR</b>		<b>14. CERTIFICATION:</b> I certify that the facts herein and on supporting documents are correct, that this voucher constitutes a legal charge against funds and appropriations cited, that sufficient funds are encumbered to pay this obligation, or that there is a sufficient balance in the appropriation cited to cover this obligation. I am aware that to knowingly make or allow false entries or alternations on a public record, or knowingly destroy, mutilate, suppress, conceal, remove or otherwise impair the verity, legibility or availability of a public record constitutes tampering with public records punishable under AS 11.56.815-.820. Other disciplinary action may be taken up to and including dismissal.	
Name of Firm <b>GCI Communication Corporation</b>			
Signature of Authorized Representative 	Date <b>11/4/2014</b>		
Typed or Printed Name of Authorized Representative <b>Brad Spees</b>			
Title <b>Vice President, Wholesale &amp; Government Markets</b>			
<b>13. CONTRACTING AGENCY</b>			
Department/Division <b>Department of Administration / Enterprise Technology Services</b>			
Signature of Project Director 	Date <b>11/4/2014</b>	Signature of Head of Contracting Agency or Designee 	Date <b>11/4/14</b>
Typed or Printed Name of Project Director <b>Jim Bates</b>		Typed or Printed Name <b>Jason Soza</b>	
Title <b>Division Director</b>		Title <b>Chief Procurement Officer</b>	

**NOTICE:** This contract has no effect until signed by the head of contracting agency or designee.

## STANDARD AGREEMENT FORM FOR PROFESSIONAL SERVICES

The parties' contract comprises this Standard Agreement Form, as well as its referenced Articles and their associated Appendices

1. Agency Contract Number <b>2015-0200-2583-4</b>	2. DGS Solicitation Number <b>2015-0200-2583</b>	3. Financial Coding 2300500 / 2200100 / 73753	4. Agency Assigned Encumbrance Number <b>N/A</b>
5. Vendor Number <b>GEC99286</b>	6. Service Bundle / Service <b>4 / End-User Support</b>		7. Alaska Business License Number <b>128684</b>
This contract is between the State of Alaska,			
8. Department of <b>Administration</b>		Division <b>Enterprise Technology Services</b>	hereafter the State, and
9. Contractor <b>GCI Communication Corporation</b>			hereafter the Contractor
Mailing Address <b>2550 Denali St, Suite 1000</b>	Street or P.O. Box	City <b>Anchorage</b>	State <b>AK</b>
			ZIP+4 <b>99503</b>
10. <b>ARTICLE 1. Appendices:</b> Appendices referred to in this contract and attached to it are considered part of it.			
<b>ARTICLE 2. Performance of Service:</b>			
2.1 Appendix A (General Provisions), Articles 1 through 16, governs the performance of services under this contract.			
2.2 Appendix B sets forth the liability and insurance provisions of this contract.			
2.3 Appendix C sets forth the services to be performed by the contractor.			
<b>ARTICLE 3. Period of Performance:</b> The period of performance for this contract begins <u>November 4, 2014</u> , and ends <u>November 3, 2019</u> .			
<b>ARTICLE 4. Considerations:</b>			
4.1 In full consideration of the contractor's performance under this contract, the State shall pay the contractor a sum not to exceed <u>\$972,000</u> in accordance with the provisions of Appendix D.			
4.2 When billing the State, the contractor shall refer to the Authority Number or the Agency Contract Number and send the billing to:			
11. Department of <b>Administration</b>		Attention: Division of <b>Enterprise Technology Services</b>	
Mailing Address <b>PO Box 110206, Juneau, AK 99811-0206</b>		Attention: <b>Fiscal</b>	
<b>12. CONTRACTOR</b>		14. <b>CERTIFICATION:</b> I certify that the facts herein and on supporting documents are correct, that this voucher constitutes a legal charge against funds and appropriations cited, that sufficient funds are encumbered to pay this obligation, or that there is a sufficient balance in the appropriation cited to cover this obligation. I am aware that to knowingly make or allow false entries or alternations on a public record, or knowingly destroy, mutilate, suppress, conceal, remove or otherwise impair the verity, legibility or availability of a public record constitutes tampering with public records punishable under AS 11.56.815-.820. Other disciplinary action may be taken up to and including dismissal.	
Name of Firm <b>GCI Communication Corporation</b>			
Signature of Authorized Representative 	Date <b>11/4/2014</b>		
Typed or Printed Name of Authorized Representative <b>Brad Spees</b>			
Title <b>Vice President, Wholesale &amp; Government Markets</b>			
<b>13. CONTRACTING AGENCY</b>			
Department/Division <b>Department of Administration / Enterprise Technology Services</b>			
Signature of Project Director 	Date <b>11/4/2014</b>	Signature of Head of Contracting Agency or Designee 	Date <b>11/4/14</b>
Typed or Printed Name of Project Director <b>Jim Bates</b>		Typed or Printed Name <b>Jason Soza</b>	
Title <b>Division Director</b>		Title <b>Chief Procurement Officer</b>	

NOTICE: This contract has no effect until signed by the head of contracting agency or designee.

## APPENDIX A GENERAL PROVISIONS

### **Article 1. Definitions.**

- 1.1 In this contract and appendices, "Project Director" or "Agency Head" or "Procurement Officer" means the person who signs this contract on behalf of the Requesting Agency and includes a successor or authorized representative.
- 1.2 "State Contracting Agency" means the department for which this contract is to be performed and for which the Commissioner or Authorized Designee acted in signing this contract.

### **Article 2. Inspections and Reports.**

- 2.1 The department may inspect, in the manner and at reasonable times it considers appropriate, all the contractor's facilities and activities under this contract.
- 2.2 The contractor shall make progress and other reports in the manner and at the times the department reasonably requires.

### **Article 3. Disputes.**

- 3.1 If the contractor has a claim arising in connection with the contract that it cannot resolve with the State by mutual agreement, it shall pursue the claim, if at all, in accordance with the provisions of AS 36.30.620 – 632.

### **Article 4. Equal Employment Opportunity.**

- 4.1 The contractor may not discriminate against any employee or applicant for employment because of race, religion, color, national origin, or because of age, disability, sex, marital status, changes in marital status, pregnancy or parenthood when the reasonable demands of the position(s) do not require distinction on the basis of age, disability, sex, marital status, changes in marital status, pregnancy, or parenthood. The contractor shall take affirmative action to insure that the applicants are considered for employment and that employees are treated during employment without unlawful regard to their race, color, religion, national origin, ancestry, disability, age, sex, marital status, changes in marital status, pregnancy or parenthood. This action must include, but need not be limited to, the following: employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship. The contractor shall post in conspicuous places, available to employees and applicants for employment, notices setting out the provisions of this paragraph.
- 4.2 The contractor shall state, in all solicitations or advertisements for employees to work on State of Alaska contract jobs, that it is an equal opportunity employer and that all qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, age, disability, sex, marital status, changes in marital status, pregnancy or parenthood.
- 4.3 The contractor shall send to each labor union or representative of workers with which the contractor has a collective bargaining agreement or other contract or understanding a notice advising the labor union or workers' compensation representative of the contractor's commitments under this article and post copies of the notice in conspicuous places available to all employees and applicants for employment.
- 4.4 The contractor shall include the provisions of this article in every contract, and shall require the inclusion of these provisions in every contract entered into by any of its subcontractors, so that those provisions will be binding upon each subcontractor. For the purpose of including those provisions in any contract or subcontract, as required by this contract, "contractor" and "subcontractor" may be changed to reflect appropriately the name or designation of the parties of the contract or subcontract.
- 4.5 The contractor shall cooperate fully with State efforts which seek to deal with the problem of unlawful discrimination, and with all other State efforts to guarantee fair employment practices under this contract, and promptly comply with all requests and directions from the State Commission for Human Rights or any of its officers or agents relating to prevention of discriminatory employment practices.
- 4.6 Full cooperation in paragraph 4.5 includes, but is not limited to, being a witness in any proceeding involving questions of unlawful discrimination if that is requested by any official or agency of the State of Alaska; permitting employees of the contractor to be witnesses or complainants in any proceeding involving questions of unlawful discrimination, if that is requested by any official or agency of the State of Alaska; participating in meetings; submitting periodic reports on the equal employment aspects of present and future employment; assisting inspection of the contractor's facilities; and promptly complying with all State directives considered essential by any office or agency of the State of Alaska to insure compliance with all federal and State laws, regulations, and policies pertaining to the prevention of discriminatory employment practices.
- 4.7 Failure to perform under this article constitutes a material breach of contract.

### **Article 5. Termination.**

The Project Director, by written notice, may terminate this contract, in whole or in part, when it is in the best interest of the State. In the absence of a breach of contract by the contractor, the State is liable only for payment in accordance with the payment provisions of this contract for services rendered before the effective date of termination.

### **Article 6. No Assignment or Delegation.**

The contractor may not assign or delegate this contract, or any part of it, or any right to any of the money to be paid under it, except with the written consent of the Project Director and the Agency Head.

### **Article 7. No Additional Work or Material.**

No claim for additional services, not specifically provided in this contract, performed or furnished by the contractor, will be allowed, nor may the contractor do any work or furnish any material not covered by the contract unless the work or material is ordered in writing by the Project Director and approved by the Agency Head.

### **Article 8. Independent Contractor.**

The contractor and any agents and employees of the contractor act in an independent capacity and are not officers or employees or agents of the State in the performance of this contract.

**Article 9. Payment of Taxes.**

As a condition of performance of this contract, the contractor shall pay all federal, State, and local taxes incurred by the contractor and shall require their payment by any Subcontractor or any other persons in the performance of this contract. Satisfactory performance of this paragraph is a condition precedent to payment by the State under this contract.

**Article 10. Ownership of Documents.**

All designs, drawings, specifications, notes, artwork, and other work developed in the performance of this agreement are produced for hire and remain the sole property of the State of Alaska and may be used by the State for any other purpose without additional compensation to the contractor. The contractor agrees not to assert any rights in such designs, drawings, specifications, notes, artwork, and other work, and not to establish any claim in these materials under the design patent or copyright laws. Nevertheless, if the contractor does mark such materials with a statement suggesting they are trademarked, copyrighted, or otherwise protected against the State's unencumbered use or distribution, the contractor agrees that this paragraph supersedes any such statement and renders it void. The contractor, for a period of three years after final payment under this contract, agrees to furnish and provide access to all retained materials at the request of the Project Director. Unless otherwise directed by the Project Director, the contractor may retain copies of all the materials.

**Article 11. Governing Law; Forum Selection**

This contract is governed by the laws of the State of Alaska. To the extent not otherwise governed by Article 3 of this Appendix, any claim concerning this contract shall be brought only in the Superior Court of the State of Alaska and not elsewhere.

**Article 12. Conflicting Provisions.**

Unless specifically amended and approved by the Department of Law, the terms of this contract supersede any provisions the contractor may seek to add. The contractor may not add additional or different terms to this contract; AS 45.02.207(b)(1). The contractor specifically acknowledges and agrees that, among other things, provisions in any documents it seeks to append hereto that purport to (1) waive the State of Alaska's sovereign immunity, (2) impose indemnification obligations on the State of Alaska, or (3) limit liability of the contractor for acts of contractor negligence, are expressly superseded by this contract and are void.

**Article 13. Officials Not to Benefit.**

Contractor must comply with all applicable federal or State laws regulating ethical conduct of public officers and employees.

**Article 14. Covenant Against Contingent Fees.**

The contractor warrants that no person or agency has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee except employees or agencies maintained by the contractor for the purpose of securing business. For the breach or violation of this warranty, the State may terminate this contract without liability or in its discretion deduct from the contract price or consideration the full amount of the commission, percentage, brokerage or contingent fee.

**Article 15. Compliance.**

In the performance of this contract, the contractor must comply with all applicable federal, state, and borough regulations, codes, and laws, and be liable for all required insurance, licenses, permits and bonds.

**Article 16. Force Majeure:**

The parties to this contract are not liable for the consequences of any failure to perform, or default in performing, any of their obligations under this Agreement, if that failure or default is caused by any unforeseeable Force Majeure, beyond the control of, and without the fault or negligence of, the respective party. For the purposes of this Agreement, Force Majeure will mean war (whether declared or not); revolution; invasion; insurrection; riot; civil commotion; sabotage; military or usurped power; lightning; explosion; fire; storm; drought; flood; earthquake; epidemic; quarantine; strikes; acts or restraints of governmental authorities affecting the project or directly or indirectly prohibiting or restricting the furnishing or use of materials or labor required; inability to secure materials, machinery, equipment or labor because of priority, allocation or other regulations of any governmental authorities.

## **APPENDIX B<sup>1</sup>**

### **INDEMNITY AND INSURANCE**

#### **Article 1. Indemnification**

The Contractor shall indemnify, hold harmless, and defend the contracting agency from and against any claim of, or liability for error, omission or negligent act of the Contractor under this agreement. The Contractor shall not be required to indemnify the contracting agency for a claim of, or liability for, the independent negligence of the contracting agency. If there is a claim of, or liability for, the joint negligent error or omission of the Contractor and the independent negligence of the Contracting agency, the indemnification and hold harmless obligation shall be apportioned on a comparative fault basis. "Contractor" and "Contracting agency", as used within this and the following article, include the employees, agents and other contractors who are directly responsible, respectively, to each. The term "independent negligence" is negligence other than in the Contracting agency's selection, administration, monitoring, or controlling of the Contractor and in approving or accepting the Contractor's work.

#### **Article 2. Insurance**

Without limiting contractor's indemnification, it is agreed that contractor shall purchase at its own expense and maintain in force at all times during the performance of services under this agreement the following policies of insurance. Where specific limits are shown, it is understood that they shall be the minimum acceptable limits. If the contractor's policy contains higher limits, the state shall be entitled to coverage to the extent of such higher limits. Certificates of Insurance must be furnished to the contracting officer prior to beginning work and must provide for a notice of cancellation, non-renewal, or material change of conditions in accordance with policy provisions. Failure to furnish satisfactory evidence of insurance or lapse of the policy is a material breach of this contract and shall be grounds for termination of the contractor's services. All insurance policies shall comply with and be issued by insurers licensed to transact the business of insurance under AS 21.

**2.1 Workers' Compensation Insurance:** The Contractor shall provide and maintain, for all employees engaged in work under this contract, coverage as required by AS 23.30.045, and; where applicable, any other statutory obligations including but not limited to Federal U.S.L. & H. and Jones Act requirements. The policy must waive subrogation against the State.

**2.2 Commercial General Liability Insurance:** covering all business premises and operations used by the Contractor in the performance of services under this agreement with minimum coverage limits of \$300,000 combined single limit per claim.

**2.3 Commercial Automobile Liability Insurance:** covering all vehicles used by the Contractor in the performance of services under this agreement with minimum coverage limits of \$300,000 combined single limit per claim.

## APPENDIX C SCOPE OF WORK

The terms and conditions of this contract, including the scope of work/services, are contained in the following documents, incorporated by reference:

- **APPENDIX E: RFP #2015-0200-2583, Core Telecommunications Services**, as amended, issued by the Department of Administration;
- **APPENDIX F: Final Clarification Document prepared by GCI Communication Corporation**, as agreed upon by the Department of Administration.
- **APPENDIX G: Proposal submitted by GCI Communication Corporation**, in response to RFP#2015-0200-2583;

### Additional Terms

#### Contingency Contractor

In the case of contract termination per RFP Section 8.45 and/or Appendix A, Article 5, the state reserves the right to seek the services required under the terminated service bundle(s) from the Contingency Contractor as indicated below:

<b>Service Bundle</b>	<b>Contractor</b>	<b>Contingency Contractor</b>
1	GCI	Alaska Communications
2	Alaska Communications	GCI
3	GCI	Alaska Communications
4	GCI	Alaska Communications

By signature on this contract award, the Contractor agrees to extend the offer on all service bundle(s) for which the Contractor is named as a Contingency Contractor through the full duration of the contract. In the case of contract termination as described above, the state may approach the Contingency Contractor to perform the required services as described in their submission in response to RFP #2015-0200-2583 for the appropriate service bundle, including value adds.

Nothing in this section restricts the right of the state to negotiate items related scope or cost, provided all negotiations remain within the scope of the original RFP.

#### Special Projects

Should additional work become necessary that was not considered in the base proposal cost for this service bundle, it shall be performed in accordance with RFP Section 8.35:

*Some services will be provided on a quoted Time and Materials (T & M) basis per project, with not-to-exceed, maximum dollar amount limits. The State will request quotes on specific projects, commodities or services, the contractor shall provide quote in the form of a plan narrative, bill of materials and as built documentation. These shall be accomplished within or attached to the appropriate SDM ticket. If the quote is acceptable, the State shall direct the contractor to proceed. The State will not be responsible for any work done by the contractor, even work done in good faith, if it occurs prior to acceptance from the State within the SDM system.*

*No travel costs will be allowed for work performed in Anchorage, Juneau and Fairbanks. Travel costs to other locations will be calculated from the closest core city (Anchorage, Juneau, or Fairbanks) and will be reimbursed in accordance with the Alaska Administrative Manual (AAM) Chapter 60.*

Work performed under this clause shall be billed at the hourly rates proposed by the Contractor (included below) when practical. Any costs for work that cannot be performed at an hourly rate shown below must be accompanied with cost and pricing data to justify the cost and approved by the Project Director. The total amount of special projects, including value adds, may not exceed **\$2,250,000** for the initial 5-year term. Additional work necessary beyond this amount shall be treated as an unanticipated amendment per RFP Section 8.46.

<b>Labor Category</b>	<b>Hourly Rate</b>
Administrator	\$49.74
Dispatcher / NOCC Tech	\$54.02
Procurement / Logistics Technician	\$67.74
Lead Technician / Supervisor	\$81.46
Network Administrator	\$94.33
Lead Engineer / Security Specialist	\$94.33
Project Manager	\$108.05

**Order of Precedence**

In case of conflict, the following order of precedence shall govern:

1. This contract document;
2. Appendix E;
3. Appendix F;
4. Appendix G.

**APPENDIX D  
PAYMENT SCHEDULE**

Payments shall be made in accordance with the RFP (Section 8.41 Proposed Payment Procedures, Section 8.42 Contract Payment, and Exhibit 1, Section 2.2.7 Provide Account Management Services) and Appendix G Section 6.2.1.E.



## STATE OF ALASKA

DEPARTMENT OF ADMINISTRATION

DIVISION OF GENERAL SERVICES

333 WILLOUGBY AVE, ROOM 700

JUNEAU, AK

# REQUEST FOR PROPOSALS

## CORE TELECOMMUNICATIONS SERVICES

RFP #2015-0200-2583

MAY 29, 2014

**Important Notice:** If you received this solicitation from the State of Alaska's Online Public Notice website, you must register with the procurement officer listed in this document to receive subsequent amendments. Failure to contact the procurement officer may result in the rejection of your offer.

**Jason Soza**

*Procurement Officer*

*Department of Administration*

# TABLE OF CONTENTS

<b>SECTION 1: PROJECT SUMMARY .....</b>	<b>3</b>
<b>SECTION 2: INSTRUCTIONS TO OFFERORS .....</b>	<b>4</b>
<b>SECTION 3: SUBMISSION OF THE PROPOSAL .....</b>	<b>6</b>
<b>SECTION 4: PROPOSAL REQUIREMENTS AND FORMAT .....</b>	<b>7</b>
<b>SECTION 5: EVALUATION PROCESS.....</b>	<b>13</b>
<b>SECTION 6: CLARIFICATION PERIOD.....</b>	<b>16</b>
<b>SECTION 7: INTENT TO AWARD AND POST-AWARD METRICS .....</b>	<b>19</b>
<b>SECTION 8: ADDITIONAL CONDITIONS AND REQUIREMENTS .....</b>	<b>20</b>
<b>EXHIBIT 1 PROJECT DETAILS AND DESIRED OUTCOMES.....</b>	<b>33</b>
<b>SECTION 1: GOALS AND EXPECTATIONS .....</b>	<b>33</b>
<b>SECTION 2: SCOPE OF WORK.....</b>	<b>33</b>
<b>EXHIBIT 2 CURRENT CONDITIONS.....</b>	<b>53</b>
<b>SECTION 1: BACKGROUND OF THE STATE OF ALASKA.....</b>	<b>53</b>
<b>SECTION 2: CURRENT CONDITIONS.....</b>	<b>53</b>
<b>ATTACHMENT A – PROPOSAL COVER SHEET .....</b>	<b>63</b>
<b>ATTACHMENT B – PROPOSAL FORM.....</b>	<b>64</b>
<b>ATTACHMENT C – SERVICE PLAN.....</b>	<b>66</b>
<b>ATTACHMENT D – RISK ASSESSMENT PLAN TEMPLATE .....</b>	<b>72</b>
<b>ATTACHMENT E – VALUE ASSESSMENT PLAN TEMPLATE .....</b>	<b>76</b>
<b>ATTACHMENT F – REFERENCE LIST .....</b>	<b>78</b>
<b>ATTACHMENT G – PAST PERFORMANCE SURVEY .....</b>	<b>80</b>
<b>ATTACHMENT H – PAST PERFORMANCE INFORMATION SCORE .....</b>	<b>81</b>
<b>ATTACHMENT I – COST PROPOSAL .....</b>	<b>83</b>
<b>ATTACHMENT J – ASSET INVENTORY .....</b>	<b>84</b>
<b>ATTACHMENT K – SERVICE LEVEL AGREEMENTS (SLAS) .....</b>	<b>85</b>
<b>ATTACHMENT L – STANDARD AGREEMENT FORM / APPENDIX A.....</b>	<b>96</b>
<b>ATTACHMENT M - APPENDIX B1 INDEMNITY &amp; INSURANCE .....</b>	<b>99</b>

## **SECTION 1: PROJECT SUMMARY**

### **1.1 PROJECT OVERVIEW**

The State of Alaska (“the State”), Department of Administration, is requesting proposals to provide core voice, video, data, and help center services. The State will only consider proposals from financially responsible firms presently engaged in the business of telecommunications services. Each Offeror must furnish the required documents in the required format as outlined in this RFP in order to be considered responsive.

The State expects to award the contract to the best-valued Offeror or Offerors based on the requirements in this solicitation. The Offeror(s) selected for award will be the Offeror(s) whose proposal is responsive, responsible, and is the most advantageous to the State, as determined by the State in its sole discretion.

### **1.2 PROJECT DETAILS AND DESIRED OUTCOMES**

The primary goals of this service are to provide the State with reliable telecommunications services that will assist the State in performing key government services and business operations. Please review all Exhibits for additional State requirements with regards to this service.

### **1.3 PROJECT TERM**

The length of this contract will be for an initial term of 5 years, with up to 2 one-year optional renewal periods that may be exercised at the sole discretion of the State.

### **1.4 PROJECT BUDGET**

The total budget for this project is \$10,000,000 per year.

Historically, this amount can be broken down by service bundle as shown in the following table. These figures are provided for informational purposes only and do not represent a minimum or maximum for each service bundle:

1	Wired Telephony Services	\$5,000,000
2	Data Network Services	\$2,500,000
3	Video-Conferences Services	\$1,000,000
4	End-User Support Services	\$1,500,000

### **1.5 CURRENT CONDITIONS**

Best efforts have been made to obtain accurate, detailed information on the current conditions at the State as shown in the Exhibits and contract documents/drawings. However, Offerors should not assume this information is 100% complete or accurate. Offerors are strongly encouraged to verify all information and to ask questions for additional details.

## **SECTION 2: INSTRUCTIONS TO OFFERORS**

### **2.1 PROCUREMENT OFFICER**

The State has designated a representative (listed below) who is responsible for the conduct of this procurement. All inquiries, concerns, questions, or clarifications regarding this procurement must be submitted to the individual via fax or email (no phone calls). Offerors shall not contact any other State employees.

Jason Soza  
Chief Procurement Officer  
Department of Administration

Email: [jason.soza@alaska.gov](mailto:jason.soza@alaska.gov)

Address: PO Box 110210  
Juneau, AK 99811-0210

State Office Building  
333 Willoughby Ave, Room 700  
Juneau, AK 99801

### **2.2 REQUIRED REVIEW**

Offerors should carefully review this solicitation for defects and questionable or objectionable material. Comments concerning defects and objectionable material must be made in writing and received by the Procurement Officer at least 10 days before the proposal opening. This will allow issuance of any necessary amendments. It will also help prevent the opening of a defective solicitation and exposure of offeror's proposals upon which award could not be made. Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the Procurement Officer, in writing, at least 10 days before the time set for opening.

### **2.3 QUESTIONS RECEIVED PRIOR TO OPENING OF PROPOSALS**

All questions must be in writing and directed to the issuing office, addressed to the Procurement Officer. E-mail is preferred. The interested party must confirm telephone conversations in writing.

Two types of questions generally arise. One may be answered by directing the questioner to a specific section of the RFP. These questions may be answered by direct reply. Other questions may be more complex and may require a written amendment to the RFP. The Procurement Officer will make this decision.

## 2.4 PROCUREMENT SCHEDULE

The State will make every effort to adhere to the schedule below. However, the State reserves the right to modify these activities and dates at any time.

No	Activity	Date
1	Educational Meeting (Juneau)	5/14/2014
2	Draft RFP Issued	5/30/2014
3	Deadline for Initial Written Comments / Questions	6/20/2014
4	Pre-Proposal Meeting (Anchorage)	6/23/2014
5	Deadline for Final Comments / Questions	6/25/2014
6	RFP Finalized	7/2/2014
7	Proposals Due	7/16/2014
8	Evaluations Due	7/18/2014
9	Shortlisting	7/21/2014
10	Interviews (Anchorage)	7/29/2014
11	Identify potential Best Value proposer	8/4/2014
12	Invitation into Phase 2	8/5/2014
13	Overview / Kick-Off Meeting (Anchorage)	8/11/2014
14	Clarification Period Summary Meeting	9/22/2014
15	Anticipated Award	9/24/2014

## 2.5 PRE-PROPOSAL CONFERENCE

A pre-proposal conference will be conducted to provide an overview of the project and answer any questions. Potential Offerors are strongly encouraged to send their potential Project Manager and the Systems Engineer to the conference to obtain the greatest educational benefit. Attendance at this conference is not mandatory, but is highly recommended.

Date | Time: June 23, 2014 @ 9:00am

Location: Department of Public Safety Crime Lab Classroom  
4805 Dr Martin Luther King Jr Ave  
Anchorage, AK 99507

## 2.6 ADDENDA

The State may make changes to the RFP and/or provide clarification to information Stated within the RFP by way of issuance of written addenda. All addenda issued prior to the Proposal Due Date will become part of this RFP and will be deemed to have been considered by the Offeror in its proposal. It is the responsibility of the Potential Offeror to ensure all addenda were received.

## **SECTION 3: SUBMISSION OF THE PROPOSAL**

### **3.1 DATE, TIME, AND LOCATION**

All proposal packages MUST be received no later than 4:00pm Alaska Time on July 14, 2014. Proposals received after this deadline will NOT be accepted. The proposal package must be delivered to the Procurement Officer (Section 2.1). The State is not responsible for the timeliness of mailed documents, nor will the State accept any proposal delivered to a different location.

### **3.2 FORMAT**

All proposals must be printed on standard 8½ x 11 paper. Offerors must use the templates provided in the required Attachments. Proposal documents should be stapled together. Do not bind the documents in any other way.

### **3.3 NUMBER OF RESPONSES**

Each Offeror shall submit 7 original hardcopies of all attachments EXCEPT for Attachment I Cost Proposal. 1 original hardcopy of Attachment I Cost Proposal must be submitted in a separate sealed envelope. 1 electronic copy of the entire proposal must be submitted in PDF format. Proposals submitted by facsimile or email will not be accepted.

### **3.4 PROPOSAL PACKAGE CONTENTS AND REQUIREMENTS**

Each Offeror shall submit a proposal package for multiple Service Bundles where all information is the same across each Service Bundle or a separate proposal package for individual Service Bundle(s) where information is unique to each Bundle being proposed on. The Offeror MUST indicate which Service Bundle(s) is/are being proposed on in Attachment A. Failure to indicate which Service Bundle(s) is/are being proposed on may result in the proposal being deemed non-responsive.

The package(s) should be marked with reference to this RFP (RFP Number and Name). The package(s) must be sealed and contain the information below. Any proposal that does not adhere to the requirements in this RFP will be deemed non responsive and rejected.

- Attachment A – Proposal Cover Sheet
- Attachment B – Proposal Form
- Attachment C\* – Service Plan
- Attachment D\* – Risk Assessment Plan
- Attachment E\* – Value Assessment Plan
- Attachment F – Reference List
- Attachment G – Survey Questionnaires
- Attachment H – Past Performance Information Scores
- Attachment I – Cost Proposal Form (in a separate, sealed envelope)

*\* Indicates that the entire Attachment must be anonymous. These Attachments must NOT contain any names (company, personnel, project, product, etc.) that can be used to identify the Offeror*

## **SECTION 4: PROPOSAL REQUIREMENTS AND FORMAT**

### **4.1 OVERVIEW**

This contract will be awarded on a best-value basis, as outlined in this RFP. The best value process consists of three primary stages: 1) selection, 2) clarification and pre-planning, and 3) post award performance measurement.

**Selection (Phase 1):** The first stage of the best value process focuses on the Offeror's ability to differentiate itself based upon the ability to identify, prioritize, and minimize risks, add value to the State and show a high level of past performance on behalf of other clients. Instead of focusing on minimum expectations, the State is allowing Offerors to compete based on value and their ability to maximize the State's satisfaction. Consequently, the submitted proposals should be brief, show differentiation, and allow the State to make a decision on which Offeror is the best value Offeror for the State. It is imperative that each Offeror realize that what is written in the proposals and discussed in the interview will become part of the Offeror's final contract.

**Clarification and Pre-Planning (Phase 2):** The second stage of the best-value process occurs prior to award with the anticipated highest prioritized Offeror. This Offeror will be required to clearly present their plan on how they will complete the project on-time, meet all of the financial commitments, and meet the quality expectations of the State. This period of time is provided to the Offeror to ensure that they have properly addressed and accounted for all aspects of the service in their proposal.

**Post Award Performance Metrics:** The third stage of the best-value process occurs after award, and requires the awarded Offeror to monitor and track all risks on the project on a weekly basis and to document their performance on a monthly basis.

### **4.2 ATTACHMENT TEMPLATES**

This RFP contains Attachments, which must be used by the Offeror to submit their proposal. An electronic copy of each Attachment is posted online. The Offeror must download, complete, and submit each Attachment as their proposal. Offerors shall NOT re-create these attachments, create their own attachments, or edit the format of the attachments (page sizing, font type, font size, color, etc.) unless permitted to do so. Any proposal that does not adhere to these requirements will be deemed non responsive and rejected.

### **4.3 PROPOSAL FORM (ATTACHMENT A)**

The Offeror must complete all information requested in Attachment A. This document requests information on the following items:

- Contact information of the Offeror
- Acknowledgement of all addenda
- Identification of Primary Subcontractor and contact information

This document must also be signed by the person authorized to contractually obligate the Offeror/Organization.

### **4.4 PROPOSAL FORM (ATTACHMENT B)**

The Offeror must complete all information requested in Attachment B. This document requests information on the following items:

- Identification of the critical project team, including:

- Project Manager – will be the daily single point of contact for the State for this service (the State can contact at any time to resolve any issues and answer any questions) and will be the lead for the execution of this service for the entire duration of the service.
- Systems Engineer – will be on the jobsite every day for the entire duration of the service.
- These individuals shall be used by Offeror for the duration of the Contract resulting from this RFP. These individuals CANNOT be removed or replaced, unless requested to do so by the State.
- Completion of all certification Statements
- Completion of information regarding Alaska preferences

#### 4.5 SERVICE PLAN (ATTACHMENT C)

The Offer shall prepare and submit Attachment C. The purpose of the Service Plan is to demonstrate to the State that the Offeror can visualize what they are going to do before they do it. The Service Plan should be developed around fulfilling the State's requirements within the known project constraints of cost, time, resources, quality, and expectations as described in this RFP. The Service Plan consists of the following sections:

- **Service Approach** – a brief chronological roadmap that describes, in major activities and tasks, how the Offeror will meet the State's expectations as set forth in this RFP. This should be a concise synopsis of your process and approach that will be taken to execute this service.
- **Service Assumptions** – a brief summary of the major assumptions that have been made in preparing the proposal. This should include items/tasks that the Offeror has assumed the State will perform, items/tasks required from the State, and items/tasks that have not been included in the proposal (items that the Offeror feels are outside the scope of work)
- **Roles, Responsibilities, & Expectations** – a brief summary of the expectations and responsibilities that the Offeror has of the State or State personnel.

In order to minimize any bias, the Service Plan MUST NOT contain any names that can be used to identify who the Offeror is (such as company names, personnel names, project names, or product names). A Service Plan template is provided in this document and must be used by all Offerors. Offerors are NOT allowed to re-create, re-format, or modify the template (cannot alter font size, font type, font color; add colors, pictures, diagrams, etc.).

The Service Plan MUST NOT exceed 6 pages (front side of page only) (two pages for Service Approach, two pages for Service Assumptions, and two pages for Roles, Responsibilities, & Expectations). Any plan that contains names, or fails to meet all of the formatting requirements mentioned above, may be marked as nonresponsive and eliminated from the evaluation process.

#### 4.6 RISK ASSESSMENT PLAN (ATTACHMENT D)

The Offeror shall prepare and submit Attachment D. The Risk Assessment Plan should address risks that may impact the successful delivery of this service, considering all expectations as described in this RFP. The Offeror should list and prioritize major risk items that are unique and applicable to this project. This includes areas that may cause the project to not be completed on time, generate cost increases or change orders, or may be a source of dissatisfaction for the owner. The Offeror should rely on and use their past experience and knowledge of completing similar projects to identify these potential risks.

Each risk should be described in non-technical terms and should contain enough information to describe to a reader why the risk is a valid risk. The Offeror must also explain how it will avoid or minimize the risks from occurring. If the Offeror has a unique method to minimize the risk, the Offeror should explain it in non-technical terms. The Risk Assessment plan gives the opportunity for the Offeror to differentiate its capabilities based on its ability to visualize, understand, and minimize risk to the State and the risk to a successful outcome of the service. The Risk Assessment Plan is broken down into two subparts: Assessment of Controllable Risks and Assessment of Non-Controllable Risks.

- **Assessment of Controllable Risks:** This includes risks, activities, or tasks that are controllable by the Offeror, or by entities/individuals that are contracted to by the Offeror. This includes things that are part of the technical scope of what the Offeror is being hired to do. This may also include risks that have already been minimized before the project begins due to the Offeror's expertise (i.e. risks that are no longer risks due to the Offeror's expertise in delivering this type of project). All risks and strategies to mitigate these controllable risks must be included in the Offeror's cost proposal.
- **Assessment of Non-Controllable Risks:** This includes risks, activities, or tasks that are not controllable by the Offeror. This may include risks that are controlled by the State, State's agents or organizations, risks that are caused by outside agencies, or completely uncontrollable risks. Although these risks may not be controlled by the Offeror, the Offeror must identify a strategy that can be followed or used to mitigate these risks. All risks and strategies to mitigate these non-controllable risks must not be included in the Offeror's cost proposal.

In order to minimize any bias, the Risk Assessment Plan **MUST NOT** contain any names that can be used to identify who the Offeror is (such as company names, personnel names, project names, supplier or manufacturer names, or product names). The Risk Assessment Plan must not identify the Offeror's cost proposal for this service.

A Risk Assessment Plan template is provided in this document and must be used by all the Offerors. Offerors are **NOT** allowed to re-create, re-format, or modify the template (cannot alter font size, font type, font color; add colors, pictures, diagrams, etc.). The Risk Assessment Plan should be brief and concise. The Risk Assessment Plan must **NOT** exceed 4 pages (front side of page only) (2 pages for the Assessment of Controllable Risks, 2 pages for the Assessment of Non-Controllable Risks). Any plan that contains names, or fails to meet all of the formatting requirements mentioned above, may be marked as nonresponsive and eliminated from the evaluation process. The State also reserves the right, in its sole discretion, to modify a Proposal to remove non-compliant information. The Risk Assessment Plan will become part of the final contract (if Offeror is selected for award).

#### **4.7 VALUE ASSESSMENT PLAN (ATTACHMENT E)**

The Offer shall prepare and submit Attachment E. The purpose of the Value Added Plan is to provide Offerors with an opportunity to identify any value added options or ideas that may benefit the State or service. If the Offeror can include more scope or service within the constraints of the State, the Offeror should provide an outline of potential value added options. This may include ideas or suggestions on alternatives in implementation timelines, project scope, project costs, equipment, goals, deliverables, methodologies, etc. Value added ideas **MUST NOT** be included in the base cost proposal. The potential impacts to cost/financials should only be listed in the cost proposal form (Attachment I). Prior to award (during the Clarification Phase), the State will determine if the value added items will be accepted or rejected.

In order to minimize any bias, the Value Assessment Plan **MUST NOT** contain any names that can be used to identify who the Offeror is (such as company names, personnel names, project names, supplier or manufacturer names, or product names). The Value Assessment Plan must not identify the Offeror's cost proposal for this service.

A Value Assessment Plan template is provided in this document and must be used by all the Offerors. Offerors are **NOT** allowed to re-create, re-format, or modify the template (cannot alter font size, font type, font color; add colors, pictures, diagrams, etc.). The Value Assessment Plan should be brief and concise. The Value Assessment Plan must **NOT** exceed 2 pages (front side of page only). Any plan that contains names, or fails to meet all of the formatting requirements mentioned above, may be marked as nonresponsive and eliminated from the evaluation process. The State also reserves the right, in its sole discretion, to modify a Proposal to remove non-compliant information.

#### **4.8 PAST PERFORMANCE INFORMATION (ATTACHMENTS F, G, H)**

The State will analyze past performance information on each of the entities below:

- The Offeror (Firm listed in Attachment A)
- The Primary Subcontractor (Firm listed in Attachment A)
- The Project Manager (Individual that is listed in Attachment B)
- The Systems Engineer (Individual that is listed in Attachment B)

For each of these entities, the Offeror shall prepare and submit a Reference List, Customer Surveys, and Past Performance Information Scores as outlined below:

##### Reference List Requirements (Attachment F)

- For each entity, the Offeror must prepare and submit a list of clients that will evaluate each entity's performance.
- The Project Manager and the Systems Engineer can use the same past references as the Firm, provided that they were used on those particular projects.
- The maximum number of references that can be submitted is 5 for each entity. The number of returned surveys will be analyzed along with the survey scores.
- The past projects must be completed (the client must be able to respond to the survey questions).
- The past projects do not have to be similar to each other or to the scope of this project.
- The entity cannot have multiple people evaluate the same service (each project for that particular entity must be different).
- The end user/client must complete the survey (the Offeror cannot have other consultants or third parties evaluate the entity's performance).

##### Survey Questionnaires (Attachment G)

- For each entity, the Offeror must prepare, send out, and collect survey questionnaires to each individual listed on the Reference List.
- The Offeror must modify the return information (located at the bottom of the survey) so that the surveys are returned back to the Offeror.
- All returned survey **MUST** be evaluated **AND** signed by the client. If a survey is not signed, it will **NOT** be counted or considered.
- The Offeror is responsible for making sure that clients receive the survey, complete the survey, and return the survey.
- Returned surveys must be packaged together and submitted with the Offeror's proposal

#### Past Performance Information Score (Attachment H)

- Once the Offeror has collected all of its surveys, the Offeror is required to generate the Past Performance Information score for each entity.
- The Offeror is required to input all of its returned survey scores, and then average all of the responses together to obtain the Offeror's overall rating.
- The Offeror is required to count the total number of returned surveys to obtain the overall number of returned surveys.
- The State may contact the reference to clarify a survey rating, check for accuracy, or to obtain additional information. If the reference cannot be contacted, the survey will be deleted and no credit given for that reference. The State may also adjust scores/ratings if the State determines that the criteria/requirements have not been followed.

### **4.9 COST PROPOSAL (ATTACHMENT I)**

The Offeror shall prepare and submit the Cost Proposal (Attachment I). The total cost (lump sum) shall be used in the analysis. The total cost (lump sum) shall include the cost for everything that is necessary to meet the requirements of the State as described in the RFP. This cost shall include (but is not limited to): materials, products, labor, subcontractors, suppliers, equipment, training, fees, overhead, profits, travel, all taxes and all direct and indirect costs. Offerors must complete all fields in Section 1 for each Service Bundle that is being proposed on and all fields in Section 2.

The Offeror shall submit estimated costs (if any) for each value added item from the Offeror's Value Assessment Plan in Attachment I and estimated schedule impacts (if any).

#### **Service Component 1 - Wired Telephony**

The Contractor will be responsible for all of the State's telephony-based services including the provisioning of all systems and services specified in Exhibit 1, Section 2.3 Wired Telephony Services. The State will always be provided the level of voice resources required to meet all business needs. For these services, the actual utilization of these resources will be measured and billed based upon the monthly installed base of the specific number of telephones in use by authorized State personnel or their representatives. The unit charges will be based upon a fully loaded, installed asset including all activities described in this RFP.

#### **Service Component 2 - Data Network Services**

The Contractor will be responsible for all of the State's data network services including the provisioning of all systems and services specified in Exhibit 1, Section 2.4 Data Network Services. The State will always be provided the level of services and resources required to meet all business needs. Charges will be based upon a fully loaded, installed asset including all activities described in this RFP.

#### **Service Component 3 – Video Conferencing Services**

The Contractor will be responsible for the current video systems utilized by the State as specified in Exhibit 1, Section 2.5 Video Conferencing Services. For these services the Contractor will propose the cost on a monthly and annual basis for maintaining the current configuration. The pricing should include all aspects in maintaining these systems including standard moves, replacement of worn components and incremental adds that would normally occur in a dynamic organization.

**Service Component 4 – End User Support Services (Help Desk)**

The Contractor will be responsible for all of the State’s help desk services including all related inbound and outbound services on an on-demand basis as specified in Exhibit 1, Section 2.6 End-User Support Services. The State’s utilization will be measured and billed on a monthly flat fee basis derived from the State’s estimated call volume shown in Attachment J.

## SECTION 5: EVALUATION PROCESS

### 5.1 OVERVIEW

The State will determine the potential best-valued Offeror who, in the sole judgment of the State, best meets the RFP requirements. The State reserves the right to clarify, negotiate, or seek additional information, on any Proposal. At any point during the procurement, the State reserves the right to re-scope the project, issue a new solicitation, or cancel the RFP altogether. The State reserves the right to add/delete/modify any criteria or requirement in this RFP if the State deems it to be in their best interest (at the State’s sole discretion).

### 5.2 EVALUATION SUMMARY

Proposals will be prioritized based on the categories described below. Note: Only shortlisted Offerors will be evaluated and receive points for Interviews.

Evaluation Category	Points
Past Performance Information (Firm, Primary Subcontractor, Project Manager & Systems Engineer)	50
Risk Assessment Plan	175
Value Assessment Plan	125
Interviews (Project Manager & Systems Engineer)	300
Bundling Incentive	50
Alaska Offeror Preference	100
Price	200

Total 1,000

### 5.3 RESPONSIVE AND RESPONSIBLE

The State shall only consider and evaluate proposals from responsive and responsible Offerors.

To be considered responsive, at a minimum, Offerors must complete and submit all of the required information that is requested in this RFP and its Attachments and the Proposal must also be delivered on time and to the correct address as identified in this RFP. Any proposal that is illegible, incomplete, or otherwise irregular in any way will be marked as non-responsive.

To be considered responsible, at a minimum, Offerors must be presently engaged in providing services similar to those required in this RFP, must have appropriate licenses, and must be capable of performing the services required outlined in this RFP. The State, in its sole discretion, may reject any proposal in which the Offeror:

- Has unsatisfactorily performed work for the State (in the State’s opinion).
- Has a current contract with the State which is not in good standing.
- Has had a contract terminated by the State for non-performance.
- Is engaged in unresolved disputes or is in litigation with the State.
- Has been, or is presently debarred, suspended, proposed for debarment, or declared ineligible for award of a contract by any public entity.

- Has had judgments rendered against them for fraud, embezzlement, theft, forgery, bribery, falsification or destruction of records, making false Statements, or tax evasion.

The State reserves the right to contact any Offeror to clarify any information in its proposal, to request additional information from the Offeror, or to conduct additional investigation about the Offeror not outlined in this RFP. Offerors that do not, or cannot provide the requested information will be considered nonresponsive.

#### **5.4 EVALUATION COMMITTEE**

An Evaluation Committee will be used to evaluate specific portions of all responsive Proposals (including the Risk Assessment Plan, the Value Assessment Plan, and Interviews). The Evaluation Committee will independently review and score the items comparatively to one another based on a 1, 5, 10 scale. A “10” represents that the item being evaluated is dominantly greater (or has more value) than the average. A “5” represents that the item being evaluated is about average (or there is insufficient information to make a dominant decision). A “1” represents that the item being evaluated is dominantly below the average. Once each member has individually scored each item, their scores will be sent to the Procurement Officer, who will then average the scores together to obtain the final average score for each of the evaluated criteria.

#### **5.5 SHORTLISTING OFFERORS**

The State expects to follow the process below to shortlist Proposals; however, the State may modify this process if it is in the best interest of the State:

1. All proposals will be reviewed for compliance with the mandatory requirements as stipulated within the RFP. Proposals deemed non-responsive will be eliminated from further consideration. The Procurement Officer may contact Offerors for clarification of the responses.
2. The Procurement Officer will assign a unique code to each responsive proposal.
3. The Procurement Officer will provide evaluation documents to each Evaluation Committee member along with coded Risk Assessment Plans and Value Assessment Plans. No cost information or team information will be provided to the Committee members.
4. The Committee members will independently evaluate and score the documents and submit their scores back to the Procurement Officer.
5. The Procurement Officer will create a linear matrix model to assist in analyzing and prioritizing the responsive Proposals based on the submitted information. The model will analyze: Cost, Risk Assessment Plan, Value Assessment Plan, and Past Performance Information. This model will assign points based on the normalized distance that a score is from the best score.
6. The top three highest ranking proposals will be shortlisted. The Evaluation Committee reserves the right to increase or decrease the number of shortlisted proposals based on the overall competitiveness of the proposals.
7. The Shortlisted Offerors will be required to participate in an interview process.

#### **5.6 INTERVIEWS**

The State will conduct interviews with the Project Manager and the Systems Engineer from each of the Shortlisted Offerors. These individuals must be the same individuals that are listed in the Offeror’s Proposal (Attachment B). No substitutes, proxies, phone interviews, or electronic interviews will be allowed. Individuals who fail to attend the interview on the date/time specified will be given a “1” score, which may jeopardize the Offeror’s competitiveness.

Interviews are expected to last approximately 20 minutes per individual. No other individuals (from the Offeror's organization) will be allowed to sit in or participate during the interview session. Interviewees may not bring notes or handouts. The State will interview individuals separately. Interviewees will be prohibited from making any reference to their proposed cost proposal. The State may request additional information prior to interviews and may request to interview additional personnel.

## 5.7 FINAL PRIORITIZATION OF OFFERORS

After the shortlisted Offerors have been interviewed, they will be evaluated and scored by the Evaluation Committee. The Procurement Officer will then create a final linear matrix model for the shortlisted Offerors based on all of the criteria outlined in Section 5.2. Once these Offerors have been prioritized, the Procurement Officer will perform a cost reasonableness assessment as identified in the next section.

## 5.8 COST REASONABLENESS

The Procurement Officer will perform a cost reasonableness assessment of the highest prioritized Offeror (as described in Section 5.7) in the following manner:

- If the highest ranked Offeror's cost proposal is within 10% of the next highest ranked Offeror's cost proposal, the State will proceed to invite the highest ranked Offeror to the Clarification Period.
- If the highest ranked Offeror's cost proposal is 10% (or more) higher than the next highest ranked Offeror's cost proposal, the State reserves the right to invite the second highest ranked Offeror to the Clarification Period.
- If the State has an explicit budget for this project, the State will first consider only those proposals that are within the stated budget. The State reserves the right to seek additional funding to increase the stated budget if possible.

## 5.9 BUNDLING INCENTIVE

Offerors who submit an offer for more than one service bundle shall receive points based on the following schedule:

# of Proposed Bundles	Bundling Incentive Points
1	0
2	10
3	25
4	50

## **SECTION 6: CLARIFICATION PERIOD**

### **6.1 OVERVIEW**

Prior to award, the apparent best-valued Offeror will be required to perform the clarification period functions as outlined in this section (*also referred to as the "Pre-Award" or "Phase 2"*). The intent of this period is to allow the apparent best-valued Offeror an opportunity to clarify any issues or risks, and confirm that their proposal is accurate. The Clarification Period is carried out prior to the signing of the Contract. The State's objective is to have the project completed on time, without any cost/financial deviations, and with high customer satisfaction. At the end of the project, the State will evaluate the performance of the Offeror based on these factors, so it is very important that the Offeror preplan the project to ensure there are no surprises.

It is the Offeror's responsibility to ensure that the Offeror understands the State's subjective expectations. It is not the State's responsibility to ensure that the Offeror understands what its expectations are. The Offeror is at risk, and part of the risk is understanding the State's expectations. The Offeror will not be permitted to modify its proposal, proposed financial contribution, or project team (unless through mutual negotiations with the State, in which case the new offer becomes binding).

### **6.2 REQUIRED ACTIVITIES / DELIVERABLES**

The Offeror will be required to preplan the project in detail to ensure that there are no surprises. The Offeror will be required to perform the following (including, but not limited to):

1. Perform a detailed cost verification
  - a. Detailed cost breakdown
  - b. Identify why the cost proposal may be significantly different from competitors
  - c. Review big-ticket items
  - d. Review value added options
  - e. Identify how payments will be made and all expectations regarding finances
2. Align expectations
  - a. Identify any potential deal breakers
  - b. Clearly identify what is included and excluded in the proposal
  - c. Review any unique requirements with the State
  - d. Review interview Statements
  - e. Clearly identify State roles and responsibilities
  - f. Review and approve all contract terms and conditions
3. Carefully preplan the project in detail
  - a. Coordinate the project/service with all critical parties
  - b. Revisit the sites to do any additional investigating
  - c. Prepare a detailed project schedule identifying critical milestones
  - d. Coordinate with all suppliers or manufacturers
  - e. Prepare a detailed project work plan
4. Identify all assumptions
  - a. Prepare a list of all proposal assumptions (with associated impacts)
  - b. Identify and mitigate all project risks
  - c. Address all client concerns and risks
  - d. Address all risks identified by other Offerors
  - e. Address all risks that occurred on previous past projects

5. Identify and mitigate all uncontrollable risks
  - a. Identify all risks or activities not controlled by the Offeror
  - b. Identify the impact of the risks
  - c. Identify what the State can do to mitigate the risks
  - d. Address how unforeseen risks will be managed
  
6. Performance reports and metrics
  - a. Identify how the Offeror will track and document their performance for each of the areas of the service
  - b. Provide an actual monthly performance metric report with sample data
  - c. Identify how the State will document this service as a success
  - d. Review the Weekly Risk Report
  
7. System details
  - a. Perform a detailed demonstration of systems as requested by the State
  - b. Review and evaluate the State's functional and technical requirements
  - c. Provide a plan to address how the system will meet the needs of rural areas
  
8. Detailed plans
  - a. Provide a detailed transition plan for the scope of work (including State responsibilities, hardware, and security considerations)
  - b. Provide a detailed plan to address how changes to the service will be managed (internally and with the State)
  - c. Provide a detailed plan to address how technology updates and upgrades will be managed and communicated to the State
  - d. Provide a detailed plan for ensuring uninterrupted service in the event of contract cancellation/termination
  - e. Provide a detailed plan describing how security and confidentiality will be upheld
  - f. Provide a detailed plan for asset procurement, inventory and management
  - g. Provide a detailed plan for quality assurance
  - h. Provide a detailed plan for disaster recovery
  
9. Organization details
  - a. Provide Alaska business licenses for Firm and all Subcontractor(s)
  - b. Provide Firm's Tax ID
  - c. Provide an organizational chart for your overall organization showing each entity within your organization
  - d. Provide a plan to address staffing and turnover
  - e. Detailed plan of the type and amount of work the subcontractor(s) will be performing
  - f. Describe each subcontractor's selection and replacement procedures for the project staff that will be providing the services

### **6.3 CLARIFICATION DOCUMENT**

The potential best-valued Offeror will be required to submit a Clarification Document, that will contain (at a minimum) the information outlined in the previous section. This document will only be performed by the Offeror that is invited to (and successfully completes) the Clarification Period. Any invitation will not constitute a legally binding offer to enter into a contract on the part of the State to the Offeror.

### **6.4 NEGOTIATION PERIOD**

Per 2 AAC 12.315, the State reserves the right to negotiate with the potential best-valued Offeror during the Clarification Period. This may include, but is not limited to,

modifying the scope of the project (time, cost, quality, expectations, etc.). If any changes are made, the changes may not have the effect of changing the ranking of the highest ranked proposal. Any negotiations will not constitute a legally binding offer to enter into a contract on the part of the State or the Offeror. When the Negotiation Period has been completed, the Offeror shall submit an Amended Clarification Document which shall include any changes to the proposal based on the negotiations with the State.

If the best-valued Offeror fails to provide necessary information for negotiations in a timely manner or fails to negotiate in good faith, the state may terminate negotiations and negotiate with the Offeror of the next highest-ranked proposal. Negotiations may be held in Juneau or Anchorage. If travel is necessary, the Offeror will be responsible for their own travel and per diem expenses.

## **6.5 ADDITIONAL TERMS AND CONDITIONS**

The state reserves the right to add terms and conditions during negotiations. These terms and conditions will be within the scope of the RFP and will not affect the proposal evaluations.

## **6.6 FAILURE TO ENTER INTO AN AGREEMENT**

At any time during the Clarification Period, if the State is not satisfied with the progress being made by the invited Offeror, the State may terminate the Clarification Period activities and then commence or resume a new Clarification Period with an alternative Offeror. If the Offeror and State fail to agree to terms, or fail to execute a contract, the State may commence a new Clarification Period with an alternative Offeror. There will be no legally binding relationship created with any Offeror prior to the execution of a written agreement.

## **SECTION 7: INTENT TO AWARD AND POST-AWARD METRICS**

### **7.1 NOTICE OF INTENT TO AWARD**

After the completion of contract negotiation the procurement officer will issue a written Notice of Intent to Award (NOIA) and send copies to all Offerors. The NOIA will set out the names of all Offerors and identify the proposal selected for award.

No action of the State other than a written notice from an authorized Procurement representative of the State to the Offeror, advising of acceptance of the proposal and the State's intent to enter into an Agreement, shall constitute acceptance of the proposal.

### **7.2 WEEKLY RISK REPORTING SYSTEM**

The Weekly Risk Reporting System (WRRS) is a spreadsheet that documents any risks that may impact the project duration or project cost. This includes risks that are caused by Offeror (or entities contracted by Offeror), and risks that are caused by State (scope changes, unforeseen conditions, etc.). The weekly report is an excel file that must be submitted on the Friday of every week. The report is due every week once the contract is awarded and must be submitted every week throughout the duration of the project until receipt of final payment. The WRRS does not substitute or eliminate weekly progress reports or any other traditional reporting systems or meetings (that the Offeror may perform or may be required to perform). If necessary, additional education regarding this spreadsheet can be requested during the Clarification Period.

### **7.3 POST PROJECT EVALUATION**

Upon completion of the contract, the State will evaluate their overall satisfaction of the service. This includes (but is not limited to): overall quality and satisfaction, ability to deliver the service on-time, ability to deliver the service without any cost increases, ability to manage the service, ability to minimize complaints, ability to minimize State efforts, submission of accurate and timely weekly risk reports, and ability to provide any performance metrics. The final ratings may be made public and posted online. The final ratings will be used to modify/replace the Past Performance Information ratings (Section 4.8) on future competitive solicitations for the State.

## **SECTION 8: ADDITIONAL CONDITIONS AND REQUIREMENTS**

### **8.1 CONTRACT HOLDOVER**

The State and the successful Offeror agree: (1) that any holding over of the contract excluding any exercised renewal options, will be considered as a month-to-month extension, and all other terms and conditions shall remain in full force and effect and (2) to provide written notice to the other party of the intent to cancel such month-to-month extension at least 30-days before the desired date of cancellation.

### **8.2 LOCATION OF WORK**

Work will be performed at various State locations throughout Alaska.

By signature on their proposal, the offeror certifies that all services provided under this contract by the contractor and all subcontractors shall be performed in the United States.

If the offeror cannot certify that all work will be performed in the United States, the offeror must contact the procurement officer in writing to request a waiver at least 10 days prior to the deadline for receipt of proposals.

The request must include a detailed description of the portion of work that will be performed outside the United States, where, by whom, and the reason the waiver is necessary.

Failure to comply with this requirement or to obtain a waiver may cause the state to reject the proposal as non-responsive, or cancel the contract.

### **8.3 HUMAN TRAFFICKING**

By signature on their proposal, the offeror certifies that the offeror is not established and headquartered or incorporated and headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.

The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: <http://www.state.gov/j/tip/>

Failure to comply with this requirement will cause the state to reject the proposal as non-responsive, or cancel the contract.

### **8.4 ASSISTANCE TO OFFERORS WITH A DISABILITY**

Offerors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the procurement officer no later than ten days prior to the deadline for receipt of proposals.

### **8.5 AMENDMENTS**

If an amendment is issued, it will be provided to all who were provided a copy of the RFP and to those who have registered with the procurement officer after receiving the RFP from the State of Alaska Online Public Notice web site.

### **8.6 ALTERNATE PROPOSALS**

Except as otherwise provided in this RFP, Offerors may only submit one proposal for evaluation.

In accordance with 2 AAC 12.830 alternate proposals (proposals that offer something different than what is asked for) will be rejected.

## 8.7 RIGHT OF REJECTION

Offerors must comply with all of the terms of the RFP, the State Procurement Code (AS 36.30), and all applicable local, state, and federal laws, codes, and regulations. The procurement officer may reject any proposal that does not comply with all of the material and substantial terms, conditions, and performance requirements of the RFP.

Offerors may not qualify the proposal nor restrict the rights of the state. If an Offeror does so, the procurement officer may determine the proposal to be a non-responsive counter-offer and the proposal may be rejected.

Minor informalities that:

- do not affect responsiveness;
- are merely a matter of form or format;
- do not change the relative standing or otherwise prejudice other offers;
- do not change the meaning or scope of the RFP;
- are trivial, negligible, or immaterial in nature;
- do not reflect a material change in the work; or
- do not constitute a substantial reservation against a requirement or provision;

may be waived by the procurement officer.

The state reserves the right to refrain from making an award if it determines that to be in its best interest. **A proposal from a debarred or suspended Offeror shall be rejected.**

## 8.8 STATE NOT RESPONSIBLE FOR PREPARATION COSTS

The state will not pay any cost associated with the preparation, submittal, presentation, or evaluation of any proposal.

## 8.9 DISCLOSURE OF PROPOSAL CONTENTS

All proposals and other material submitted become the property of the State of Alaska and may be returned only at the state's option. AS 40.25.110 requires public records to be open to reasonable inspection. All proposal information, including detailed price and cost information, will be held in confidence during the evaluation process and prior to the time a Notice of Intent to Award is issued. Thereafter, proposals will become public information.

Trade secrets and other proprietary data contained in proposals may be held confidential if the Offeror requests, in writing, that the procurement officer does so, and if the procurement officer agrees, in writing, to do so. Material considered confidential by the Offeror must be clearly identified and the Offeror must include a brief statement that sets out the reasons for confidentiality.

## 8.10 SUBCONTRACTORS

Subcontractors may be used to perform work under this contract. If an Offeror intends to use subcontractors, the Offeror must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform.

If a proposal with subcontractors is selected, the Offeror must provide the following information concerning each prospective subcontractor within five working days from the date of the state's request:

- (a) complete name of the subcontractor;
- (b) complete address of the subcontractor;
- (c) type of work the subcontractor will be performing;
- (d) percentage of work the subcontractor will be providing;
- (e) evidence that the subcontractor holds a valid Alaska business license; and
- (f) a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

An offeror's failure to provide this information, within the time set, may cause the state to consider their proposal non-responsive and reject it. The substitution of one subcontractor for another may be made only at the discretion and prior written approval of the project director.

#### **8.11 JOINT VENTURES**

Joint ventures are acceptable as long as one partner is designated as the managing partner. If submitting a proposal as a joint venture, the Offeror must submit a copy of the joint venture agreement which identifies the principals involved and their rights and responsibilities regarding performance and payment.

#### **8.12 OFFEROR'S CERTIFICATION**

By signature on the proposal, Offerors certify that they comply with the following:

- (a) the laws of the State of Alaska;
- (b) the applicable portion of the Federal Civil Rights Act of 1964;
- (c) the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government;
- (d) the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;
- (e) all terms and conditions set out in this RFP;
- (f) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury;
- (g) that the offers will remain open and valid for at least 120 days; and
- (h) that programs, services, and activities provided to the general public under the resulting contract conform with the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government.

If any Offeror fails to comply with (a) through (h) of this paragraph, the state reserves the right to disregard the proposal, terminate the contract, or consider the contractor in default.

### **8.13 CONFLICT OF INTEREST**

Each proposal shall include a statement indicating whether or not the firm or any individuals working on the contract has a possible conflict of interest (e.g., currently employed by the State of Alaska or formerly employed by the State of Alaska within the past two years) and, if so, the nature of that conflict. The Commissioner of the Department of Administration reserves the right to **consider a proposal non-responsive and reject it or** cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the objectivity of the program to be developed by the offeror. The Commissioner's determination regarding any questions of conflict of interest shall be final.

### **8.14 RIGHT TO INSPECT PLACE OF BUSINESS**

At reasonable times, the state may inspect those areas of the contractor's place of business that are related to the performance of a contract. If the state makes such an inspection, the contractor must provide reasonable assistance.

### **8.15 SOLICITATION ADVERTISING**

Public notice has been provided in accordance with 2 AAC 12.220.

### **8.16 NEWS RELEASES**

News releases related to this RFP will not be made without prior approval of the designated State project director.

### **8.17 ASSIGNMENT**

Per 2 AAC 12.480, the contractor may not transfer or assign any portion of the contract without prior written approval from the procurement officer.

### **8.18 DISPUTES**

Any dispute arising out of this agreement will be resolved under the laws of the State of Alaska. Any appeal of an administrative order or any original action to enforce any provision of this agreement or to obtain relief from or remedy in connection with this agreement may be brought only in the Superior Court for the State of Alaska.

### **8.19 SEVERABILITY**

If any provision of the contract or agreement is declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions will not be affected; and, the rights and obligations of the parties will be construed and enforced as if the contract did not contain the particular provision held to be invalid.

### **8.20 FEDERAL REQUIREMENTS**

The Offeror must identify all known federal requirements that apply to the proposal, the evaluation, or the contract.

### **8.21 SITE INSPECTION**

The State may conduct on-site visits to evaluate the Offeror's capacity to perform the contract. An Offeror must agree, at risk of being found non-responsive and having its proposal rejected, to provide the state reasonable access to relevant portions of its work

sites. Individuals designated by the procurement officer at the state's expense will make site inspection.

## **8.22 AMENDMENTS TO PROPOSALS**

Amendments to or withdrawals of proposals will only be allowed if acceptable requests are received prior to the deadline that is set for receipt of proposals. No amendments or withdrawals will be accepted after the deadline unless they are in response to the state's request in accordance with 2 AAC 12.290.

## **8.23 SUPPLEMENTAL TERMS AND CONDITIONS**

Proposals must comply with Section **8.9 Right of Rejection**. However, if the state fails to identify or detect supplemental terms or conditions that conflict with those contained in this RFP or that diminish the state's rights under any contract resulting from the RFP, the term(s) or condition(s) will be considered null and void. After award of contract:

- (a) if conflict arises between a supplemental term or condition included in the proposal and a term or condition of the RFP, the term or condition of the RFP will prevail; and
- (b) if the state's rights would be diminished as a result of application of a supplemental term or condition included in the proposal, the supplemental term or condition will be considered null and void.

## **8.24 CLARIFICATION OF OFFERS**

In order to determine if a proposal is reasonably susceptible for award, communications by the procurement officer or the proposal evaluation committee (PEC) are permitted with an Offeror to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Clarifications may not result in a material or substantive change to the proposal. The evaluation by the procurement officer or the PEC may be adjusted as a result of a clarification under this section.

## **8.25 DISCUSSION WITH OFFERORS**

The state may conduct discussions with Offerors in accordance with AS 36.30.240 and 2 AAC 12.290. The purpose of these discussions will be to ensure full understanding of the requirements of the RFP and proposal. Discussions will be limited to specific sections of the RFP or proposal identified by the procurement officer. Discussions will only be held with Offerors who have submitted a proposal deemed reasonably susceptible for award by the procurement officer. Discussions, if held, will be after initial evaluation of proposals by the procurement officer or the PEC. If modifications are made as a result of these discussions they will be put in writing. Following discussions, the procurement officer may set a time for best and final proposal submissions from those Offerors with whom discussions were held. Proposals may be reevaluated after receipt of best and final proposal submissions.

If an Offeror does not submit a best and final proposal or a notice of withdrawal, the Offeror's immediate previous proposal is considered the Offeror's best and final proposal.

Offerors with a disability needing accommodation should contact the procurement officer prior to the date set for discussions so that reasonable accommodation can be made. Any oral modification of a proposal must be reduced to writing by the Offeror.

## **8.26 VENDOR TAX ID**

A valid Vendor Tax ID must be submitted to the issuing office with the proposal or within five days of the state's request.

### **8.27 F.O.B. POINT**

All goods purchased through this contract will be F.O.B. final destination. Unless specifically stated otherwise, all prices offered must include the delivery costs to any location within the State of Alaska.

### **8.28 ALASKA BUSINESS LICENSE AND OTHER REQUIRED LICENSES**

Prior to the award of a contract, an Offeror must hold a valid Alaska business license. However, in order to receive the Alaska Bidder Preference and other related preferences, such as the Alaska Veteran and Alaska Offeror Preference, an Offeror must hold a valid Alaska business license prior to the deadline for receipt of proposals. Offerors should contact the Department of Commerce, Community and Economic Development, Division of Corporations, Business, and Professional Licensing, P. O. Box 110806, Juneau, Alaska 99811-0806, for information on these licenses. Acceptable evidence that the Offeror possesses a valid Alaska business license may consist of any one of the following:

- (a) copy of an Alaska business license;
- (b) certification on the proposal that the Offeror has a valid Alaska business license and has included the license number in the proposal;
- (c) a canceled check for the Alaska business license fee;
- (d) a copy of the Alaska business license application with a receipt stamp from the state's occupational licensing office; or
- (e) a sworn and notarized affidavit that the Offeror has applied and paid for the Alaska business license.

You are not required to hold a valid Alaska business license at the time proposals are opened if you possess one of the following licenses and are offering services or supplies under that specific line of business:

- fisheries business licenses issued by Alaska Department of Revenue or Alaska Department of Fish and Game,
- liquor licenses issued by Alaska Department of Revenue for alcohol sales only,
- insurance licenses issued by Alaska Department of Commerce, Community and Economic Development, Division of Insurance, or
- Mining licenses issued by Alaska Department of Revenue.

Prior the deadline for receipt of proposals, all Offerors must hold any other necessary applicable professional licenses required by Alaska Statute.

### **8.29 APPLICATION OF PREFERENCES**

Certain preferences apply to all contracts for professional services, regardless of their dollar value. The Alaska Bidder, Alaska Veteran, and Alaska Offeror preferences are the most common preferences involved in the RFP process. Additional preferences that may apply to this procurement are listed below. Guides that contain excerpts from the relevant statutes and codes, explain when the preferences apply and provide examples of how to calculate the preferences are available at the Department of Administration, Division of General Service's web site:

<http://doa.alaska.gov/dgs/policy.html>

**Alaska Products Preference - AS 36.30.332**  
**Recycled Products Preference - AS 36.30.337**  
**Local Agriculture and Fisheries Products Preference - AS 36.15.050**  
**Employment Program Preference - AS 36.30.321(b)**  
**Alaskans with Disabilities Preference - AS 36.30.321(d)**  
**Alaska Veteran's Preference - AS 36.30.321(f)**

The Division of Vocational Rehabilitation in the Department of Labor and Workforce Development keeps a list of qualified employment programs and individuals who qualify as persons with a disability. As evidence of a business' or an individual's right to the Employment Program or Alaskans with Disabilities preferences, the Division of Vocational Rehabilitation will issue a certification letter. To take advantage of these preferences, a business or individual must be on the appropriate Division of Vocational Rehabilitation prior to the time designated for receipt of proposals. Offerors must attach a copy of their certification letter to the proposal. An Offeror's failure to provide this certification letter with their proposal will cause the state to disallow the preference.

### **8.30 5 PERCENT ALASKA BIDDER PREFERENCE AS 36.30.321(A), AS 36.30.990(2), & 2AAC 12.260**

An Alaska Bidder Preference of five percent will be applied prior to evaluation. The preference will be given to an Offeror who:

- (1) holds a current Alaska business license prior to the deadline for receipt of proposals;
- (2) submits a proposal for goods or services under the name appearing on the Offeror's current Alaska business license;
- (3) has maintained a place of business within the state staffed by the Offeror, or an employee of the Offeror, for a period of six months immediately preceding the date of the proposal;
- (4) is incorporated or qualified to do business under the laws of the state, is a sole proprietorship and the proprietor is a resident of the state, is a limited liability company (LLC) organized under AS 10.50 and all members are residents of the state, or is a partnership under AS 32.06 or AS 32.11 and all partners are residents of the state; and
- (5) if a joint venture, is composed entirely of ventures that qualify under (1)-(4) of this subsection.

#### **Alaska Bidder Preference Affidavit**

In order to receive the Alaska Bidder Preference, the proposal must include a statement certifying that the Offeror is eligible to receive the Alaska Bidder Preference.

If the Offeror is a LLC or partnership as identified in (4) of this subsection, the affidavit must also identify each member or partner and include a statement certifying that all members or partners are residents of the state.

If the Offeror is a joint venture which includes a LLC or partnership as identified in (4) of this subsection, the affidavit must also identify each member or partner of each LLC or

partnership that is included in the joint venture and include a statement certifying that all of those members or partners are residents of the state.

**8.31 5 PERCENT ALASKA VETERAN PREFERENCE  
AS 36.30.321(f)**

An Alaska Veteran Preference of five percent, not to exceed \$5,000, will be applied to the price in the proposal. The preference will be given to an Offeror who qualifies under AS 36.30.990(2) as an Alaska bidder and is a:

- (a) sole proprietorship owned by an Alaska veteran;
- (b) partnership under AS 32.06 or AS 32.11 if a majority of the partners are Alaska veterans;
- (c) limited liability company organized under AS 10.50 if a majority of the members are Alaska veterans; or
- (d) corporation that is wholly owned by individuals, and a majority of the individuals are Alaska veterans.

**Alaska Veteran Preference Affidavit**

In order to receive the Alaska Veteran Preference, the proposal must include a statement certifying that the Offeror is eligible to receive the Alaska Veteran Preference.

**8.32 FORMULA USED TO CONVERT COST TO POINTS  
AS 36.30.250 & 2 AAC 12.260**

The distribution of points based on cost will be determined as set out in 2 AAC 12.260(c). The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out below.

$$\frac{[(\text{Price of Lowest Cost Proposal}) \times (\text{Maximum Points for Cost})]}{(\text{Cost of Each Higher Priced Proposal})} = \text{POINTS}$$

**8.33 ALASKA OFFEROR PREFERENCE  
AS 36.30.321 & 2AAC 12.260**

2 AAC 12.260(e) provides Alaska Offerors a 10 percent overall evaluation point preference. Alaska bidders, as defined in AS 36.30.990(2), are eligible for the preference. Alaska Offerors will receive 10 percent of the total available points as a preference.

**8.34 PROTEST**

AS 36.30.560 provides that an interested party may protest the content of the RFP. An interested party is defined in 2 AAC 12.990(a) (7) as "an actual or prospective bidder or Offeror whose economic interest might be affected substantially and directly by the issuance of a contract solicitation, the award of a contract, or the failure to award a contract." If an interested party wishes to protest the content of a solicitation, the protest must be received, in writing, by the procurement officer at least ten days prior to the deadline for receipt of proposals. AS 36.30.560 also provides that an interested party may protest the award of a contract or the proposed award of a contract. If an Offeror wishes to protest the award of a contract or the proposed award of a contract, the protest must be received, in writing, by the procurement officer within ten days after the date the Notice of Intent to Award the contract is issued.

A protester must have submitted a proposal in order to have sufficient standing to protest the proposed award of a contract. Protests must include the following information:

- a. The name, address, and telephone number of the protester;
- b. The signature of the protester or the protester's representative;
- c. Identification of the contracting agency and the solicitation or contract at issue;
- d. A detailed statement of the legal and factual grounds of the protest including copies of relevant documents; and the form of relief requested.

Protests filed by telex or telegram are not acceptable because they do not contain a signature. Fax copies containing a signature are acceptable.

The procurement officer will issue a written response to the protest. The response will set out the procurement officer's decision and contain the basis of the decision within the statutory time limit in AS 36.30.580. A copy of the decision will be furnished to the protester by certified mail, fax or another method that provides evidence of receipt.

All Offerors will be notified of any protest. The review of protests, decisions of the procurement officer, appeals, and hearings, will be conducted in accordance with the State Procurement Code (AS 36.30), Article 8 "Legal and Contractual Remedies."

### **8.35 CONTRACT TYPE**

State agencies will request services from the contract resulting from this RFP through the SDM system and in coordination with the State of Alaska, Department of Administration, Enterprise Technology Services. The Contractor shall not accept orders from any State agency unless documented in the SDM system.

This contract will include two (2) types of pricing:

- Some services will be firm fixed price.
- Some services will be provided on a quoted Time and Materials (T & M) basis per project, with not-to-exceed, maximum dollar amount limits. The State will request quotes on specific projects, commodities or services, the contractor shall provide quote in the form of a plan narrative, bill of materials and as built documentation. These shall be accomplished within or attached to the appropriate SDM ticket. If the quote is acceptable, the State shall direct the contractor to proceed. The State will not be responsible for any work done by the contractor, even work done in good faith, if it occurs prior to acceptance from the State within the SDM system.

No travel costs will be allowed for work performed in Anchorage, Juneau and Fairbanks. Travel costs to other locations will be calculated from the closest core city (Anchorage, Juneau, or Fairbanks) and will be reimbursed in accordance with the Alaska Administrative Manual (AAM) Chapter 60.

### **8.36 CONTRACT APPROVAL**

This RFP does not, by itself, obligate the state. The state's obligation will commence when the contract is approved by the Commissioner of the Department of Administration or the Commissioner's designee. Upon written notice to the contractor, the state may set a different starting date for the contract. The state will not be responsible for any work done by the contractor, even work done in good faith, if it occurs prior to the contract start date set by the state.

### **8.37 STANDARD CONTRACT PROVISIONS**

The contractor will be required to sign and submit the attached State's Standard Agreement Form for Professional Services Contracts (form 02-093/Appendix A). The contractor must comply with the contract provisions set out in this attachment. No alteration of these provisions will be permitted without prior written approval from the Department of Law. Objections to any of the provisions in Appendix A must be set out in the Offeror's proposal.

### **8.38 PROPOSAL AS PART OF THE CONTRACT**

Part or all of this RFP and the successful proposal may be incorporated into the contract.

### **8.39 INSURANCE REQUIREMENTS**

The successful Offeror must provide proof of workers' compensation insurance prior to contract approval. The successful Offeror must secure the insurance coverage required by the state. The coverage must be satisfactory to the Department of Administration Division of Risk Management. An Offeror's failure to provide evidence of such insurance coverage is a material breach and grounds for withdrawal of the award or termination of the contract.

Offerors must review form Appendix B1, attached, for details on required coverage. No alteration of these requirements will be permitted without prior written approval from the Department of Administration, Division of Risk Management. Objections to any of the requirements in Appendix B1 must be set out in the Offeror's proposal.

### **8.40 CONTRACT FUNDING**

Approval or continuation of a contract resulting from this is contingent upon legislative appropriation.

### **8.41 PROPOSED PAYMENT PROCEDURES**

The state will make payments based on a negotiated payment schedule. Each billing must consist of an invoice and progress report. No payment will be made until the progress report and invoice has been approved by the project director.

### **8.42 CONTRACT PAYMENT**

No payment will be made until the contract is approved by the Commissioner of the Department of Administration or the Commissioner's designee. Under no conditions will the state be liable for the payment of any interest charges associated with the cost of the contract.

The state is not responsible for and will not pay local, state, or federal taxes. All costs associated with the contract must be stated in U.S. currency.

### **8.43 CONTRACT PERSONNEL**

Any change of the project team members or subcontractors named in the proposal must be approved, in advance and in writing, by the designated State project director. Personnel changes that are not approved by the state may be grounds for the state to terminate the contract.

### **8.44 INSPECTION & MODIFICATION – REIMBURSEMENT FOR UNACCEPTABLE DELIVERABLES**

The contractor is responsible for the completion of all work set out in the contract. All work is subject to inspection, evaluation, and approval by the designated State project director. The state may employ all reasonable means to ensure that the work is progressing and being performed in compliance with the contract. The project director may instruct the contractor to make corrections or modifications if needed in order to accomplish the contract's intent. The contractor will not unreasonably withhold such changes.

Substantial failure of the contractor to perform the contract may cause the state to terminate the contract. In this event, the state may require the contractor to reimburse monies paid (based on the identified portion of unacceptable work received) and may seek associated damages.

#### **8.45 TERMINATION FOR DEFAULT**

If the project director determines that the contractor has refused to perform the work or has failed to perform the work with such diligence as to ensure its timely and accurate completion, the state may, by providing written notice to the contractor, terminate the contractor's right to proceed with part or all of the remaining work.

This clause does not restrict the state's termination rights under the contract provisions of Appendix A, attached.

#### **8.46 CONTRACT CHANGES – UNANTICIPATED AMENDMENTS**

During the course of this contract, the contractor may be required to perform additional work. That work will be within the general scope of the initial contract. When additional work is required, the project director will provide the contractor a written description of the additional work and request the contractor to submit a firm time schedule for accomplishing the additional work and a firm price for the additional work. Cost and pricing data must be provided to justify the cost of such amendments per AS 36.30.400.

The contractor will not commence additional work until the project director has secured any required state approvals necessary for the amendment and issued a written contract amendment, approved by the Commissioner of the Department of Administration or the Commissioner's designee.

#### **8.47 CONTRACT INVALIDATION**

If any provision of this contract is found to be invalid, such invalidation will not be construed to invalidate the entire contract.

#### **8.48 NONDISCLOSURE AND CONFIDENTIALITY**

The Offeror agrees that all confidential information shall be used only for purposes of providing the deliverables and performing the services specified herein and shall not disseminate or allow dissemination of confidential information except as provided for in this section. The contractor shall hold as confidential and will use reasonable care (including both facility physical security and electronic security) to prevent unauthorized access by, storage, disclosure, publication, dissemination to and/or use by third parties of, the confidential information. "Reasonable care" means compliance by the contractor with all applicable federal and state law, including the Social Security Act and HIPAA. The contractor must promptly notify the state in writing if it becomes aware of any storage, disclosure, loss, unauthorized access to or use of the confidential information.

Confidential information, as used herein, means any data, files, software, information or materials (whether prepared by the state or its agents or advisors) in oral, electronic,

tangible or intangible form and however stored, compiled or memorialized that is classified confidential as defined by State of Alaska Information Security Policies provided by the state to the contractor or a contractor agent or otherwise made available to the contractor or a contractor agent in connection with this contract, or acquired, obtained or learned by the contractor or a contractor agent in the performance of this contract. Examples of confidential information include, but are not limited to: technology infrastructure, architecture, financial data, trade secrets, equipment specifications, user lists, passwords, research data, and technology data (infrastructure, architecture, operating systems, security tools, IP addresses, etc.).

If confidential information is requested to be disclosed by the contractor pursuant to a request received by a third party and such disclosure of the confidential information is required under applicable state or federal law, regulation, governmental or regulatory authority, the contractor may disclose the confidential information after providing the state with written notice of the requested disclosure ( to the extent such notice to the state is permitted by applicable law) and giving the state opportunity to review the request. If the contractor receives no objection from the state, it may release the confidential information within 30 days. Notice of the requested disclosure of confidential information by the contractor must be provided to the state within a reasonable time after the contractor's receipt of notice of the requested disclosure and, upon request of the state, shall seek to obtain legal protection from the release of the confidential information.

The following information shall not be considered confidential information: information previously known to be public information when received from the other party; information freely available to the general public; information which now is or hereafter becomes publicly known by other than a breach of confidentiality hereof; or information which is disclosed by a party pursuant to subpoena or other legal process and which as a result becomes lawfully obtainable by the general public.

## **ATTACHMENTS AND EXHIBITS**

### **1- EXHIBITS**

- a. EXHIBIT 1 – PROJECT DETAILS AND DESIRED OUTCOMES
- b. EXHIBIT 2 – CURRENT CONDITIONS

### **2- ATTACHMENTS**

- a. Attachment A – Proposal Cover Sheet
- b. Attachment B – Proposal Form
- c. Attachment C\* – Service Plan
- d. Attachment D\* – Risk Assessment Plan
- e. Attachment E\* – Value Assessment Plan
- f. Attachment F – Reference List
- g. Attachment G – Survey Questionnaires
- h. Attachment H – Past Performance Information Scores
- i. Attachment I – Cost Proposal Form
- j. Attachment J – Asset Inventory
- k. Attachment K – Service Level Agreements (SLAs)
- l. Attachment L – Standard Agreement Form / Appendix A
- m. Attachment M – Appendix B1 Indemnity & Insurance

*\* Indicates that the entire Attachment must be anonymous. These Attachments must NOT contain any names (company, personnel, project, product, etc.) that can be used to identify the Offeror.*

## **EXHIBIT 1**

### **PROJECT DETAILS AND DESIRED OUTCOMES**

---

#### **SECTION 1: GOALS AND EXPECTATIONS**

The State is seeking a contractor to perform the operations and maintenance of all existing State, executive branch and co-op partner agency telephone, data, and video networks. This includes help desk services for all services provided across the State networks, including some services which are not provided by the successful Offeror under this RFP.

#### **SECTION 2: SCOPE OF WORK**

The State requires the successful Offeror (“Contractor”) to supply core telecommunication services to all State executive branch agencies and to all other entities to which the State’s Department of Administration currently provides telecommunications services or may provide telecommunications services to in the future. This includes those State agencies outside of the executive branch (e.g., the Legislature, the Court System, the University System, the Alaska Railroad, etc.) that have separate procurement authority, but may choose to participate in this procurement effort. Existing statute permits the Department of Military and Veteran Affairs (DMVA), an executive branch agency, to independently supplement telecommunications services in the event of a declared disaster.

Regardless of the initial designation of in-scope, in-scope for a fee or out of scope, all requests for telecommunications services fielded by the provider must be entered into the States’ SDM service request system for disposition of the telecommunications request by ETS.

Detailed information on the telecommunications assets of agencies are provided in Attachment J.

## 2.1 MAIN SERVICE COMPONENTS

The following sections outline the State's current environment, functional requirements and Service Level Agreements (SLA's) for each in-scope service component. They have been divided and grouped into various "service bundles."

The State's telecommunications service Contractor will be required to perform all of the in-scope or in-scope for a fee telecommunications services that the State currently performs or procures and has identified as a mandatory service. Unless otherwise noted, all components are mandatory.

#	Service Component	General Description
1	<b>Wired Telephony Services</b>	Voice switching for Internet Protocol Telephony (IPT) at all existing locations, future VoIP sites deployed as Greenfield , cabling; voicemail, Enhanced Telephony Services (CTI applications); local telephone services; long distance services; toll free services, audio-conferencing; maintenance and repair; moves, adds and changes for all systems. The State expects offerors will show a reduced cost for maintenance of the IPT system(s) over previous efforts.
		<b>a. Small PBX support:</b> Following general State guidelines, provide consulting, needs assessment, design services, optional acquisition, and Public Switched Telephone Network (PSTN) to IP network media gateway services.
2	<b>Data Network Services</b>	Wide Area Network management including routers, hub routers, data switches, firewalls, intrusion detection systems, CSU/DSUs, and modem pools; frame relay including frame relay services and interface equipment; dedicated and shared line connectivity; Internet connectivity; remote Dial-up connectivity; DMZ services, network monitoring and management, DNS security; maintenance and repair; moves, adds and changes for all systems.
		<b>a. Core Backbone Network connectivity:</b> Low latency, high bandwidth, redundant circuits between core sites and facilities in Juneau, Anchorage, & Fairbanks.
		<b>b. Internet connectivity:</b> Managed, dedicated and secure high bandwidth internet connectivity in at least two locations.
3	<b>Video Conferencing Services</b>	Video-conferencing including bridges; video over IP packet network; moves, adds and changes; operations, maintenance, repair and reporting.
4	<b>End-User Support Services</b>	Help Desk; System Administration; System Requests; Other Support Services and reporting.

### 2.1.1 Retained Authorities

The State will retain core technology management functions, including strategic planning, quality assurance, approvals for procurement of hardware/software, approvals for improvements and expansion of infrastructure and vendor/contract management. The State will retain authority over specific IT and telecommunications functions, as follows:

- a. Strategic and Operational planning:** The State has final authority for and primary responsibility of technology strategic planning with assistance from the Contractor. The Contractor is expected to assist in: (i) development of goals and objectives; (ii) assessment of the current environment; (iii) analysis of alternatives; (iv) development of recommended directions and solutions; (v) development of technology standards; (vi) development of implementation plans; and other areas as appropriate. The State will also retain primary responsibility and authority (with assistance from the Contractor) over operational planning as it relates to the development and approval of initiatives that affect the Contractor's scope of services, and/or strategic directions of the State's technology environment and contract with the Contractor. This includes the statewide coordination and approval of specific departmental requests for service that are in scope for a fee services beyond the basic scope of services provided by the Contractor or directly modify the Service Level Agreements (SLAs) determined through this RFP process.
- b. Local Area Network Operations and Management:** Individual State agencies will continue to be responsible for the operation of their own local area networks (LANs) and Data Centers. Recent upgrade of the IPT telephony continues the landscape environment that requires oversight and coordination of change and configuration management on the LANs with IPT data switches. Oversight of the LAN environments by ETS was approved by policy change through the Administrative Services Directors and the Enterprise Investment Board/Commissioner of the Department of Administration, chairing IT Governance for the State of Alaska. Agency LAN administrators will continue to provide support to users from the WAN point-of-presence to the desktop. The Contractor is expected to work closely with both ETS and LAN administrative staff to resolve WAN/LAN configuration issues and to resolve system performance issues.
- c. Co-location Services:** The State may wish to co-locate equipment with the provider. The State does not expect to pay any lease cost for space identified and used as co-location space for telecommunication equipment during the life of this agreement.
- d. Technology Retooling Approval:** The State retains the right to accept or reject any Contractor-proposed technology update plan that significantly changes the State's service system infrastructure. It is expected that the State and the Contractor will work closely together in the evaluation of new technologies and the development of any plans to upgrade or update the State's telecommunications systems. Nevertheless, the State reserves the right to prohibit the use of any technology that the State deems cost prohibitive, unproven or may put the health and reliability of telecommunications, at risk, particularly Safety of Life related telecommunications.
- e. Business Process Reengineering:** It is possible that the Contractor may propose, initiate, and conduct technology infrastructure changes that result in business process reengineering efforts at the State. The State will retain primary responsibility and authority over: approving these efforts; coordinating/resolving

labor-related issues; and ensuring that performance metrics (including before and after) are accurately and appropriately developed.

- f. **Contract Management:** The State will be responsible for managing the contract and relationship with the Contractor. The Contractor will be responsible for managing all contracts and relationships with subcontractors.
- g. **Budgeting:** State agencies will be responsible for the annual budget for their telecommunications operations. The Contractor shall provide periodic estimates (annual and/or quarterly reports), for the services included in this RFP, including all subcontracts, and for additional services planned or anticipated by the State in subsequent years.
- h. **Billing and Chargeback:** The State will continue to provide billing and chargeback services for those functions and services that the Enterprise Technology Services Division continues to provide to State agencies. The Contractor will be required to assume all other billing functions as delineated as a direct bill to customer agency and defined per the requirements specific to each service bundle and must provide all billing in an electronic format as specified by the State.
- i. **Quality Assurance:** At the end of the first 6 months of service, the provider shall provide to the State an audit, including circuit layout records (CLR) and separate diagrams of video, data and voice video circuits for all locations. This report shall include recommended disconnects for inactive circuits. Thereafter, the provider shall provide this report once per annum.
- j. **Validation and Verification:** In addition to the quality assurance efforts provided by the Contractor, the State will perform validation and verification activities over key projects and operational processes. The functions designated above as retained authorities and primary responsibilities of the State will be performed by State staff and/or independent consultants hired directly by the State as Independent Verification and Validation and (IV&V) contractors. Business units of the State will also have periodic federal or industry regulatory requirements to verify and validate configurations, i.e. IRS, HIPPA, and CJIS. The Contractor will be required to fully cooperate with such authorities.
- k. **Project Approvals:** The State retains the authority to accept, reject or modify any projects, proposals, or requests to services provided within scope of this contract. Any and all projects must meet the form of offer, acceptance and exchange of consideration. These must be documented in the service desk management system or the system designated by the State.
- l. **Procurement:** The State retains the authority to procure, at its discretion, any hardware, software, service or bandwidth provisioning that relates to services provided within the scope of this contract. Offering(s) to the State must follow a quote, acceptance, consideration sequence documented in SDM.

### 2.1.2 Terms of Relationship and Disentanglement

The term of any contract resulting from this RFP is subject to budget appropriations. For purposes of this RFP, assume an initial term of 5 years, with an option for the State, at its sole discretion, to extend the term for up to 2 additional one-year renewal terms.

The Contractor shall provide full, complete, and timely cooperation in disentangling the relationship in the event that the contract expires or terminates. In the event of expiration

or termination, the State expects that the Contractor shall provide, at a minimum, but limited to, the following: return all State data and documentation to the State in format(s) the State can use; and allow the State or the new service provider access to any selected systems, infrastructure, or processes that have been employed in servicing the State, in accordance with methods and procedures to be agreed upon and established in any contract resulting from this RFP.

In the event of the expiration or termination of the relationship between the State and your organization, your organization will be required to:

1. Cooperate with the State or the new service provider and otherwise take all reasonable steps to assist the State in effecting a smooth disentanglement upon the expiration or termination of the Service Agreement.
2. Not to interrupt the provision of services to the State or any obligations related to disentanglement, disable any hardware used to provide services, or perform any other action that prevents, slows down, or reduces in any way the provision of services or the State's ability to conduct its activities, unless the State agrees that a satisfactory disentanglement has occurred.
3. Provide the State or another service provider with access to any specialized systems, technology, or processes that have been employed in servicing the State.

### **2.1.3 Technology Refresh**

The Contractor will be required to keep the State's telecommunications infrastructure, systems, and applications current with industry advances. In particular, the State requires that all hardware and software releases will be kept at levels supportable by their respective manufacturers and that equipment will be replaced or upgraded as required to meet manufacturer's requirements for continued support.

The Contractor must meet on-going functional and performance requirements, which may require the refresh of the involved equipment. Additionally, as hardware and software upgrades and maintenance are available from their respective vendors, the Contractor will notify the State and coordinate implementation of the upgrades and maintenance. The Contractor is responsible for maintaining hardware and software at the manufacturer's current levels and releases.

### **2.1.4 Transition Management**

The Contractor will be required to implement an expeditious and seamless transition of services, without interruption, from the State's current telecommunications provider, GCI, to their firm. This includes all services within the scope of this RFP. On the effective date of the contract, or shortly thereafter, the Contractor will assume responsibility for, and begin providing all current services, maintain all current systems, and meet current service levels experienced by the State. The Contractor's transition plan shall include, at a minimum, a detailed explanation of the manner in which the Contractor will assume responsibility after the effective date of the contract for the provision of services, and the Contractor's plan for management of the State's Telecommunications assets and resources.

### **2.1.5 Change Management**

The State's telecommunications and IT systems, operations, and infrastructure must constantly evolve and adapt to the State's changing environment in order to continually improve the delivery of services to the State's departments and citizens. The Contractor

shall implement methodologies to accommodate such changes including changes in services, scope of services, service levels, service volumes, and application and system requirements. The State also expects the Contractor to provide on-going notice, alerts, diagrams and training for end-users as changes to the environment and systems affect their daily operations. Jointly with the State, develop policies and procedures to ensure error-free transition and maximum availability of wired telephony, data network services, videoconferencing service and end user support services. This includes, but is not limited to, new installations, system component upgrades and/or any changes, such as phone numbers and area codes. Ensure that all planned modifications to the telecommunications environment conform to the Change Advisory Board process and procedures. ETS currently utilizes CA's SDM system for logging and tracking changes, a weekly notice /Change Advisory Board review board/ calendar and two weekly change time windows for scheduled outages.

### **2.1.6 Security and Confidentiality**

The State's systems and databases contain private and confidential information. Some of this information is subject to special statutory protection including, but not limited to, public safety records and confidential health and human services data.

The Contractor must implement a methodology for maintaining the security and confidentiality of all information in accordance with applicable Federal, State and local laws and regulations, such as the US Department of Justice Criminal Justice Information Systems (CJIS) Security Policy. The Contractor shall have no rights to use or access any State data or information, except as required to provide the in-scope services. Your organization will be fully and solely responsible for security, with respect to all services it provides and all systems it maintains, and for protecting against unauthorized and fraudulent use of the State's telecommunications systems.

Provide appropriate security methodologies (e.g., expiring password protection, encryption, firewalls, logs, tunneling etc.) at points of public and remote access for the State's wired telephony (IPT), data network services, vide-conferencing service and end user support services. Provide appropriate detection methods to identify unauthorized access, such as call monitoring, recording, etc. Retain Call Detail Records (CDR) and logging as required by the State. Ensure security of the voice mail system (Unity) to prevent toll fraud and unauthorized access. Ensure that maintenance access, dial-up or network, to the PBXs, core Cisco Call Managers, and associated systems are protected from unauthorized access by the use of secure, "call back" modems for dialup access, as well as passwords for LAN and VPN clients, for WAN access. The successful bidder shall maintain a secured and monitored environment and perform a periodic security audit at the discretion of the State Security Office.

### **2.1.7 Resource Planning and Asset Management**

The Contractor will establish and maintain a resource planning, acquisition, and control function for the State, with the Contractor's primary role being to determine what telecommunications resources are needed to satisfy the State's requirements and service levels, acquire those resources, and maintain an accurate inventory of telecommunications resources and assets. Asset records shall be integrated into the State of Alaska asset management system. The Contractor shall procure all technological resources required to perform its service obligations and (subject to such fee adjustments as might be agreed upon by the parties) the Contractor shall also make procurements of additional resources (i.e., resources for use by State entities other than those initially in-scope) as the State might request, in accordance with the State's procurement law, regulations, and policies. ETS will coordinate these purchases whenever possible.

Procurement activities will include: procurement of additional assets; negotiation of lowest prices; obtaining the most favorable rates and discounts available; distribution and installation of all procured items; and software license compliance. Procurement activities shall be performed by and for the account of, and paid for by, the Contractor.

### **2.1.8 Quality Assurance**

The Contractor will establish, maintain, and administer a quality assurance service for the State. The Contractor's primary role will be to ensure effective control over hardware and software that is acquired, developed, maintained, or supported. The Contractor will ensure that its employees and agents have procedures and work instructions that meet designated quality requirements; that procedures are adequate to meet the State's needs and the requirements of contracts, regulations, and the public; hardware and software acquisition, development, and support are performed in compliance with these procedures; State personnel are informed of compliance with these procedures; and that process improvements are initiated when procedures and work instructions are found to be inadequate. Furthermore, should the State decide to retain a third party to provide independent verification and validation (IV&V) services, the Contractor will be required to work closely and openly with the State's designated IV&V entity and provide the same level of access and support as is required by the State.

### **2.1.9 Disaster Recovery**

The State currently has a secure, multi-tenant platform, a portion of which has been designated for phone system backups and disaster recovery; The SunGard Corporation on contract for mainframe disaster recovery testing; and, a SMARTnet (Cisco) contract for emergency replacement. Additionally, each department in the State is currently responsible for its own Disaster Recovery and Continuity of Operations Plan (COOP) for distributed database and desktop computing resources.

The Contractor will be required to assist ETS and DMVA with the execution of the State's COOP that was developed to ensure performance of essential functions and continuity of government operations following a major event. Furthermore, the Contractor will actively coordinate with DMVA in the development of joint disaster communications protocols, contingency plans and disaster recovery operations. Nothing in this RFP or in the resulting contract shall be interpreted to reduce DMVA's statutory authority for coordinating, providing, or supplementing communications services during a declared State emergency.

### **2.1.10 Reporting and Communication**

The Contractor will be required to assemble and create monthly reports on the performance of all contracted functions, in order to assist in the effective management of the contract, and enable continuous improvement of the services that the State receives. Ad Hoc Reports, including billing reports, will be periodically requested and must be compiled and distributed to the State's management in an electronic format. Reports must be compiled and published on all functions, including performance, Service Level Agreements (SLAs), cost management, and subcontractor relationships on a Statewide and department-level basis. These reports must include the measurement of the Contractor's actual performance against the required service levels. The Contractor will be required to provide reports in formats, content, and frequency as directed by the State. The Contractor will be required to implement a management structure to facilitate communications between the Contractor and the State and, to address and resolve concerns escalated either by the Contractor or the State. Routine meetings and reporting processes must be defined to ensure a smooth interface and timely resolution of issues.

The State's managerial and technical professionals will administer the State's relationship with the Contractor and exercise the State's retained authorities. The State will define authorized contacts for each service obtained from the Contractor. The Contractor will be required to designate a single project manager to coordinate the delivery of all services. The Contractor shall designate a "chief engineer" who will act as a gatekeeper for system design and planning. The State will not resolve issues or disputes between Contractor's personnel and any subcontractors retained by the Contractor. For operational services such as problem resolution, help desk inquiries and the like, there must be routine and continuous interaction between the Contractor's employees and the State's end-user community. The Contractor's employees are, in fact, extensions of the State's telecommunications organization, and will be a significant interface between such organization and the State's end-user community. This operational interface will determine the satisfaction of the State's employees with the services delivered by the Contractor. The Contractor will be required to continuously measure and improve its service delivery and the State's employee satisfaction with those services. The State requires the Contractor to perform annual end user surveys by Department, as part of this process.

Although the State fully expects the Contractor to assign only its highest quality and most experienced personnel to manage the Contractor's responsibilities through the course of this contract, the State is concerned about the potential consequences should the Contractor's Program Manager or members of the Account Team prove to be ill-suited to meet the demands of the project. Therefore, the State reserves the right of approval regarding the hiring or transferring of key Contractor management personnel.

## **2.2 COMMON REQUIREMENTS FOR ALL SERVICE COMPONENTS**

### **2.2.1 Support Existing Operations**

The Contractor will be required to: (i) assume full management responsibility and provide all telecommunications services and support to the State; (ii) ensure the proper and orderly functioning of all State equipment as designated by the respective equipment manufacturers; and (iii) meet existing service levels in support of the State's on-going functional requirements. The Contractor must agree that, in the event of a good faith dispute between your organization and the State, it shall not suspend, interrupt, slow down, or otherwise adversely affect the services that your organization provides to the State, regardless of whether payments are reduced in respect to the items in dispute.

### **2.2.2 Provide Competitive and Economically Favorable Services**

Provide the most competitive and economically favorable wired telephony, data network, and video-conferencing and end user support services on a continuous basis through the life of the Proposer's contract. If the rates for any telecommunications service offering, i.e., circuit(s), are less expensive than the contract rate, the Contractor will automatically reduce the charge the State of Alaska to the prevailing rate(s).

### **2.2.3 Maintain Systems and Equipment**

Provide proactive maintenance activities to ensure the optimal operation of the State's wired telephony, data network services, videoconferencing services and end user support services, including, but not limited to, voice switching and transmission facilities, State-owned TIE cable/conduit system, voice mail and enhanced telephony services system, audio-conferencing system, recorded announcement equipment, etc., as described in the manufacturer specifications, and according to the State's requirements and the SLA documented in this RFP. Provide users with advance notification of any

maintenance activity that may involve a service interruption. Any service interruptions that result from maintenance activities must be minimized.

#### **2.2.4 Provide Trouble/Fault Management**

Provide expert and timely trouble repair services for wired telephony, data network services, videoconferencing service and end user support services, including but not limited to, voice switching and transmission facilities, voice mail and enhanced telephony services system, audio teleconferencing system, etc., as specified in the SLAs listed in this RFP. Provide fault sectionalization and a means to bypass or isolate sections of the impacted system or network. Provide notification to the user of the course of action that will be taken and an approximate time to clear the trouble. Provide notification to the user upon completion of the trouble repair. Using the State's SDM system, maintain the State's database of all trouble tickets to reflect, at a minimum, time trouble was reported, nature of trouble, industry standard root cause descriptions and its impact (service affected or amount of phones out of service), actions required resolving the trouble, and the time the trouble was resolved. For building, city, major system or WAN outages, provide root cause analysis description. Provide monthly report sortable by equipment, location and root cause. Provide alarm monitoring and remote notification on a 24x7x365 basis for the main PBXs in Juneau, Anchorage and Fairbanks.

#### **2.2.5 Provide Configuration Management:**

Maintain inventory, configuration documentation and diagrams of the State's wired telephony, data network services, videoconferencing service and end user support services, including but not limited to, voice switching, voice mail and enhanced telephony services system, audio teleconferencing system, phone numbers and user classes of service and resources including routers, switching elements, cabling and mapping, etc. This requirement includes any TIE lines, DIDs, DODs, switching elements, cabling and mapping, user equipment, user calling features, etc., and their connectivity. Store and maintain a database of this information, including State IP addresses, for use of the Contractor and State. "as built" documentation and circuit layout records will be kept current. The information must be available to the State of Alaska.

#### **2.2.6 Provide Capacity Management:**

Compile network and circuit utilization data in order to appropriately plan and recommend changes in the bandwidth requirements for the State's wired telephony, data network services, videoconferencing service and end user support services including but not limited to, voice switching, voice mail, converged network traffic, enhanced telephony services system, and audio/video-conferencing system.

#### **2.2.7 Provide Account Management Services**

Monitor and record all data, such as call rating tables, long distance call usage detail and IMACD orders, necessary to generate cost allocation reports for local, long distance, WAN, ISP, videoconference system usage as well as completed IMACD orders.

Provide cost allocation reports for customer groups as identified and specified by the State of Alaska billing hierarchies. These reports will be provided in electronic format as specified by the State, and shall include all calculations, any applicable taxes and provide monthly billing for current and past services as well as track payments and balances.

Provide periodic summary for Juneau, Anchorage and Fairbanks systems. Include total minutes of usage for all systems. Provide Intrastate and Interstate summary of total minutes for all other State of Alaska locations.

For example, itemized call detail records must include length of each call by phone number and charge. All billing shall include appropriate SDM ticket number, circuit, phone or other reference numbers that trigger billing for service delivery. Time and Materials (T&M) projects performed under this contract will reference both the SDM Service Order (SO) number and the contract number.

### **2.2.8 Coordinate, Reconcile and Provide Detailed Billing**

On a monthly basis, coordinate and reconcile all local, long distance, calling card, data network, ISP, and videoconferencing service billing by the 10th day after the closing of the billing month. Using the formats required by the State Agencies' Fiscal offices, provide electronic billing statements to agencies at the organizational level required by each agency (i.e. department, division or office). An electronic copy of all billing must be sent to ETS Fiscal.

An example of these reports would be call detail information including summary level billing report for management review purposes. Summary by city, of total minutes of usage for Local, off-net Intrastate and Interstate minutes for wired telephony environments in Juneau, Anchorage and Fairbanks. Reports must include originating department and telephone number, telephone number dialed (including city/state), date and time of call, length of call, applicable rate or rate code and total cost of call.

### **2.2.9 Provide Install/Move/Add/Change/Disconnect (IMACD) Services**

Provide any IMACD services such as the installation, relocation, and/or disposition of the State's wired telephony, data network services, videoconferencing service and end user support services for telecommunications components as requested by authorized State personnel.

This includes IMACDs that may result from building modifications, remodeling, and software and/or hardware changes necessary to add or remove requested capabilities and features. Contractor must coordinate IMACD services for all State locations through the State of Alaska Service Center. The Contractor must first reutilize State assets and use reconditioned equipment before acquiring new equipment, i.e., reconditioned phones.

Any user and/or system down time resulting from an IMACD must be minimized and clearly communicated in advance to the affected users. Written notification that the IMACD was completed will be given to the user(s) affected within the time specified in the SLAs. Update inventory and asset database in SDM, in a timely manner, to reflect IMACDs. IMACDs on the State phone network (VoIP) are included in the monthly flat fee billed to State agencies. IMACDs for large projects or standalone systems will be billed directly to end-user agencies by the provider of services as applicable.

For projects, such as new locations, the provider shall provide a plan narrative, bill of materials and an "as built" drawing. These shall be attached to the SDM ticket. The State Agency shall purchase and provide the equipment necessary from the State contract to provision a new location. Any one-time and recurring costs, such as for deployment or circuits, will be billed directly to the agency by the provider or LEC. Once the new location is installed and operational, it becomes the responsibility of the Contractor to maintain and manage.

### **2.2.10 Manage Upgrades**

At the State's request and after State approval, plan, implement, install upgrades to the State's wired telephony, data network services, video-conferencing service and end user

support services, including but not limited to, voice switching, voice mail and enhanced telephony services system, audio-conferencing system, etc., equipment as recommended by the systems manufacturer and as jointly agreed upon by the State. These upgrades should focus on preventing system obsolescence. Additionally, these upgrades should consider the future, long-term requirements of the State. Any user and/or system down time resulting from an upgrade must be minimized and clearly communicated in advance to the affected users through the Change Advisory Board process. Costs for such upgrades will not be included in the cost for managing the State's infrastructure, but will be authorized and paid for by the State on a case-by-case basis. Update inventory and asset database, in a timely manner, to reflect upgrades.

### **2.2.11 Provide Service Interruption Notice**

Provide notice to all affected users of any planned or unplanned interruption to wired telephony, data network services, videoconferencing service and end user support services, including but not limited to local, long distance, voice mail or enhanced telephony service interruptions, including day, time of day, and estimated duration of outage. The State of Alaska requires that Contractor submit changes to the agenda of the Change Advisory Board meeting that occurs every Tuesday morning at 9:30am. This meeting is held in the 5th floor conference room of the State Office Building in Juneau and is also accessible via dialup and/or video conference on an "as needed" basis. Once approved through this forum, the notice to affected users may proceed.

### **2.2.12 Creative Leveraging**

To achieve maximum effectiveness for the delivery of services, the Contractor shall show proof of creative leveraging of wired telephony, data network services, videoconferencing service and end user support services in the converged network environment, including but not limited to the Contractor's infrastructure and solutions.

### **2.2.13 Service Level Agreements**

The Service Level Agreements (SLAs) for Telecommunications are categorized into the following sections: Trouble Resolution, System Performance, and Operations and Administration. The State believes that the descriptions of the State's Telecommunications SLAs, which are documented in Attachment K, will need a few minor revisions. The State and successful offeror will negotiate final language of the SLAs. The State will require the successful offeror to meet the State's SLAs. The Scope of work and SLA's will be adjusted annually, as telecommunications and technology continue to change and provide incentives which are attractive to both the State and the successful offeror. This will be accomplished by the following process:

1. Annually establishing by mutual agreement performance incentives or shared savings methodologies that would be based on mutually agreed performance criteria structured to reward the Contractor for outstanding performance (e.g., under budget expenditures for all telecommunications services; benefits achieved through accelerated technology reengineering efforts; delivery of improved services; or implementation of improved technologies or processes).
2. Annually establishing by mutual agreement monthly, quarterly, or annual fee reductions that would be based on performance criteria structured to reduce the Contractor's fees for failures to achieve certain SLAs or targeted performance standards.
3. Upon failure of the State and the Contractor to mutually agree to any annual adjustments, the State shall have, as one of several options, the right to retain the same unit prices for the then following year of the term. Alternatively, as

another option, the State could end the term of the agreement and cause an orderly disentanglement.

## **2.3 WIRED TELEPHONY SERVICES**

The Contractor will be required to take over all functions necessary to provide wired telephony services within Juneau, Anchorage, Fairbanks, Palmer (Palmer State office building currently), and Ketchikan (three buildings and the ferries of the Alaska Marine Highway System currently). This includes operation, maintenance, integration, routing, and repair of the State owned converged network, VOIP infrastructure, and all standalone PBXs and key systems, voice mail, ACD, and IVR systems.

The Contractor will also provide services by third party Local Exchange Carriers (LECs), for example Centrex, local access trunks, long distance, etc.

The Contractor must provide directory assistance service from their service centers located in the major metropolitan areas (Juneau, Anchorage, and Fairbanks).

The State requires staffing for this service in Juneau, Anchorage and Fairbanks.

Provide telephony services. Operate, maintain, and repair the State's voice platform (IPT) telephony infrastructure to provide, at a minimum, the features that are in use today, including but not limited to: Cisco Call Manager, Unity voicemail, Contact Center, Survivable remote site telephony (SRST), Cisco emergency responder (CER 911), Meeting Place, Telecommunication relay services (TRS), Cisco Unified Border Element (CUBE), integration to Splunk or equivalent for call detail records (CDR), audio-conferencing, Caller Identification, Blocking, masking, call waiting, call forwarding, caller ID with name and number, Direct-Inward Dial (DID), call hold, multiparty conference call, call group pickup, last number redial, speed dial, automatic call back on busy, Analog & PSTN gateways, IOS tracks & QOS tools, ASA firewalls, Compression/quality CODECs, testing / monitoring software, and other features as required by State users.

### **2.3.1 Provide Operations, Maintenance and coordination of Computer Telephony Applications**

Provide CTI platform support. Operate, maintain, and repair the State's CTI Application infrastructure to provide support to current features that are in use today, including but not limited to: Call Center(s), IVR, integration to DOL call center software, Cisco Unified Border Element (CUBE), call Recording, fax, paging, broadcast, random announcement, intercom groups, instant messenger, alerting and other features as required by State users.

### **2.3.2 Provide small PBX support (3rd party sites)**

Within Juneau, Anchorage, and Fairbanks, provide IP-based telephony services including consulting, needs assessment and design services. At agency request, provide design, acquisition, and deployment service to the core VOIP system.

Outside of Anchorage, Juneau and Fairbanks, at agency request, provide consulting for design, acquisition, deployment and maintenance of small (3rd party) telephone systems. PSTN to IP network media gateway services for toll bypass will be considered during this process. In all cases, the provider must record requests, assets and activities in the SDM management system.

### **2.3.3 Identify and Eliminate Unused Voice and Data Lines**

Monitor and update existing lines to reflect IMACD. Disconnect unused voice and data lines within 30 days of an IMACD. Ensure that costs to the State associated with line counts reflect active lines in use. Provide first report of disconnect proposal/status by end of first quarter after contract award. Provide annual report thereafter.

#### **2.3.4 Support Designation of Class of Service**

The State's voice system must support the capability to define and program users for a class of service as designated by authorized State personnel; For example, limiting long distance calling ability from courtesy and/or reception area phones.

#### **2.3.5 Provide specialty Telephone services and Support Calling Features**

Provide State users with single line or multi-line telephone sets, including various calling features as specified by the State. For instance, provide maintenance for the installed code red system in Anchorage used by the HSS McLaughlin Youth Center. This service rings phones, creates call queues and turns on lights. There are other accessory systems deployed with the core IPT and PBX systems which are considered in-scope.

#### **2.3.6 Provide Local Telephone Services**

Provide direct-dial local telephone access and services for cities served by the VOIP system, i.e. Juneau, Fairbanks, Anchorage, Palmer and Ketchikan.

#### **2.3.7 Provide Long Distance Services**

Provide both in-state and out-of-state direct-dial long distance access and services without the requirement for the user to dial additional access codes.

#### **2.3.8 Provide Calling Card Services**

Provide calling card services, including long distance access, for State employees as required and designated by authorized State staff.

#### **2.3.9 Provide Redundant Voice Connectivity Services for Critical State Telecommunications**

State public safety agencies rely upon voice services for critical Safety of Life (SoL) communications. As such, these state agencies require redundant, independent voice service design and failover for the Public Safety Answering Points (PSAPs), communications centers, and other State designated mission critical sites.

#### **2.3.10 Provide an Integrated Voice Mail System**

Operate, maintain, and repair the State's Unity voice mail systems in order to maintain, at a minimum, the features and functionality provided today.

#### **2.3.11 Ensure Least Cost Routing**

Continually ensure that the voice switching and transmission facilities are appropriately designed, configured and programmed to minimize the overall cost to the State on all outbound calls and routes. There shall be no unidentifiable billable telephone number (BTN) payments.

#### **2.3.12 Project Tracking Billing**

The State requires the ability to track and allocate costs on a by-project basis for certain types of intergovernmental projects. Provide project code call tracking and billing. The State may also provide billing on certain items to State agencies. Several State of Alaska agencies currently utilize account codes. Depending on the agency, the codes

are of differing lengths and can be verified or unverified. Verified codes have to match a predefined table for the call to proceed, unverified codes will not.

### **2.3.13 Manage Wired Telephony System Performance and Operations**

Monitor performance and operations of the State's voice switching, voice mail and enhanced telephony services system, audio teleconferencing system, etc., to ensure that the network is meeting performance and operational requirements as specified in the SLAs. Monitor and store traffic patterns and volumes by location to aid in on-going system changes or upgrades. Use proactive management practices to spot congestion, line and trunk saturation, call blocking, identify options for alternative routing. Make appropriate recommendations and take action to alleviate problems.

### **2.3.14 Maintain Internal Numbering Plan**

Maintain the State's current dial plan. Ensure that new services provisioned fit within the existing dialing plan. Calls must be identified by group/department and bills must be allocated to a group/department. Identify how internal calls will be processed and billed.

### **2.3.15 Provide Caller ID and Call Blocking**

Provide Caller ID for all on or off net (local and long distance) state calls, as well as Caller ID blocking on a per call and/or per line basis for State lines as required.

### **2.3.16 Provide Toll-Free Telephone Services**

Provide inbound toll free (800) telephone access and services for calls terminating on the State phone network.

### **2.3.17 Provide for 911 and VoIP E911 compatibility with local PSAPs**

Provide 911 and VoIP E911 compatible interfaces for Cisco Call managers in Fairbanks, Juneau and Anchorage to their respective PSAPs.

### **2.3.18 Provide VoIP Converged Telephony, Data and Video Services**

The State's Voice system has deployed approximately 15,028 Cisco IPT phones at 140 sites operating in a converged voice, data, radio and video network. See Attachment J.

### **2.3.19 Documentation of the State of Alaska Networks**

Contractor shall continue to periodically update all existing and ongoing system and network documentation for the life of the contract. This documentation shall be in Visio and may also exist as AutoCAD or paper format(s) and will remain the property of the State of Alaska.

## **2.4 DATA NETWORK SERVICES**

### **2.4.1 Support Statewide WAN Connectivity**

Provide operations and maintenance support of the State of Alaska's Wide Area Network (WAN) to include immediate, real time (near zero time connection) access at all State locations.

### **2.4.2 Support Multimedia Transport**

Support the transport of multimedia applications including voice applications from the voice switching system, data from the LANs and Internet, video from videoconferencing systems and radio from source systems.

### **2.4.3 Provide Bandwidth on Demand**

Proposer must provide flexible bandwidth allocation during critical State events such as PFD registration, Legislative session and Public Elections.

### **2.4.4 Provide Virtual Private Networks**

Support and maintain existing State's Secure Socket Layer Virtual Private Network (SSL VPN) for the secure and controlled transport of SOA information allowing only authorized individuals access to their business information. Design, deploy and maintain SSL or other VPN services on a client, site or city basis. SSL VPN services are often used to leverage internet services in rural communities.

### **2.4.5 Manage Data Network Services Performance and Operations**

Monitor Statewide ISP systems performance and operations to ensure that the network is meeting performance and operational requirements as specified in the SLAs. Monitor and store traffic patterns and volumes by location to aid in on-going system changes or upgrades. Make these accessible electronically or on-line. The State reserves the right to increase bandwidth to the State's access points. Separate from the backbone and internet, additional bandwidth costs will be negotiated outside this contract.

### **2.4.6 Provide Broadband and remote access (DSL, cable modem, wireless etc.)**

The State currently utilizes a broadband environment for users to be able to access both the State's network and the Internet. The Internet access solution must not use the State's access points, so as not to impact the State's intranet to internet link capacity.

### **2.4.7 Develop and Maintain Network Management Tools**

The State uses and requires live, real time and historical reporting for Phone Status, network health and troubleshooting, asset management, physical and logical security and facilities and environmentalals such as Xymon (freeware version of Big Brother), TACACS, Castle Rock, intermapper, etc. and / or other tools.

### **2.4.8 Provide Core Backbone Services**

Provide, configure and manage high bandwidth, low latency bandwidth with Quality of Service (QoS) filtering between seven locations in Juneau, Anchorage, and Fairbanks. See WAN Connectivity in overview for locations. ETS utilizes diverse pathing between core locations to ensure meet SLAs with our customers. The link between Anchorage and Fairbanks runs on the State of Alaska Telecommunications System (SATS) microwave network.

Mandatory Tools: Fault-tolerant, passive, matrix switching taps for monitoring, capture, and analysis of physical errors on segments/equipment. The baseline measurement information shall be stored as a historical baseline in a centralized repository and used for capacity planning, network service auditing, alarms and customer-service target SLAs as outlined below. Regular reports shall be published every week. State designated staff shall have access to generate ad hoc reports.

Target Backbone and any VOIP site: 100% uptime: .1% packet loss, below 50ms one way latency and .5 ms jitter. Network tools included should minimize delay on voice quality such as lost-packet compensation, clock synchronization and echo cancellation.

Response/monitoring including alerting: Trouble ticket within 15 minutes; notification/callback within 30 minutes; assignment and response within 1 hour,

resolution within four hours. Root cause analysis for each unplanned outage and SLA alarm.

#### **2.4.9 Maintain the VoIP / IPT environment**

Currently the State has deployed IPT technology in approximately 140 offices. There are a small number of new sites (5+) added each year. These locations in Juneau, Anchorage, Fairbanks, Palmer and Ketchikan use Cisco's IPT technologies such as Call Managers, Unity Voicemail servers, CTI applications and local services over a QoS enabled network infrastructure.

#### **2.4.10 Maintain Core Network Environment, Utilizing QoS, Redundancy and Traffic Prioritization**

The State's Core network is critical to the operation of its infrastructure. This core requires a high degree of availability with little or no packet loss to ensure the effective transport of data.

#### **2.4.11 Maintain a DMZ environment**

Provide access to services from outside the State's network: Currently the State provides numerous "on-line" services that are available to the Internet and Intranet. These services are accessed through a DMZ environment. Maintaining an enterprise DMZ environment is critical to the successful operation of the State's IT infrastructure.

#### **2.4.12 Maintain a Secure Internal Private Network**

Create and maintain a Secure Internal Private Network Environment for State Agencies. Currently the State's network consists of an 80% implemented 10 dot addressing plan, 2 Class B address blocks and an additional few class blocks providing Internet addresses natted to connect to national and international networks. Some agency data centers use firewalls. The State uses Infoblox IPAM and other tools to manage IP addressing.

#### **2.4.13 Deploy, maintain and support Wireless Bridges and Access points**

The State currently has a secure wireless network design. The demand for these services continues to grow and needs the appropriate support to install and maintain the antenna structure, bridges, routed services and access to traverse these links to provide LAN connectivity.

### **2.5 VIDEO-CONFERENCEING SERVICES**

The State desires an enhanced ability to conduct and facilitate virtual meetings within the State using converged collaboration technologies. The State's experience with videoconferencing has indicated that its expanded use would be very beneficial. The State, through its Core Services Contract with GCI, has 77 conference rooms of which 28 are fully equipped with videoconferencing equipment that is available to State agencies on a "first-come first-serve" basis. These sites are H.323 compliant using Polycom brand videoconference units, monitors and carts. (Section 4.07.1 lists the available sites). The current system does not provide many of the features available through leading edge multimedia technologies, nor does it lend itself to the type of ubiquitous presence required to transform room based videoconferencing from a seldom used service to a robust, high demand service. The video conferencing infrastructure that the State requires must support both point to point and multicast capabilities for shared use by all State agencies, and would provide the power, flexibility, ease-of-use, and distributed presence currently enjoyed by audio teleconferencing systems. Such a system must support and integrate regional video-conference rooms, departmental video-conferencing rooms and desktop collaboration applications. Video-conference

equipment must be portable to any of these or other sites. Bandwidth allocation for video-conferencing services must be flexible, with bandwidth being allocated on demand.

### **2.5.1 Manage Video-conferencing System Performance and Operations**

Operate and manage the use of the State's video-conferencing system including call scheduling, set-up, tear down and problem resolution support. Call scheduling should integrate to the State messaging calendar system. Monitor the State's video-conferencing systems performance and operations to ensure that the network is meeting performance and operational requirements as specified in the SLAs. Monitor and store traffic patterns and volumes by location to aid in on-going system changes or upgrades.

### **2.5.2 Migration to Converged Platforms**

The State of Alaska reserves the right to move audio/video-conferencing onto the converged platforms at any time during the life of the contract.

### **2.5.3 Management of Video Bridge**

The State of Alaska reserves the right to move the managed provider video bridge services to a State-owned environment. At that time, the provider will be required to manage the State-owned video bridge.

## **2.6 END-USER SUPPORT SERVICES**

### **2.6.1 Help Desk Services**

As described earlier in this document, ETS, directly and through GCI, currently provides a number of end-user support services to State employees including help desk, user training, configuration management, etc. ETS also provides the primary user interface for coordinating Contractor-side support services including problem resolution management, IMACD management, service level adjustments, and service extensions. The State's web browser-based user interface is built upon the CA's Service Desk Manager(SDM) software package. The State's user interface is used by State employees, State partners and service providers and is the toolset for end user support services. The Contractor must use SDM or integrate its own support service package to SDM to provide centralized coordination and user interface services.

As noted earlier, the State requires the Contractor to supply a single point of contact for coordinating all aspects of the services components, including tier two service desk call referrals to appropriate State of Alaska designated staff for application, computer, SATS and other services for resolution. This single point of contact will be responsible for providing all User-to-Contractor interface and Prime Contractor-to-Subcontractor interface coordination functions including: user help desk for in-scope services; trouble reporting; problem resolution management; configuration management coordination; change management coordination; IMACD management; SLA modification management; service extension management, projects, etc. Any descriptive and resolution information must be documented in the SDM system. This service must be properly staffed to meet the responsiveness requirements dictated by the SLAs contained herein, including 24x7x365 availability.

### **2.6.2 Provide Coverage During Critical Events**

Certain departments encounter critical events during certain times of the year (e.g., election time). Provide heightened notice, resolution and service to departments during critical event periods. Examples of critical events are found in Section 2.4.3 and in Attachment K.

### **2.6.3 Serve as a Single Point-of-Contact**

Provide end-users with a single point-of-contact for all questions, requests, and incidents (problems) associated with services provided by the Contractor and ETS.

The single point of contact phone number shall be 888-565-8680. There shall be no secondary, mandatory numbers by city or region. Coordinate troubleshooting services with ETS, subcontractors and partners to resolve user problems. Provide SDM and, as appropriate, email or phone calling tree notification to alert appropriate State, contractor and partner staff at direction of and as identified by ETS Help center and operations staff.

### **2.6.4 Help Desk Staff**

Help Desk staff must be able to troubleshoot some problems on the initial call and be qualified, experienced, trained and/or certified in voice, video, data networks, and other technology-related systems and products.

### **2.6.5 Manage the Entire Life-Cycle of Help Desk Calls**

Answer end-user Help Desk calls received from phone, fax, and Web input, record problems in SDM, manage problems through the entire problem life cycle of open, assign, accept, escalate, fix and close. The Help Desk should manage repairs to completion and resolve all subcontractor disputes in a manner that is transparent to the end user. Answer calls within the timeframe defined in the SLA. Notify end-user by telephone when a trouble call has been resolved. Maintain an enterprise problem management system and end-user Help Desk Web page that provides current status of all problems.

### **2.6.6 Provide Continuous Improvement**

Maintain a continuous improvement practice that improves Help Desk services. Follow up on outages and SLA targets that the State has designated for all service components. In addition, analyze problem calls and trends to determine root cause (lessons learned), and coordinate with technology groups and end-users to implement solutions that minimize future needs for Help Desk calls.

### **2.6.7 Real-Time Updates of IMACD's**

Serve as central point of contact for managing the end-user information database (SDM). This includes the physical asset record, any appropriate billing information, status, location and other information as identified by ETS Help Center to update the record and provide service in a timely and efficient manner. Information must be kept up to date so that provider, customer and help desk staffs have access to current, reliable information.

### **2.6.8 System Performance Reports**

In addition to reports described in the previous sections, the Contractor will report on the following:

1. Availability chart showing voice, data and video network availability by month and city based distribution site.
2. Information pertinent to identifying the source of any unauthorized attempt, whether successful or unsuccessful, to gain access to any State system at the time of the incident. Provide monthly "roll-up" reports regarding this activity to the State Security Office.

3. Scheduled and non-scheduled service outages. Use of root cause reporting and SDM to identify the duration, service affected (i.e., network), location (region, city, building), reason for outage departments affected and the estimated number of customers impacted by the outage.
4. Monthly trouble ticket reports grouped by service, equipment, root cause and customer impact.
5. Quarterly “not active” reports identifying circuits that are not in use or have not had activity.
6. Peak and average monthly utilization by shift on all wide area voice, data and video circuits.
7. Actual usage reports of all Wide Area Network Circuits, with maximum link size capacities, to ensure oversubscription of each link does not become a problem.
8. Trend analysis reports including any appropriate data that will aid in future planning and quality of service.

## 2.7 DEFINITIONS

When used in this RFP, the following terms have these meanings:

**Bandwidth** – refers to the amount of data that can be transmitted in a fixed amount of time

**DS1** – Digital Signal Level 1, also known as T1 - The line speed is always consistent at 1.544 Mbps, but the payload can vary greatly

**DS3** – WAN speeds- a DS3 (Digital Signal Level 3) equates to 28 T1 lines, roughly 43-45 Mbps in upstream/downstream speeds and/or 672 simultaneous voice conversations. It takes approximately 24 minutes to send a 10 megabyte file over 56K lines; 53 seconds using a T1, and one second over a DS3. The current minimum standard is T1.

**OC3** – Optical Carrier – 84 ds1s or three DS3's – 155Mbps

**CNCC** – Combined Network Control Center is a tier two provider monitoring, alert and response team

**CoIP**– Communications over Internet protocol

**Core** – Basic delivery of data, phone, video or radio services

**CTI** – Computer telephony integration; refers to an application(s) using the phone system for faxing, IVR, call center services etc.

**Data Centers** – Physical plant for servers/services which are co-located with Network Operating Centers (NOCs)

**ADCA** – Alaska Data Center Anchorage

**ADCF** – Alaska Data Center Fairbanks

**ADCJ** – Alaska Data Center Juneau

**EPR** – Enterprise Productivity Rate; State internal chargeback based on staff or equipment

**ETS** – Enterprise Technology Services; Executive branch agency responsible for infrastructure and enterprise services, including Telecommunications. Referred to throughout this document as the State.

**GBPS** – gigabits per second – a measure of data transfer speed

**Help Center Tier One** – initial call in provider & number for dispatch/response; performs initial classification, creation of work order / incident and referral service to tier two technical staff.

**IMACD** – Installations, Moves, Adds, Changes and Deletions to services

**IVR** – Interactive Voice Response; a CTI application using business unit data bases

**LEC** – Local Exchange Carrier

**MBPS** – megabits per second – a measure of data transfer speed

**Meeting Place** – Audio / Video Conference Bridge; State PBX scheduling system for conferencing

**NOC** – Network Operating Center; physical plant node for all data, voice and video services

**NSI** – Network Security Initiative

**Operations Help Centers (State)** – secondary tier one dispatch referral, response service and SLA monitors

**PBX** – Private Branch Exchange – a private telephone network, i.e. the State VOIP phone system

**POP** – Point of presence

**PSTN** – Public Switched Telephone Network; refers to the traditional interconnection and routing of audio (phone) traffic

**RFP** – Request For Proposals; State of Alaska's solicitation/bid document for requesting services

**ROUTER; Core** – refers to physical and logical plant, routers and switches in Anchorage, Juneau and Fairbanks which constitute backbone services and large population centers for data, voice and video delivery. Anchorage: 5700 and 5900 E. Tudor Road, 3300 Fairbanks Street, 3601 C Street and 550 W. 7<sup>th</sup> Avenue (Atwood Building). Fairbanks: 2301 Peger Road (SATS hut and PBX Room) and 675 7<sup>th</sup> Ave (Fairbanks Regional Office Building, or "FROB" and GCI NOC. Juneau: 5<sup>th</sup> Floor State Office Building, 333 Willoughby Avenue. These facilities are connected at 500 mbps speeds or better.

**Router; Distribution** – refers to the main, incoming / outgoing hub router(s) and circuits from one of 70 communities to the core network

**Router; Access, Edge or CPE(switch) etc.** – refers to endpoint devices directly serving customer offices or Local area networks (LANs) in office building locations within cities.

**State** – State of Alaska

T-1 (fractional, DS1, DS 0 etc.) – 1.544 mbps in 24 distinct 64 kbps channels

**Tier Two Technical Support** – Provider, ETS, contractor or State agency staff who respond to SDM requests

**SDM** – CA's Service Desk Manager – State of Alaska's online work order system for projects, IMACD and trouble tickets; used for all service requests

**IPT** – Internet Protocol Telephony; used to indicate phone systems on converged networks

**VPN** – Virtual Private Network; a way to extend a private network to remote user(s)

**VTC** – Video Teleconferencing

**VTN** – Virtual Telephony Network

**WAN** – Wide Area converged Network; inclusive of voice, data and video services over both state and commercial carrier circuits and nodes.

## **EXHIBIT 2**

### **CURRENT CONDITIONS**

---

Best efforts have been made to obtain detailed information on the current conditions at the State. This information should not be assumed to be 100% complete or accurate.

#### **SECTION 1: BACKGROUND OF THE STATE OF ALASKA**

The State of Alaska government's telecommunications environment enables government to meet the needs of its citizens.

The state of Alaska's landmass (over 586,412 square miles) is equivalent to one-fifth the size of the lower 48 states combined. Spanning a distance of 1,400 miles from north to south, and 2,700 miles from east to west, Alaska covers an extensive variety of terrain ranging from temperate island rain forests to desert-like arctic tundra. Spread across the state's vast expanse of land, Alaska's 700,000 plus citizens inhabit communities that vary from the state's largest city, Anchorage, with a population of 290,000, to small towns and villages, many with populations of less than 50.

68 of the state's 355 communities (US Census 2010) are connected by roadways, but only 30% of roads are paved. Seasonal weather conditions routinely cut-off communities from air, sea and land transportation. Reliable and cost-effective telecommunications are a basic life and safety requirement.

Low population density combined with harsh weather conditions, extreme terrain, and a lack of transportation infrastructure has constricted telecommunications infrastructure development. Conversely, these same factors make reliable and affordable telecommunications services critical to maintaining the often-precarious lines of communications that tie communities in Alaska together.

Like other states where low population density and a highly regulated telecommunications environment restrict the build-out of telecommunications infrastructure in rural areas, the State builds and maintains a significant telecommunications infrastructure. The State's telecommunications infrastructure is supplemented by the procurement of communications services from the vendor community.

Core Telecommunications Services has centered on the development of a secure, robust and converged network that includes radio, data, voice, and video services. Offerors responding to this RFP shall submit within their proposal a unique approach to assisting ETS with the maintenance and operations of their converged environments to insure compliance with SLAs for all State executive and, at their discretion, any Judicial, legislative or partner agencies.

This RFP is for the operation and maintenance of all existing State of Alaska executive branch and partner agency telephone, data, and video networks. Integral to these services is the provision of help desk services for all services provided across the State's networks, including some services that are not provided by the successful offeror. Such services will be referred to level two help centers or appropriate ETS, commercial, or agency service provider(s) for provisioning.

#### **SECTION 2: CURRENT CONDITIONS**

The following section provides a description of the State's existing core services infrastructure and includes information on the services the State provides and

purchases. This overview is intended to provide Offerors with a clear understanding of the State's current environment.

## 2.1 GENERAL

The State is comprised of three branches: Executive, Legislative and Judicial. Although all three branches of government provide a variety of services directly to the public, the Executive branch, by nature of its role as the prime executor of legislative and judicial policy, provides most of the services one would recognize as being associated with state government. In addition to its role in providing typical "state" services, the State also provides many of the services that would typically be reserved for county and local government in the lower 48 states. As a result, the State provides a much broader portfolio of services to its constituents than would characteristically be required of a state government in the rest of the country.

In addition to the three branches and their component organizations, the State provides services to its citizenry through a number of independent agencies and institutions that are not specifically subordinate to any branch of government. Several organizations, such as the Alaska Railroad and the Alaska Housing Finance Corporation, though integral to the State's provision of services, have legal identities separate and distinct from the State government.

Inside the executive branch, the Department of Administration is statutorily required to provide certain key administrative and logistical support services to executive branch and other State agencies. The Department of Administration division chiefly responsible for meeting the State's technology needs is the Enterprise Technology Services Division (ETS).

ETS provides centralized data processing, data communications and telecommunications services for State agencies under Alaska Statute AS 44.21.150-170 (Department of Administration, Article 3—Automatic Data Processing), AS 44.21.045 (Department of Administration, Article 1—Information Technology Group Fund), and AS 44.21.305-320 (Department of Administration, Article 7—Telecommunication).

Currently, ETS serves over 22,000 State and partner agency employees in over 70 communities located across Alaska. Organizationally, ETS supports the computing and telecommunications needs of state agencies through a "charge-back" environment for those services. Charge back methodologies are periodically broken down by agency, month/year, unit (phones), position (people) and / or usage (computer services).

The State's annual IT Planning Process continues to outline the selective centralization of infrastructure, IT services and user support. This can roughly be defined as infrastructure, including this RFP, enterprise services such as email, and agency service applications. Enterprise software agreements with various vendors such as Microsoft, Cisco, IBM and the ongoing deployment of Internet Protocol Telephony (IPT) continue to outline the new landscape. ETS provides support for the Technology Management Council (TMC) and the Change Advisory Board (CAB) for stewardship of State resources, standardization, and configuration management of the environment for this landscape, much of which was previously under the oversight of many individual organizations. Oversight, priorities, scope and costs of ETS are further endorsed by the Administrative Service Directors (ASD) and approved by the Enterprise Investment Board (EIB) and/or the Commissioner of Administration.

A number of State agencies, responsible for critical public services, such as emergency preparedness, public safety, emergency medical response, and fire protection, have specific delegations (independent authority) for services associated with their particular

communications responsibilities. In particular, the Department of Military and Veterans Affairs (DMVA) is statutorily responsible to support various aspects of emergency response communications in declared disasters and is responsible for planning for the telecommunications infrastructure required to support emergency response communications in accordance with AS 26.23.040 (Emergency Services) and AS 26.23.170 (Communications).

Agencies that operate outside of the authority of the Department of Administration (Court System, Legislature, University, Alaska Railroad and Alaska Housing Finance Corporation, etc.) have separate procurement authority and are not required to participate in this procurement effort. Their participation in any contract resulting from this RFP is voluntary, at their discretion.

## 2.2 EXISTING INFRASTRUCTURE

As noted earlier, the State relies heavily upon telecommunications to provide government services to the citizens of Alaska and to facilitate the internal communications necessary to conduct daily business operations. Although the State maintains local offices in many of the more remote areas of Alaska, the vast majority of the State's telecommunications needs center on the triangle described by the major cities of Juneau, Anchorage, and Fairbanks ("the Core"). Each of these key population centers is connected via telecommunications systems that are served by local ETS telecommunications Network Operations Centers (NOC) and Data Centers. The Core is connected to community locations via distribution routers and several are co-located at facilities shared by the State and a private provider (LEC, ATT, ACS, GCI, etc.). The systems consist of telecommunications equipment at each node, high-speed transmission lines between nodes, circuits linking outlying communities to the closest node, and local lines connecting State agencies within these outlying communities. Various other systems, which are otherwise independently maintained and operated (e.g. the University of Alaska, Alaska Railroad) are also inter-connected to, and served by, this network.

The State relies on several backbone transport mechanisms as well as ancillary systems and services to meet its telecommunications needs. Many of these systems and related components are interconnected and not easily separated. For descriptive purposes, however, the State-owned systems that are within the scope of this RFP have been organized into the following categories in production effective May 1, 2014:

- **Core Phone System: Growing number of 140 buildings in Juneau, Anchorage, Fairbanks, Ketchikan and Palmer.**
  - 15,028 phones serving executive branch and partner agencies.
- **Small PBX(3<sup>rd</sup> party) & loop telephone maintenance and support services; locations & staff**
  - Anchorage (11-200), Juneau(5-120) and Fairbanks(3-250) – approx. 570 handsets
  - Matsu area (32 - 800) – approx. 800 handsets
  - Kenai Peninsula including Kodiak (52- 1000) – approx. 1000 handsets
  - Approximately 179 small PBX (s) in 57 communities with 3000 handsets.
- **Long distance service**
  - Toll bypass using converged infrastructure(s) has eliminated much of the in-state long distance toll (Juneau, Anchorage, Fairbanks) using call manager programming, virtual telephony network methodologies, and our core backbone.

- In-state long distance occurs in locations where direct connectivity to core VOIP systems are difficult and/or unreliable. These are small PBX (3<sup>rd</sup> party) served State sites.
- Interstate long distance is provided using normal PSTN methods
- **Teleconferencing**
  - Audio-conferencing – There are several types of audio conference system options. Traditionally, contractors and ETS have provided several managed and unmanaged audio bridge services.
  - Video-conferencing – 77 sites mostly in Juneau, Anchorage, and Fairbanks supported by a contractor; 29 of which are in ETS sponsored locations. These are provided on a guaranteed bandwidth (separate and distinct from the WAN) network provided and operated by the contractor as part of the Core Services contract.
  - The State has deployed a growing number of advanced or unified conferencing services using web, audio, and/or video services.
- **WAN connectivity**
  - Core backbone: Long haul Ethernet circuits between Juneau, Anchorage, and Fairbanks Network Operating Centers (NOC) and Data Centers.
    - Fairbanks NOC and Data Center (FDC)  
Fairbanks Regional Office Building (FROB), 675 7<sup>th</sup> Ave., 3<sup>rd</sup> fl., Fairbanks, AK  
90 mbps, burst to 100 mbps between Fairbanks and Juneau.  
90 mbps, provisioned by SATS, between Fairbanks and Anchorage. Contractor provides monitoring and troubleshooting.  
Additional Facility Peger Campus @ 100 mbps
    - Juneau NOC and Data Center(JDC)  
State Office Building (SOB), 333 Willoughby, 5<sup>th</sup> floor, Juneau, AK  
500 mbps, burst to 1 gbps between Juneau and Anchorage  
100 mbps, dedicated to data replication and backup between Juneau and Anchorage  
20 mbps, burst to 100 mbps between Juneau and Fairbanks (listed above)
    - Anchorage NOC and Data Center (ADC)  
GCI South Anchorage Data Center (SADC), 6831 Arctic Blvd., Anchorage, AK  
500 mbps, burst to 1 gbps between Juneau and Anchorage (listed above)  
100 mbps, dedicated to data replication and backup between Juneau and Anchorage (listed above)  
90 mbps, provisioned by SATS, between Fairbanks and Anchorage. Contractor provides monitoring and troubleshooting. (listed above)
    - Additional backbone facility(s) in Anchorage are:  
5900 Tudor Road, DMVA Emergency Coordination Center (Camp Denali), Atwood Building and the Frontier Building
  - Wide Area Distribution Network (WAN): 70 communities with over 500 sites or buildings with various levels of connectivity.

- o Internet Connectivity (ISP) – The State WAN has 2 Internet access points in Juneau (150 mbps) and Anchorage (180 mbps); slowly growing, these points periodically burst to the level necessary to conduct business. For example, up to several weeks of increased bandwidth may be necessary for events such as an election, Legislative session, or the Alaska Permanent Fund registration period.

Other telecommunications services, such as provisioning for cell phones, satellite phones, frame relay, Cisco SMARTnet maintenance and general provisioning of handsets and circuits are not included in this solicitation. Offers on this agreement shall include 500 mbps or higher backbone services and internet services at 300 mbps or higher within the Core as described within this RFP.

System and “as-built” diagrams, configurations, and other descriptions will be available to bidders who prevail through the best value process. All other potentially relevant information has been included as attachments to this RFP.

## **2.3 TELEPHONE SERVICE**

ETS provides local and long distance phone service to agencies in Juneau, Anchorage and Fairbanks through an interconnected voice switching system that includes three primary components:

- Voice Platform using Cisco Call Manager, Unity voicemail, Contact Center, Survivable remote site telephony (SRST), Cisco emergency responder (CER 911), Meeting Place, Telecommunication relay services (TRS), Splunk for call detail records (CDR) and other components. I.e. Analog & PSTN gateways, IOS & QOS tools, ASA firewalls, Compression/quality CODECs, testing/monitoring software, leased circuits such as metro Ethernet, T-1, ISDN, OPX, and foreign exchange lines.
- Computer Telephony Integration services exist which may be purchased and maintained by agency business units based on the voice platform. The current list of CTI are IVR, instant messenger, call Recording, fax, paging/broadcast/random announcement, alerting, Leased circuits such as metro Ethernet, T-1, ISDN, OPX, and foreign exchange lines.
- Toll bypass through a variety of means

As opportunities arise, agency locations will periodically ask to join the Core phone system. It is the State’s intent to support agency efforts, where agency funding is available, to convert agency-owned PBX and small (3<sup>rd</sup> party) services within any well-connected area of Alaska. This is estimated to be 10 or fewer locations per year.

## **2.4 MEASURED TELEPHONE SERVICES (LONG DISTANCE)**

Long Distance (LD) for Interstate calls and Intrastate calls to destinations other than the three major Alaska population centers of Juneau, Anchorage, and Fairbanks, are provided by the Contractor on Primary Rate T1 Interface (PRI). Long-distance trunking and analog capacities for call manager, site survivability (SRST) and special purpose are: in Juneau 229, Fairbanks 111 and Anchorage 385. There are also several Line side t1 route patterns: in Juneau 22, Fairbanks 53 and Anchorage 112.

The State of Alaska Telecommunications System (SATS), a combination of State-owned microwave, fiber, copper along with leased lines, form a private network to carry calls between the major centers with no per minute costing. If the network is down or saturated it will automatically overflow calls to PSTN LD. A variety of line side trunk connections also exist from Anchorage for SATS network connectivity, customers in

Wasilla (MTA), several locations on the Kenai Peninsula and Kodiak (ACS). These are primarily Public Safety and Department of Military and Veteran Affairs locations.

Virtual Telephony Network (VTN), is a service connecting some “3<sup>rd</sup> party” systems virtually into Core locations. The 3<sup>rd</sup> party locations interface to a LEC (GCI) with a PRI T1. Core VTN trunking capacities are: in Juneau (1 ea. PRI, 23 trunks), Anchorage (1 ea. PRI, 23 trunks) and Fairbanks (1 ea. PRI, 23 trunks).

Local calling is provided by standard T1 interface to a LEC. There are several direct termination 800 inbound services for several customers. See Attachment J for recent minute usage, summary information.

## 2.5 AUDIO TELECONFERENCE BRIDGE SYSTEM

Audio-conferencing is available through a Cisco meeting place bridge maintained by the Contractor. ETS Help Center staff coordinates scheduling services and “800” toll free access as needed.

State agencies are trending toward self-serve audio/video collaboration services. The State supports this approach and the phone system uses a hybrid configuration of Cisco WebEx. It is desired that the Contractor be able to provide additional managed conference services and or propose other solutions as described more fully later in this RFP.

See Attachment J for recent minute usage, summary information.

## 2.6 VIDEO-CONFERENCEING

The State currently has at least 28 conference rooms fully equipped with video-conferencing equipment and available to the State for use on a “first- come first-serve” basis (with the exception of the Governor’s Offices). These sites consist of H.323 compliant Polycom-brand video-conference units, monitors and carts and are run on an entirely separate network from the State WAN. These locations can accept callers from outside its system. The complete list of 77 video conference sites is found in Attachment J. See below for ETS coordinated conference room locations.

<b>Agency/Host</b>	<b>Location</b>
	<b>ANCHORAGE</b>
GOV., Atwood Building, 17 <sup>th</sup> Floor	550 West 7th Ave., 17th Floor Gov’s Office Conf. Rm.
DOA, Atwood Building, 19th Floor	550 West 7th Ave., 19th Floor DOA-CO Conf. Rm.
LAW, Attorney General’s Office	1031 W. 4 <sup>th</sup> Ave, Ste 106
DFG, Fish and Game	333 Raspberry Road
ETS, Bay View Building	619 E. Ship Creek Ave, ste 230
H&SS, Medical Assistance Office	4501 Business Park Blvd., Building L, Conf Rm. 2
H&SS, Frontier Building	3601 C. Street, 8th Floor, Room 880
Legislative Information Office - Anchorage	716 West 4th Ave., 2nd Floor, Suite 220
ETS, Telecom Anchorage	5900 Tudor Road, Conf. Room
DOT Annex Building	2200 E 42 <sup>nd</sup> Avenue
	<b>PALMER</b>
Palmer SOB	515 E. Dahlia Avenue
	<b>FAIRBANKS</b>
Legislative Information Office - Fairbanks	119 North Cushman St., Suite 101
GOV., Fairbanks Regional Office Building	675 7th Ave, 2nd Floor, Station H4
	<b>JUNEAU</b>
GOV., Capital Building	Capital Building
DOT-CO	3132 Channel Drive, 3rd Floor, DOT-CO Conf. Rm.
H&SS, 1st floor AOB	350 Main St, 1 <sup>st</sup> Floor, AOB 123

H&SS, Medical Assistance Office	350 Main Street, 4 <sup>th</sup> Floor, AOB 416
DOT – Comm. Conf Room	3132 Channel Drive 3 <sup>rd</sup> floor
DOT – 1 <sup>st</sup> Floor Conference Room	3132 Channel Drive 1 <sup>st</sup> floor
Legislative Information Office - Juneau	129 6th Street, Terry Miller Bldg., 1 <sup>st</sup> Floor
LAW Attorney General's Office	123 45 <sup>th</sup> Street
Permanent Fund Office	Goldbelt Bldg., 801 W. Street, 3rd Floor, Suite 302
Goldbelt Building	801 W, 10 <sup>th</sup> Street
SOB 10th Floor DOA Commissioner	333 Willoughby Ave., 10 <sup>th</sup> Floor, (DOA-CO) Conf. Rm.
SOB 10th Floor Labor Relations	333 Willoughby, 10 <sup>th</sup> Floor, DOA-CO Conf. Rm.
SOB 9th Floor 9A DCCED	333 Willoughby Ave., 9A, DCCED Conf. Rm.
SOB 6th Floor DRB	333 Willoughby; 6 <sup>th</sup> Floor, DRB Conf. Rm.
SOB 5th Floor ETS	333 Willoughby Ave., 5 <sup>th</sup> Floor, ETS Conf. Rm.

## 2.7 WAN CONNECTIVITY

The network may be divided into logical "zones" of service: Core (backbone), Distribution (from a city), Municipal Areas Networks (MAN), Edge or Access (Customer Premise or building) and Security (DMZ, IPS/IDS, QoS, remote access). Security elements cross all zones. Enterprise and agency phone, radio, data, and video services run over the network. The overall strategy has been to consolidate, simplify and standardize.

Dedicated circuits (copper, fiber, microwave or other), are provided through ETS to State agencies for their data, video, radio and voice traffic. This includes a variety of broadband access (dial-up, cable modem, DSL, and various wireless technologies, i.e. 802.x, cell and microwave), virtual private network or other network services contracted for, partnered with or provided by the State, including Internet access and network connections to State computers.

The ETS WAN consists of over a thousand circuits of which over 600 are leased. Circuit capacities range from a few rural 56kbps to rarer gbps speeds. The State is committed to reducing costs and increasing flexibility by implementing new technologies. Over the last few years, that has been Ethernet services where possible. Leased lines are provided primarily by GCI, ACS, AT&T, local exchange carriers and the SATS network.

The State continues to seek improvements for the 22,000 users served by the State WAN. A focus area is the network transport to 13 satellite-served communities, primarily in the north- and west-coast areas of Alaska. State agencies and ETS are researching options for broadband, acceleration, wireless, protocols (SIP, multicast) and other options throughout the network.

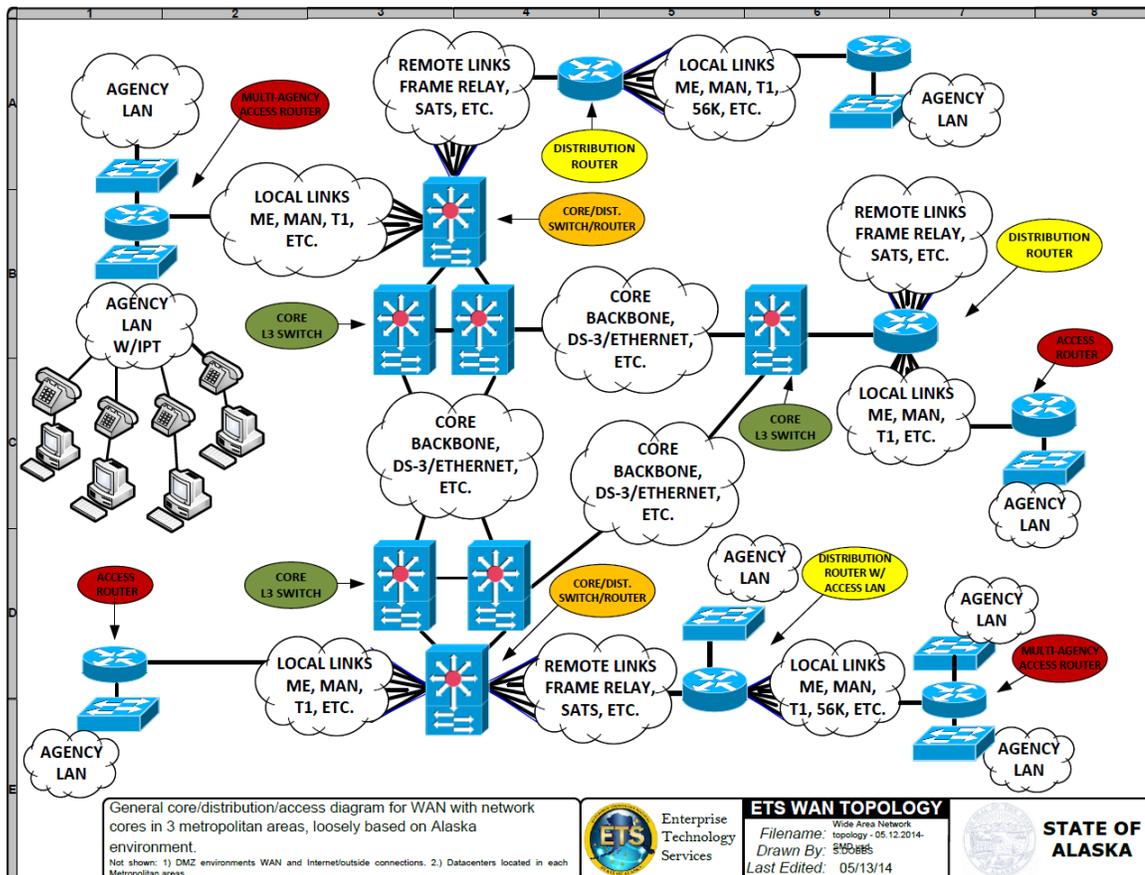
Continual improvement and simplification of technologies and processes along with standardization of equipment, software and configurations have allowed the State and partners to reduce the numbers and types of equipment supported, reduced the number, impact and duration of outages and reduced the management overhead of WAN maintenance.

Stabilization of the WAN can be attributed to the efforts of vendors, partners and staff working together or through periodic initiatives, most notably the network security initiative in 2005/6 and the VOIP phone project completed in 2008/9.

A decreasing number of 1330 Cisco routers and switches are connected within each city as a Municipal Area Network (MAN), a single distribution router from each city routes to a major network Core in Fairbanks, Juneau or Anchorage. ETS generally owns the routers and switches across the WAN and partners with teams across the State of Alaska to manage the environment. Access to all WAN devices and services are secured through Cisco TACACS. Routers have standard configurations, a standard operating system, AAA configurations, QoS and a SANS-based security configuration. The State private WAN consists of a 10 dot addressing plan, 2 Class B address blocks

and an additional few class blocks providing Internet addresses “natted” to connect to national and international networks. The sanitized inventory of routers, switches and WAN sites is provided in Attachment J.

The Wide Area Network Topography map below conceptually describes WAN connectivity.



## 2.8 INTERNET ACCESS

The State has two primary Internet access points in Juneau and Anchorage. The bandwidth allocation for Juneau (120 mbps) and Anchorage (180 mbps) is currently 300 mbps. Internet connectivity runs at approximately 80% of capacity with periodic higher peaks. Internet traffic grows at approximately 10% per year. Capacity is managed in a variety of ways with the most effective being web filtering.

Demilitarized zone configurations (DMZ's) are deployed at both ingress/egress locations. DMZ's have internal and external firewalls which enable a highly monitored and tightly routed environment with VPN, extra-net services, IDS, NAM, Web filtering, Proxy services and other tools. The proposer shall manage firewall ACLs. QoS is used throughout the network to reduce non-business traffic and assist with potential traffic congestion.

## 2.9 END USER SUPPORT SERVICES – HELP DESK

The State's Service Center is provided by the contractor 24 x 7 x 365 for end-user support services. The State Service Center responds to all initial service requests including moves, adds and changes, and responds to all user questions. The State's toll free access number, 888-565-8680, is maintained by the Service Center to allow access for all State agencies served by ETS.

All trouble or service requests are recorded by help center staff into the State's trouble/service ticket system, CA's Service Desk Manager (SDM).

As a single point of contact for all State IT services, the State Service Center handles over 22,300 annual contacts processed for all telephone, computer or network issues in any location for all customer agencies. A service center can expect request, process and dispatch for tiered service in the following approximate annual volumes. These numbers are based on sampling and estimates:

- 4,200 phone system requests
- 1,500 cell and satellite phone requests (separate phone and calling contracts)
- 2,000 network requests
- 500 network/phone projects
- 100 video requests.

In addition, the Contractor monitors 20,000 elements, stewards a process for recovery, dispatches to contract and State staff for 2,000 incidents and may act as coordination point for 500 outages, primarily commercial power. In addition, the Contractor may process and dispatch for several thousand incidents and service requests not provided as a service under this agreement, like UPS and cooling services

Trouble and service calls for all systems are referred in the following order and may be resolved or escalated at any level.

1. State service center (Contractor help center)
2. Agency organizations (Department Staff)
3. Tier II service center (Combined Network and Control Center – Contractor)
4. Tier II ETS staff (ETS Business Unit, i.e. network)

Service calls fall into six categories with service response / resolution targets. These are further described in Attachment K.

## **ATTACHMENTS**

## ATTACHMENT A – PROPOSAL COVER SHEET

### SERVICE BUNDLE

Which Service Bundle does this proposal cover?  
(Circle all that apply to this proposal.)

- 1 – Wired Telephony
- 2 – Data Network
- 3 – Video-conferencing
- 4 – End-User Support

### COMPANY AND CONTACT INFORMATION

Name of Company: \_\_\_\_\_

Name of Primary Subcontractor: \_\_\_\_\_

Contact Information – Individual that can contractually obligate the Offeror/Firm

Name	
Title	
Email	
Telephone	
Fax	
Address	

Contact Information – Individual that can be contacted for clarification on this proposal

Name	
Title	
Email	
Telephone	
Fax	

### ADDENDA ACKNOWLEDGEMENT

Offeror acknowledges receipt of the following addenda, and has incorporated the requirements of such addenda into the proposal (*List all addenda dates issued for this RFP and initial*):

No.	Date/Initials	No.	Date/Initials
No.	Date/Initials	No.	Date/Initials

### SIGNATURE

This proposal must be signed by the person authorized to contractually obligate the organization.

<i>Printed Name</i>	
<i>Signature</i>	
<i>Date Signed</i>	

## ATTACHMENT B – PROPOSAL FORM

### CRITICAL TEAM MEMBERS

Name of Project Manager<sup>1</sup> \_\_\_\_\_

Name of Systems Engineer<sup>2</sup> \_\_\_\_\_

<sup>1</sup>The Project Manager is the individual who will be the daily point of contact throughout this project. This individual cannot be removed or replaced from this position for the duration of the contract.

<sup>2</sup>This individual cannot be removed or replaced from this position for the duration of the contract.

### CERTIFICATIONS

No	Criteria	Response*
1	The Offeror has read the entire RFP and clearly understands the intent of the scope.	True / False
2	The Offeror is presently engaged in the business of providing the services & work required in this RFP.	True / False
3	The Offeror accepts the State Terms and Conditions as Stated in this RFP (including the standard form agreement).	True / False
4	The Offeror confirms that it has the financial strength to perform the services required under this RFP.	True / False
5	The Offeror certifies that it has adequate staff and resources to fulfil the requirements of the RFP and any potential contract in relation thereof.	True / False
6	The Offeror certifies that all services provided under this contract by the contractor and all subcontractors shall be performed in the United States.	True / False
7	The Offeror is not established and headquartered or incorporated and headquartered, in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.	True / False
8	Offeror complies with the American with Disabilities Act of 1990 and the regulations issued thereunder by the federal government.	True / False
9	The Offeror certifies that programs, services, and activities provided to the general public under the resulting contract are in conformance with the Americans with Disabilities Act of 1990.	True / False
10	Offeror complies with the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government.	True / False
11	Offeror complies with the applicable portion of the Federal Civil Rights Act of 1964.	True / False
12	Offeror has identified any known federal requirements that apply to the proposal or the contract	True / False
13	The Offeror certifies that their offer will remain open and valid for at least 120 days.	True / False
14	The Offeror certifies that there are no grounds for a conflict of interest with any members of the State.	True / False
15	The Offeror certifies that they are licensed to do business in Alaska.	True / False
16	The Offeror certifies that they do not have any governmental or regulatory action against their organization that might have a bearing on their ability to provide services to the State.	True / False
17	Offeror agrees to not restrict the rights of the State.	True / False

\* Failure to answer, or answering "False" may be grounds for disqualification. Please attach additional information on any subject where the Offeror responded "False" to a question above.

**PREFERENCES**

Alaska Business License Number: \_\_\_\_\_

No	Certification	Response*
1	Are you claiming the Alaska Bidder Preference? (If "Yes", please answer the questions below).	Yes / No
2	Are you claiming the Alaska Veteran Preference?	Yes / No

No	Questions	Response*
1	Do you currently hold an Alaska business license?	Yes / No
2	Is the company name submitted on this proposal (Name of Firm in Attachment A) the same name that appears on the current Alaska Business License?	Yes / No

No	Documentation	Response*
1	As proof of Alaskan license you are providing: Copy of an Alaska business license.	Yes / No
2	As proof of Alaskan license you are providing: A canceled check for the Alaska business license fee.	Yes / No
3	As proof of Alaskan license you are providing: A copy of the Alaska business license application with a receipt stamp from the state's occupational licensing office.	Yes / No
4	As proof of Alaskan license you are providing: A sworn and notarized affidavit that the Offeror has applied and paid for the Alaska business license.	Yes / No
5	As proof of Alaskan license you are providing: Liquor licenses issued by Alaska Department of Revenue for alcohol sales only.	Yes / No
6	As proof of Alaskan license you are providing: Documentation that your company has maintained a place of business within the state staffed by the Offeror, or an employee of the Offeror, for a period of six months immediately preceding the date of the proposal.	Yes / No
7	As proof of Alaskan license you are providing: Documentation that your company is incorporated or qualified to do business under the laws of the state, is a sole proprietorship and the proprietor is a resident of the state, is a limited liability company (LLC) organized under AS 10.50 and all members are residents of the state, or is a partnership under AS 32.06 or AS 32.11 and all partners are residents of the state.	Yes / No
8	As proof of Alaskan license you are providing: If a joint venture, documentation that your company is composed entirely of ventures that qualify under (1)-(4) of this subsection.	Yes / No

\* Please attach additional information and documentation on any subject where the Offeror responded "Yes" to a question above. For additional information, see RFP, section 8.31.

**ATTACHMENT C – SERVICE PLAN**

Do not list any names that can be used to identify the Offeror.

**SERVICE APPROACH (2 Pages Maximum)**

[Empty box for Service Approach content]

**ATTACHMENT C – SERVICE PLAN**

Do not list any names that can be used to identify the Offeror.

**SERVICE APPROACH (2 Pages Maximum)**

A large, empty rectangular box with a thin black border, intended for the bidder to provide their service approach. The box occupies most of the page below the header and above the footer.

**ATTACHMENT C – SERVICE PLAN**

Do not list any names that can be used to identify the Offeror.

**SERVICE ASSUMPTIONS (2 Pages Maximum)**

A large, empty rectangular box with a thin black border, intended for the user to provide service assumptions. The box occupies most of the page below the header and above the footer.

**ATTACHMENT C – SERVICE PLAN**

Do not list any names that can be used to identify the Offeror.

**SERVICE ASSUMPTIONS (2 Pages Maximum)**

[Empty box for Service Assumptions]

**ATTACHMENT C – SERVICE PLAN**

Do not list any names that can be used to identify the Offeror.

**ROLES, RESPONSIBILITIES, & EXPECTATIONS (2 Pages Maximum)**

[Empty box for content]

**ATTACHMENT C – SERVICE PLAN**

Do not list any names that can be used to identify the Offeror.

**ROLES, RESPONSIBILITIES, & EXPECTATIONS (2 Pages Maximum)**

[Empty box for content]

## ATTACHMENT D – RISK ASSESSMENT PLAN TEMPLATE

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional risks, but do not exceed the page limit

### SECTION 1 – ASSESSMENT OF CONTROLLABLE RISKS (2 Pages Maximum)

<b>Risk 1:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____
<b>Risk 2:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____
<b>Risk 3:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____
<b>Risk 4:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____
<b>Risk 5:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____

## **ATTACHMENT D – RISK ASSESSMENT PLAN TEMPLATE**

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional risks, but do not exceed the page limit

### **SECTION 1 – ASSESSMENT OF CONTROLLABLE RISKS (2 Pages Maximum)**

**Risk 1:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 2:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 3:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 4:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 5:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

## **ATTACHMENT D – RISK ASSESSMENT PLAN TEMPLATE**

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional risks, but do not exceed the page limit

### **SECTION 2 – ASSESSMENT OF NON-CONTROLLABLE RISKS (2 Pages Maximum)**

**Risk 1:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 2:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 3:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 4:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

**Risk 5:** \_\_\_\_\_  
**Why is it a Risk:** \_\_\_\_\_  
**Solution:** \_\_\_\_\_

## **ATTACHMENT D – RISK ASSESSMENT PLAN TEMPLATE**

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional risks, but do not exceed the page limit

### **SECTION 2 – ASSESSMENT OF NON-CONTROLLABLE RISKS (2 Pages Maximum)**

<b>Risk 1:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____
<b>Risk 2:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____
<b>Risk 3:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____
<b>Risk 4:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____
<b>Risk 5:</b>	_____
<b>Why is it a Risk:</b>	_____
<b>Solution:</b>	_____

## **ATTACHMENT E – VALUE ASSESSMENT PLAN TEMPLATE**

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional value added options. Do not exceed the page limit

### **VALUE ADDED OPTIONS (2 Pages Maximum)**

**Item 1:** \_\_\_\_\_

**Item 2:** \_\_\_\_\_

**Item 3:** \_\_\_\_\_

**Item 4:** \_\_\_\_\_

**Item 5:** \_\_\_\_\_

## **ATTACHMENT E – VALUE ASSESSMENT PLAN TEMPLATE**

Do not list any names that can be used to identify the Offeror. Do not list any cost information. Offeror may add/delete additional rows to identify additional value added options. Do not exceed the page limit

### **VALUE ADDED OPTIONS (2 Pages Maximum)**

**Item 1:** \_\_\_\_\_

**Item 2:** \_\_\_\_\_

**Item 3:** \_\_\_\_\_

**Item 4:** \_\_\_\_\_

**Item 5:** \_\_\_\_\_

### ATTACHMENT F – REFERENCE LIST

**Past Project List (Offeror, Firm)**

No	Contact Name <sup>1</sup>	Phone <sup>2</sup>	Client Name <sup>3</sup>	Type of Service Provided <sup>4</sup>	Contract Start <sup>5</sup>	Contract Finish <sup>6</sup>	Contract Value <sup>7</sup>
1							
2							
3							
4							
5							

**Past Project List (Primary Subcontractor, Firm)**

No	Contact Name <sup>1</sup>	Phone <sup>2</sup>	Client Name <sup>3</sup>	Type of Service Provided <sup>4</sup>	Contract Start <sup>5</sup>	Contract Finish <sup>6</sup>	Contract Value <sup>7</sup>
1							
2							
3							
4							
5							

**Past Project List (Project Manager)**

No	Contact Name <sup>1</sup>	Phone <sup>2</sup>	Client Name <sup>3</sup>	Type of Service Provided <sup>4</sup>	Contract Start <sup>5</sup>	Contract Finish <sup>6</sup>	Contract Value <sup>7</sup>
1							
2							
3							
4							
5							

**Past Project List (Systems Engineer)**

No	Contact Name <sup>1</sup>	Phone <sup>2</sup>	Client Name <sup>3</sup>	Type of Service Provided <sup>4</sup>	Contract Start <sup>5</sup>	Contract Finish <sup>6</sup>	Contract Value <sup>7</sup>
1							
2							
3							
4							
5							

1= Name of the person who will answer customer satisfaction questions

2 = Current phone number for the reference

3 = Name of the company / institution that the service was performed for (i.e. Tempe College, etc.)

4 = Type of service provided

5 = Start date of the contract

6 = Finish date of the contract

7 = Total monetary value of the contract (\$).

## ATTACHMENT G – PAST PERFORMANCE SURVEY

### State of Alaska – Vendor Questionnaire

To: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Past Performance Survey of: \_\_\_\_\_  
*Name of Company (and/or) Name of Project Manager (and/or) Systems Engineer*

The State of Alaska is analyzing past performance information on contractors and their key personnel. The firm/individual listed above has identified you as a client for which they have previously performed work on. The State greatly appreciates your time in completing this survey. Rate each of the criteria on a scale of 1-10, with 10 representing that you were very satisfied and 1 representing that you were very unsatisfied. Please rate each of the criteria to the best of your knowledge. If you do not have sufficient knowledge in a particular area, please leave it blank.

Client Name: \_\_\_\_\_ Date \_\_\_\_\_  
 Project \_\_\_\_\_ Total Size (\$): \_\_\_\_\_

NO	CRITERIA	UNIT	RATING
1	Ability to manage costs	(1-10)	
2	Ability to maintain schedule	(1-10)	
3	Ability to minimize disruptions and downtime	(1-10)	
4	Ability to manage and overall professionalism	(1-10)	
5	Ability to integrate into existing telecom infrastructure	(1-10)	
6	Ability to communicate and document risks on the project	(1-10)	
7	Ability to follow the users rules, regulations, & requirements	(1-10)	
8	Overall customer satisfaction	(1-10)	

Please identify the greatest risks/issues/challenges encountered during this project:

Printed Name (of Evaluator)

Signature (of Evaluator)

Thank you for assisting the State in this important endeavor.  
**Please fax/email the completed survey to: xxxxxxx@email (Offeror's email)**

## ATTACHMENT H – PAST PERFORMANCE INFORMATION SCORE

Enter all of the survey data scores for each entity listed below

### Offeror - Past Performance Ratings

No	Criteria	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9	Survey 10	Average
1	Ability to manage costs											
2	Ability to maintain schedule											
3	Ability to minimize disruptions and downtime											
4	Ability to manage and overall professionalism											
5	Ability to integrate into existing telecom infrastructure											
6	Ability to communicate and document risks on the project											
7	Ability to follow rules, regulations, requirements											
8	Overall customer satisfaction											
<b>Overall Average Score:</b>												
<b>Total Number of Surveys Returned:</b>												

### Primary Subcontractor - Past Performance Ratings

No	Criteria	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9	Survey 10	Average
1	Ability to manage costs											
2	Ability to maintain schedule											
3	Ability to minimize disruptions and downtime											
4	Ability to manage and overall professionalism											
5	Ability to integrate into existing telecom infrastructure											
6	Ability to communicate and document risks on the project											
7	Ability to follow rules, regulations, requirements											
8	Overall customer satisfaction											
<b>Overall Average Score:</b>												
<b>Total Number of Surveys Returned:</b>												

**Project Manager - Past Performance Ratings**

No	Criteria	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9	Survey 10	Average
1	Ability to manage costs											
2	Ability to maintain schedule											
3	Ability to minimize disruptions and downtime											
4	Ability to manage and overall professionalism											
5	Ability to integrate into existing telecom infrastructure											
6	Ability to communicate and document risks on the project											
7	Ability to follow rules, regulations, requirements											
8	Overall customer satisfaction											
<b>Overall Average Score:</b>												
<b>Total Number of Surveys Returned:</b>												

**Systems Engineer - Past Performance Ratings**

No	Criteria	Survey 1	Survey 2	Survey 3	Survey 4	Survey 5	Survey 6	Survey 7	Survey 8	Survey 9	Survey 10	Average
1	Ability to manage costs											
2	Ability to maintain schedule											
3	Ability to minimize disruptions and downtime											
4	Ability to manage and overall professionalism											
5	Ability to integrate into existing telecom infrastructure											
6	Ability to communicate and document risks on the project											
7	Ability to follow rules, regulations, requirements											
8	Overall customer satisfaction											
<b>Overall Average Score:</b>												
<b>Total Number of Surveys Returned:</b>												

## ATTACHMENT I – COST PROPOSAL

### SECTION 1 – BASE PROPOSAL

Please provide the total annual cost for each service bundle covered by this proposal in the “Annual Cost” column and multiply that figure by 5 years for the “Extended Cost” column. Failure to provide an annual cost for a service bundle that a vendor has indicated is covered by this proposal on Attachment A may result in a finding of non-responsiveness for that service bundle.

No	Description	Annual Cost		Extended Cost
1	Wired Telephony Services	\$	x 5 years =	\$
2	Data Network Services	\$	x 5 years =	\$
3	Video-Conferencing Services	\$	x 5 years =	\$
4	End-User Support Services	\$	x 5 years =	\$

### SECTION 2 – HOURLY RATES

Please provide an hourly rate for each general labor category below in the “Hourly Rate” column and multiply that figure by the estimated hours for the “Extended Cost” column. These rates will apply to all service bundles indicated on Attachment A. If differing rates apply across service bundles, separate proposals must be submitted.

Labor Category	Hourly Rate	Estimated Hours	Extended Cost
Administrator	\$	x 3,000 =	\$
Dispatcher / NOCC Tech	\$	x 4,000 =	\$
Procurement / Logistics Technician	\$	x 4,000 =	\$
Lead Technician / Supervisor	\$	x 2,000 =	\$
Network Administrator	\$	x 5,000 =	\$
Lead Engineer / Security Specialist	\$	x 2,000 =	\$
Project Manager	\$	x 5,000 =	\$
<b>Total Hourly Rates Cost:</b>			<b>\$</b>

### SECTION 3 – VALUE ADDED OPTIONS / IDEAS

Please provide estimated impacts associated with each Value Added Idea that you have proposed in Attachment E (if any). These ideas will be discussed during the Clarification Period.

No	Description	Impact to Cost (\$)
1		
2		
3		
4		
5		

## **ATTACHMENT J – ASSET INVENTORY**

*See Online Public Notice posting.*

## **ATTACHMENT K – SERVICE LEVEL AGREEMENTS (SLAs)**

### **ALL BUNDLES—SERVICE LEVEL AGREEMENTS (SLAs)**

The SLAs for Telecommunications are categorized into the following sections: Trouble Resolution, System Performance, and Operations and Administration. Detailed descriptions of the State’s telecommunications SLAs are documented in the following matrix. The Contractor is required to comply with the SLAs.

System Performance Categories are:

- Availability
- Response Time
- Throughput
- Error Rate
- Security

Service Performance Categories are:

- Provisioning and Fulfillment
- Service Center
- Problem Resolution

### **SERVICE LEVEL AGREEMENT (SLA) REQUIREMENTS AND ALARMS**

#### **PURPOSE:**

1. To define SLA requirements: Clarify priority details and including examples that will assist individuals in setting the correct priority levels when opening a request. Include all areas in the SDM system.
2. Set escalation / alarms on all SDM requests based on priority level. Alert cost center managers to the requests not worked or serious in nature. Need to ID outage vs. regular requests.
3. Define alarm termination. To flowchart progression of alarm and when to terminate alarm.

Alarms are generally set for all requests and cost centers.

#### **GENERAL INFORMATION:**

An SLA measures an expected level of service and SDM alarms work to escalate issues to gain notice/attention. An alarm indicates a dip below a required service level.

## **PRIORITY LEVELS:**

### **Priority 1** – Business Stopped: Mission Critical Impact - 24x7x365

- Multiple users (10+) affected by downed application, network and/or service

SDM entry within 15 min. of notification: callback within 30 minutes; assignment and dispatch within 1 hour, resolution within four hours. Root cause analysis for each unplanned outage and SLA alarm.

#### **Escalation alarm** – 2 hour with 2 hour intervals (6 & 6)

- Public Safety Dispatch Center – Any location
- PFC – Permanent Fund Corp
- Governor’s executive offices
- Legislator’s main number
- Mission critical locations

See sample mission critical locations below

### **Priority 2** - Business Impacted: Major Impact - 24x7x365

- Single to multiple users (10) affected by downed application, network and/or service

SDM entry within 15 min. of notification: callback within 30 minutes; assignment and dispatch within 1 hour, resolution within eight hours. Root cause analysis for each unplanned outage and SLA alarm.

#### **Escalation alarm** – 4 hours with 4 hour intervals (12 & 12)

### **Priority 3** – Non critical problems/requests – workaround available - 24x7x365

- Single user affected by downed application, network and/or service

SDM entry within 15 min. of notification: Callback by next business day; assignment and dispatch within two days; resolution within five business days.

#### **Escalation alarm** – 4 hours with 8 hour intervals (20 & 20)

### **Priority 4** – Large service request for planned event IMACD (install, move, add, change, delete)

- Multiple user (20+) service request

SDM entry within 15 min. of notification: Callback and assignment within 5 business days; dispatch within five days; resolution within forty five business days.

#### **Escalation Alarm** – 36 hours with 36 hour intervals(30 & 30)

### **Priority 5** – Small service request for planned event IMACD (install, move, add, change, delete)

- Single to Multiple user (20) service request

SDM entry within 15 min. of notification: Callback and assignment within 5 business days; dispatch within five days; resolution within ten business days or customer target date.

**Escalation Alarm** – 45 hours with 45 hour intervals (?)

**Priority None** - Small service request

- Identity management, access control and information requests, i.e. password resets, directory (LDAP) changes, hierarchy, information requests.

SDM entry within 15 min. of notification: Callback or assignment within one hour; resolution within four hours or customer target date.

**Escalation Alarm** – 4 hours with 4 hour intervals (4 & 4)

## **SAMPLE OF MISSION CRITICAL SERVICES BY AGENCY, SERVICE, AND LOCATION**

Final list will be determined within three to six months after contract award and reviewed annually.

- ❖ Agency
  - Function
    - Functional Description
- ❖ Department of Administration
  - Vehicle and Driver Licensing
  - Retiree Payroll Check Processing
  - ETS Network Services - data network and internet connectivity
  - ETS SATS Microwave System - All microwave links transports Safety of Life communications from two-way radio repeaters to PSAPs and local emergency medical response services
- ❖ Alaska Housing Finance Corporation
  - Payroll Check Processing
    - ◆ Penalties apply if missed.
  - Electronic transfer of funds
    - ◆ Federal fund receipt (HUD, DOE, etc.) Bond payments.
  - Accounts Receivable / Accounts Payable
    - ◆ Downloading interest rate for each day.
    - ◆ Loan commitment fees, grant funding (receipts and payments)
    - ◆ Low-Income Rental deposits / payments, bond payments, short-term securities / transfers.
- ❖ Alaska Permanent Fund Corporation
  - All investment and finance related activities
    - ◆ Investments, analysis, trades and information exchange including pricing and analytic data feeds, trades, bank transactions and e-mail
  - Board of Trustee meetings and packet production
    - ◆ Preparation for and activities during APFC Board of Trustee meetings

- ❖ Community & Economic Development
  - Insurance Licensing in time of emergency
  - All aspects of Licensing Insurance Producers, SLBs, ADJs, MGAs, TPAs, RIMs, and RIBs
  - Hydroelectric Plants (Bradley Lake Hydro, Larsen Bay Hydro, Four Dam Pool Hydro)
    - Alaska Intertie, Alaska Railroad
- ❖ Department of Corrections
  - Telecommunications inside and between all correctional facilities.
    - ◆ Twelve Correctional Institutions, And Their Security, Central Control Systems,
    - ◆ Perimeter Fences, Card Entry/Exit Systems, Monitoring Systems,
    - ◆ Health and Life/Safety Systems
- ❖ Department of Environmental Conservation
  - Communications System for Emergency Response
  - Analysis of environmental samples in an emergency response
- ❖ Department of Fish & Game
  - Communications (Field, Remote) to all vessels and aircraft (radios/oran)
- ❖ Office of the Governor
  - Elections processing - data communications and telephones
- ❖ Department of Health & Social Services
  - Family and Youth Services - Youth Detention Facilities
  - Family and Youth Services - Family Services, Child Protection
  - Alaska Pioneer Homes (general) - Including two way radios and pagers.
  - Services
    - Alaska Psychiatric Institute
    - Public Health Laboratories
    - Emergency Medical Services
- ❖ Department of Labor
  - Unemployment Benefits System
    - ◆ Uses automated telephone interactive voice response units in Anchorage, Fairbanks and Juneau to allow claimants statewide to file claims.
- ❖ Department of Law
  - Prosecution of Criminals
    - ◆ This involves telnet access to Police Department and AJIS data base information about outstanding criminal warrants. Without The database access, criminals could be improperly released from custody.
  - All Communications in Child Protection Cases
- ❖ Department of Military & Veterans Affairs
  - All communications to DMVA facilities including National Guard
- ❖ Department of Natural Resources
  - Wildland Fire Suppression Systems

- Field Radio and Mobile Repeater Systems
  
- ❖ Department of Public Safety
  - Alaska Public Safety Information Network
    - ◆ Communication link with national databases
  - PSAP Public Safety Answering Points
    - ◆ Coordinates critical Safety of Life Communications / 911 Emergency Dispatch Centers in Kenai and Fairbanks
  
- ❖ Department of Revenue
  - Collection of state revenues and agency receipts and disbursement of state funds. This function makes extensive use of electronic funds transfers.
  - Treasury
  
- ❖ Portfolio Management - this includes sending Trades electronically and support for leased line connections with a variety of providers; TIME is an issue as well. We are dealing with the NY markets – systems cannot be "down for routine maintenance" at 4 am just because nobody else in the state is working.
  - Permanent Fund Dividend application and payment processing
    - ◆ Dividend application processing is considered mission critical from January 1 through March 31. Dividend payment processing is considered mission critical from September 15 to October 15.
  - Process Child Support Payments
  
- ❖ This includes electronic funds transfers as well as payments and is critical as delays can cause custodial parents to go without Necessary funds to provide for the child's welfare.
  
- ❖ Department of Transportation
  - All communications on Marine Highway System/vessel and shore facilities, and airport facilities in Anchorage and Fairbanks
  
- ❖ University of Alaska
  - Satellite interconnect service / equipment
  - Network connections between University campuses

### SERVICE LEVEL AGREEMENTS

<b>SYSTEM PERFORMANCE</b>					
<b>#</b>	<b>Category</b>	<b>Service Hours</b>	<b>Service Level</b>	<b>Measurement Definition</b>	<b>Notes</b>
<b>Availability</b>					
1.	Bundle 1: Wired Telephony	24x7x365	99.999% System wide availability excluding State approved scheduled downtime.	Actual uptime as a percentage of scheduled uptime.	The "System" is equal to the aggregate of the State's voice desktop instruments, feature sets, voice mail systems, long distance access. System is considered unavailable upon failure of any key component (e.g., CallManager™, WAN circuit, data router, Ethernet switch) that prevents a site from using the System.
2	Bundle 2: Data Network Services	24x7x365	99.999% System wide availability excluding State approved scheduled downtime.	Actual uptime as a percentage of scheduled uptime.	The "System" is equal to the aggregate of Provider provided or managed Customer Edge devices, Provider Edge devices used for the Services, and Provider Core devices. System is considered unavailable upon failure of any key component (e.g. data router, Ethernet switch) that prevents a site from using the System.
3	Bundle 3: Video Conferencing	24x7x365	99.999% System wide availability excluding State approved scheduled downtime.	Actual uptime as a percentage of scheduled uptime.	The "System" is equal to the aggregate of the State's H.323 videoconference units and MCUs, Provider-provided or managed Customer Edge devices, Provider Edge devices used for the Services, and Provider Core devices. System is considered unavailable upon failure of any key component (e.g., WAN circuit, data router, Ethernet switch) that prevents a site from using the System
4	Bundle 4: End User Services	24x7x365	99.999% System wide availability excluding State approved scheduled downtime.	Actual uptime as a percentage of scheduled uptime.	The "System" is equal to the aggregate of the monitoring, alarm, notification, escalation and dispatch processes. The "system" is considered unavailable upon failure of any key component (e.g., monitoring, alarming) that prevents a site from recovery within four hours.

<b>SYSTEM PERFORMANCE</b>					
<b>#</b>	<b>Category</b>	<b>Service Hours</b>	<b>Service Level</b>	<b>Measurement Definition</b>	<b>Notes</b>
<b>SLA Credits</b>					
5	Bundle 1: Wired Telephony	24x7x365	All	As defined in all sections.	One day of credit for each hour that a service is unavailable.
6	Bundle 2: Data Network	24x7x365	99.999% System wide availability excluding State approved scheduled downtime.	Packet loss of le	One day of credit for each full msec over 30 ms. Round trip.
7	Bundle 3: Video network	24x7x365	99.999% System wide availability excluding State approved scheduled downtime.	As defined in all sections.	One day of credit for each full msec over 30 ms. Round trip.
8	Bundle 4: End User Services	24x7x365	99.999% System wide availability excluding State approved scheduled downtime.	As defined in all sections.	One day of credit for each full msec over 30 ms. Round trip.
<b>Response Time</b>					
9	Dial Tone Access	24x7x365	99% within 1 second of an off-hook condition.	Number of calls achieving dial tone within 1 second as a percentage of all off-hook conditions	
10	Voice Call Setup Delay	24x7x365	99% of calls ring within 1 second of last digit depressed.	Number of calls achieving setup within 1 second as a percentage of all calls placed	
<b>Throughput</b>					
11	Data Transmission Bundle 1 Bundle 2 Bundle 3	24x7x365	99.9% of Intrastate traffic transmissions, round-trip delay (RTD), less than 85ms for transports other than satellite or terrestrial microwave, less than 600 ms for satellite, less than 100 ms for terrestrial microwave.	Number of round trips completing in target timeframe or less as a percentage of all roundtrips	Voice quality, industry standard sampling plan inclusive of MOS measurement based on ITU-T P.563 and P.862, acceptable to the State. Sampling measurement information shall be stored as a historical baseline in a centralized repository and assessable to the State.
12	Bundle 1: Wired Telephony Voice System Call Blocking	24x7x365	No more than 1% during peak calling periods	Number of calls blocked or experiencing service busy as a percentage of all calls	

<b>SYSTEM PERFORMANCE</b>					
<b>#</b>	<b>Category</b>	<b>Service Hours</b>	<b>Service Level</b>	<b>Measurement Definition</b>	<b>Notes</b>
13	Bundle 2 – Router CPU Utilization	24x7x365	75% Maximum CPU Utilization during 5 minute intervals	SNMP Polling or other mechanism to monitor maximum threshold.	Polling required to monitor maximum thresholds to determine service impact.
14	Bundle 2 – Routers Memory Utilization	24x7x365	75% Maximum Memory Utilization during 5 minute intervals	SNMP Polling or other mechanism to monitor maximum threshold.	Polling required to monitor maximum thresholds to determine service impact.
<b>Error Rate</b>					
15	VOIP quality equivalencies Bundle 1 Bundle 2 Bundle 3	24x7x365	.1% packet loss, below 50ms one way latency and .5 ms jitter.	Measured from Provider demarcation to Provider demarcation	Network tools should minimize delay on voice quality such as lost-packet compensation, clock synchronization and echo cancellation. measurement information shall be stored as a historical baseline in a centralized repository and assessable to the State.
<b>Security</b>					
16	Network Intrusion Detection System	24x7x365	99.5% System wide availability excluding State approved scheduled downtime.	Actual uptime as a percentage of scheduled uptime.	
17	Security related IMACD	24x7x365	98% of IMACD performed within 2 hours for the restricted VLAN switch or other security related activities.	Completed Security IMACDs completion duration as a percentage of total requests. Measured on a monthly basis.	A "security related" IMACD is one that the State security lead, their designee or the State project manager determine is related to security. Security related issues are intended to take the highest priority.
18	Security Incident Response	24X7X365	Security Incident response must be expedited and performed 24x7x365. Provider will: a) recognize or otherwise acknowledge the incident within 5 minutes b) Initiate pre-planned response within 15 minutes or begin developing a plan for responding within 30 minutes	100% or all security incidents are responded to and reported within 24 hours.	Parties will conduct Root Cause Analysis of a Security Incident. Parties will agree on what is continuously monitored and those alarms will be reported in accordance with Section 19.

<b>SERVICE PERFORMANCE</b>					
<b>#</b>	<b>Category</b>	<b>Service Hours</b>	<b>Service Level</b>	<b>Measurement Definition</b>	<b>Notes</b>
<b>Provisioning and Fulfillment</b>					
18	Service Request Response – length of time to evaluate service requests and provide schedule and cost estimates	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	90% of schedule and cost estimates to be submitted within 10 business days after receiving request; 100% within 30 business days	Number of Service Requests responded to within specified timeframes as a percentage of all Service Requests received	
19	Order Fulfillment	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	98% of orders fulfilled within Provider specified timeframes as approved and accepted by the State.	Number of orders fulfilled within Provider specified timeframe as a percentage of the total number of orders fulfilled	
20	IMACD (Install, Move, Add, Change, Deletions) Service Completion	7:00 a.m.- 5:00 p.m. Monday – Friday, Excluding State holidays	98% of IMACDs completed within schedule negotiated between State and Provider.	Number of IMACDs completed within scheduled timeframe as a percentage of the total number of IMACDs attempted	
21	IMACD Completion Notification	7:00 a.m.- 5:00 p.m. Monday – Friday, Excluding State holidays	Notification must occur by close of next business day.	Number of completion confirmation calls performed within 2 hours as a percentage of the total number of completion confirmation calls placed.	
22	Video Conference Staff Support Bundle 3: Video Conferencing Services	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	Standard Order: 1 day Rush Order: 4 hours Emergency: as needed	Bridged Call Setup	Bridged call setup time
23	IMACD Priority 1 – Expedite	24X7X365	IMACD Processed with additional Fees applicable, overtime eligible.	IMACD Requests received	
24	IMACD Priority 2 – 5 Day Processing	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	Standard IMACD Processed in 5 Days	IMACD Requests received	
25	IMACD Priority 3 – 30 Day Processing	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	IMACD – 30 Day Processing – Typically Site Provisioning; circuits, hardware ordering.	IMACD Requests received	

<b>SERVICE PERFORMANCE</b>					
<b>#</b>	<b>Category</b>	<b>Service Hours</b>	<b>Service Level</b>	<b>Measurement Definition</b>	<b>Notes</b>
26	Reporting - Bundle 1 – Voice Bundle 2 – Data Bundle 3 – Video Bundle 4 – End User Support Services	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	Monthly service reports required for core services	Monthly SLA reports are required for cores service bundles, i.e Voice, Data, Video & Help Desk.	Report detail to include but not limited to usage, capacity, utilization & provisioning. See RFP reporting / billing requirements
<b>Service Center</b>					
27	First Call Problem Resolution Rate	24x7x365	All calls not requiring dispatch are closed, in the perspective of the customer, within 30 minutes:	Number of problems resolved during the first call as a percentage of the total number of calls placed	“Call” includes all forms of real-time and asynchronous contact including electronic trouble reports, etc.
28	Dispatch Confirmation call	24x7x365	99% within 15 minutes for Mission Critical functions 99% within 1 hour for all other functions	The number of dispatch confirmation calls placed within specified timeframe for each category as a percentage of the total number of confirmation calls placed within that category.	Notification calls placed to end user of approximate time for technician response to service call requiring technician dispatch.
29	Average Speed to Answer	24x7x365	99% within 1 minute	Number of calls answered within 1 minute as a percentage of the total number of calls answered	
30	Call Abandonment Rate	24x7x365	No more than 5%	Number of abandoned calls as a percentage of the total number of calls	An “abandoned” call is one which has entered the queue, but the caller “hangs up” before the call is answered.
31	Root Cause Analysis (RCA)	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	Root Cause Analysis will be done an all major disruptions of services provided in bundles 1, 2, 3 & 7	The number of major outages must be matched with a follow-up RCA by close of next business day following resolution of problem.	The State requires follow-up problem resolution descriptions that include the following: A- Problem Definition B- Problem Cause C- Problem Resolution D- Remediation Effort to avoid problem recurrence.

<b>SERVICE PERFORMANCE</b>					
<b>#</b>	<b>Category</b>	<b>Service Hours</b>	<b>Service Level</b>	<b>Measurement Definition</b>	<b>Notes</b>
<b>Problem Resolution</b>					
32	Repeat Calls for Service	24x7x365	No more than 2%	Number of repeat calls as a percentage of the total number of calls	Repeat call is defined as a recurring failure of the same device, or request for same service, within 30 days. Measured via Help Desk software
33	Trouble Ticket Priority 1 - Severe Impact (Major Site Interrupted, Core Service, Critical Business Function)	24x7x365	Immediate Response; Resolution 4 hours	Automatic or manual SDM Trouble Ticket within 15 min.; identified & technical resources engaged.	Root cause analysis required
34	Trouble Ticket Priority 2 - Major Impact (Multiple User Locations & Services down)	24x7x365	1 Hour Response Resolution 8 hours	Trouble Ticket Identified & technical resources engaged.	Root cause analysis required.
35	Trouble Ticket Priority 3 – Minor Impact with work around (Functional Disruption)	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	2 business day response Resolution 5 business days	Trouble Ticket Identified & technical resources engaged.	Trouble Ticket Created and technical Response Required. priority alarm set
36	Service Ticket Priority 4 – Large request for planned event. (20+ users, new site, etc.)	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	5 business day response Resolution 45 days or customer target	SDM; customer callback & assignment 5 days.	SDM ticket generated; priority alarm set
37	Service Ticket Priority 5 – Small request for planned event. (10- users, phone repair etc.)	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	5 business days or customer target	SDM; callback & assignment 5 days.	SDM ticket generated; priority alarm set
38	Service Ticket Priority 0 – Small service request; password reset, information requests, etc.	7:00 a.m.- 5:00 p.m. Monday – Friday, excluding State holidays	4 hour response	Trouble Ticket Identified & technical resources engaged.	SDM ticket generated; priority alarm set

# ATTACHMENT L – STANDARD AGREEMENT FORM / APPENDIX A

## STANDARD AGREEMENT FORM FOR PROFESSIONAL SERVICES

The parties' contract comprises this Standard Agreement Form, as well as its referenced Articles and their associated Appendices

1. Agency Contract Number	2. DGS Solicitation Number	3. Financial Coding	4. Agency Assigned Encumbrance Number
5. Vendor Number	6. Project/Case Number	7. Alaska Business License Number	
<b>This contract is between the State of Alaska,</b>			
8. Department of	Division		hereafter the State, and
9. Contractor			hereafter the Contractor
Mailing Address	Street or P.O. Box	City	State ZIP+4
<p>10. <b>ARTICLE 1. Appendices:</b> Appendices referred to in this contract and attached to it are considered part of it.</p> <p><b>ARTICLE 2. Performance of Service:</b></p> <p>2.1 Appendix A (General Provisions), Articles 1 through 16, governs the performance of services under this contract.</p> <p>2.2 Appendix B sets forth the liability and insurance provisions of this contract.</p> <p>2.3 Appendix C sets forth the services to be performed by the contractor.</p> <p><b>ARTICLE 3. Period of Performance:</b> The period of performance for this contract begins _____, and ends _____.</p> <p><b>ARTICLE 4. Considerations:</b></p> <p>4.1 In full consideration of the contractor's performance under this contract, the State shall pay the contractor a sum not to exceed \$_____ in accordance with the provisions of Appendix D.</p> <p>4.2 When billing the State, the contractor shall refer to the Authority Number or the Agency Contract Number and send the billing to:</p>			
11. Department of	Attention: Division of		
Mailing Address	Attention:		
<b>12. CONTRACTOR</b>			
Name of Firm		<p>14. <b>CERTIFICATION:</b> I certify that the facts herein and on supporting documents are correct, that this voucher constitutes a legal charge against funds and appropriations cited, that sufficient funds are encumbered to pay this obligation, or that there is a sufficient balance in the appropriation cited to cover this obligation. I am aware that to knowingly make or allow false entries or alternations on a public record, or knowingly destroy, mutilate, suppress, conceal, remove or otherwise impair the verity, legibility or availability of a public record constitutes tampering with public records punishable under AS 11.56.815-.820. Other disciplinary action may be taken up to and including dismissal.</p>	
Signature of Authorized Representative	Date		
Typed or Printed Name of Authorized Representative			
Title			
Date			
<b>13. CONTRACTING AGENCY</b>			
Department/Division		Signature of Head of Contracting Agency or Designee	Date
Date			
Signature of Project Director		Typed or Printed Name	
Typed or Printed Name of Project Director		Title	
Title			

**NOTICE:** This contract has no effect until signed by the head of contracting agency or designee.

## APPENDIX A

## GENERAL PROVISIONS

### Article 1. Definitions.

- 1.1 In this contract and appendices, "Project Director" or "Agency Head" or "Procurement Officer" means the person who signs this contract on behalf of the Requesting Agency and includes a successor or authorized representative.
- 1.2 "State Contracting Agency" means the department for which this contract is to be performed and for which the Commissioner or Authorized Designee acted in signing this contract.

### Article 2. Inspections and Reports.

- 2.1 The department may inspect, in the manner and at reasonable times it considers appropriate, all the contractor's facilities and activities under this contract.
- 2.2 The contractor shall make progress and other reports in the manner and at the times the department reasonably requires.

### Article 3. Disputes.

- 3.1 If the contractor has a claim arising in connection with the contract that it cannot resolve with the State by mutual agreement, it shall pursue the claim, if at all, in accordance with the provisions of AS 36.30.620 – 632.

### Article 4. Equal Employment Opportunity.

- 4.1 The contractor may not discriminate against any employee or applicant for employment because of race, religion, color, national origin, or because of age, disability, sex, marital status, changes in marital status, pregnancy or parenthood when the reasonable demands of the position(s) do not require distinction on the basis of age, disability, sex, marital status, changes in marital status, pregnancy, or parenthood. The contractor shall take affirmative action to insure that the applicants are considered for employment and that employees are treated during employment without unlawful regard to their race, color, religion, national origin, ancestry, disability, age, sex, marital status, changes in marital status, pregnancy or parenthood. This action must include, but need not be limited to, the following: employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship. The contractor shall post in conspicuous places, available to employees and applicants for employment, notices setting out the provisions of this paragraph.
- 4.2 The contractor shall state, in all solicitations or advertisements for employees to work on State of Alaska contract jobs, that it is an equal opportunity employer and that all qualified applicants will receive consideration for employment without regard to race, religion, color, national origin, age, disability, sex, marital status, changes in marital status, pregnancy or parenthood.
- 4.3 The contractor shall send to each labor union or representative of workers with which the contractor has a collective bargaining agreement or other contract or understanding a notice advising the labor union or workers' compensation representative of the contractor's commitments under this article and post copies of the notice in conspicuous places available to all employees and applicants for employment.
- 4.4 The contractor shall include the provisions of this article in every contract, and shall require the inclusion of these provisions in every contract entered into by any of its subcontractors, so that those provisions will be binding upon each subcontractor. For the purpose of including those provisions in any contract or subcontract, as required by this contract, "contractor" and "subcontractor" may be changed to reflect appropriately the name or designation of the parties of the contract or subcontract.
- 4.5 The contractor shall cooperate fully with State efforts which seek to deal with the problem of unlawful discrimination, and with all other State efforts to guarantee fair employment practices under this contract, and promptly comply with all requests and directions from the State Commission for Human Rights or any of its officers or agents relating to prevention of discriminatory employment practices.
- 4.6 Full cooperation in paragraph 4.5 includes, but is not limited to, being a witness in any proceeding involving questions of unlawful discrimination if that is requested by any official or agency of the State of Alaska; permitting employees of the contractor to be witnesses or complainants in any proceeding involving questions of unlawful discrimination, if that is requested by any official or agency of the State of Alaska; participating in meetings; submitting periodic reports on the equal employment aspects of present and future employment; assisting inspection of the contractor's facilities; and promptly complying with all State directives considered essential by any office or agency of the State of Alaska to insure compliance with all federal and State laws, regulations, and policies pertaining to the prevention of discriminatory employment practices.
- 4.7 Failure to perform under this article constitutes a material breach of contract.

### Article 5. Termination.

The Project Director, by written notice, may terminate this contract, in whole or in part, when it is in the best interest of the State. In the absence of a breach of contract by the contractor, the State is liable only for payment in accordance with the payment provisions of this contract for services rendered before the effective date of termination.

### Article 6. No Assignment or Delegation.

The contractor may not assign or delegate this contract, or any part of it, or any right to any of the money to be paid under it, except with the written consent of the Project Director and the Agency Head.

### Article 7. No Additional Work or Material.

No claim for additional services, not specifically provided in this contract, performed or furnished by the contractor, will be allowed, nor may the contractor do any work or furnish any material not covered by the contract unless the work or material is ordered in writing by the Project Director and approved by the Agency Head.

### Article 8. Independent Contractor.

The contractor and any agents and employees of the contractor act in an independent capacity and are not officers or employees or agents of the State in the performance of this contract.

**Article 9. Payment of Taxes.**

As a condition of performance of this contract, the contractor shall pay all federal, State, and local taxes incurred by the contractor and shall require their payment by any Subcontractor or any other persons in the performance of this contract. Satisfactory performance of this paragraph is a condition precedent to payment by the State under this contract.

**Article 10. Ownership of Documents.**

All designs, drawings, specifications, notes, artwork, and other work developed in the performance of this agreement are produced for hire and remain the sole property of the State of Alaska and may be used by the State for any other purpose without additional compensation to the contractor. The contractor agrees not to assert any rights and not to establish any claim under the design patent or copyright laws. Nevertheless, if the contractor does mark such documents with a statement suggesting they are trademarked, copyrighted, or otherwise protected against the State's unencumbered use or distribution, the contractor agrees that this paragraph supersedes any such statement and renders it void. The contractor, for a period of three years after final payment under this contract, agrees to furnish and provide access to all retained materials at the request of the Project Director. Unless otherwise directed by the Project Director, the contractor may retain copies of all the materials.

**Article 11. Governing Law; Forum Selection**

This contract is governed by the laws of the State of Alaska. To the extent not otherwise governed by Article 3 of this Appendix, any claim concerning this contract shall be brought only in the Superior Court of the State of Alaska and not elsewhere.

**Article 12. Conflicting Provisions.**

Unless specifically amended and approved by the Department of Law, the terms of this contract supersede any provisions the contractor may seek to add. The contractor may not add additional or different terms to this contract; AS 45.02.207(b)(1). The contractor specifically acknowledges and agrees that, among other things, provisions in any documents it seeks to append hereto that purport to (1) waive the State of Alaska's sovereign immunity, (2) impose indemnification obligations on the State of Alaska, or (3) limit liability of the contractor for acts of contractor negligence, are expressly superseded by this contract and are void.

**Article 13. Officials Not to Benefit.**

Contractor must comply with all applicable federal or State laws regulating ethical conduct of public officers and employees.

**Article 14. Covenant Against Contingent Fees.**

The contractor warrants that no person or agency has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee except employees or agencies maintained by the contractor for the purpose of securing business. For the breach or violation of this warranty, the State may terminate this contract without liability or in its discretion deduct from the contract price or consideration the full amount of the commission, percentage, brokerage or contingent fee.

**Article 15. Compliance.**

In the performance of this contract, the contractor must comply with all applicable federal, state, and borough regulations, codes, and laws, and be liable for all required insurance, licenses, permits and bonds.

**Article 16. Force Majeure:**

The parties to this contract are not liable for the consequences of any failure to perform, or default in performing, any of their obligations under this Agreement, if that failure or default is caused by any unforeseeable Force Majeure, beyond the control of, and without the fault or negligence of, the respective party. For the purposes of this Agreement, Force Majeure will mean war (whether declared or not); revolution; invasion; insurrection; riot; civil commotion; sabotage; military or usurped power; lightning; explosion; fire; storm; drought; flood; earthquake; epidemic; quarantine; strikes; acts or restraints of governmental authorities affecting the project or directly or indirectly prohibiting or restricting the furnishing or use of materials or labor required; inability to secure materials, machinery, equipment or labor because of priority, allocation or other regulations of any governmental authorities.

## ATTACHMENT M - APPENDIX B1 INDEMNITY & INSURANCE

### APPENDIX B<sup>1</sup> INDEMNITY AND INSURANCE

#### Article 1. Indemnification

The Contractor shall indemnify, hold harmless, and defend the contracting agency from and against any claim of, or liability for error, omission or negligent act of the Contractor under this agreement. The Contractor shall not be required to indemnify the contracting agency for a claim of, or liability for, the independent negligence of the contracting agency. If there is a claim of, or liability for, the joint negligent error or omission of the Contractor and the independent negligence of the Contracting agency, the indemnification and hold harmless obligation shall be apportioned on a comparative fault basis. "Contractor" and "Contracting agency", as used within this and the following article, include the employees, agents and other contractors who are directly responsible, respectively, to each. The term "independent negligence" is negligence other than in the Contracting agency's selection, administration, monitoring, or controlling of the Contractor and in approving or accepting the Contractor's work.

#### Article 2. Insurance

Without limiting Contractor's indemnification, it is agreed that Contractor shall purchase at its own expense and maintain in force at all times during the performance of services under this agreement the following policies of insurance. Where specific limits are shown, it is understood that they shall be the minimum acceptable limits. If the Contractor's policy contains higher limits, the state shall be entitled to coverage to the extent of such higher limits. Certificates of Insurance must be furnished to the Contracting Officer prior to beginning work and must provide for a 30-day prior notice of cancellation, nonrenewal or material change of conditions. Failure to furnish satisfactory evidence of insurance or lapse of the policy is a material breach of this contract and shall be grounds for termination of the Contractor's services. All insurance policies shall comply with, and be issued by insurers licensed to transact the business of insurance under AS 21.

- 2.1 Workers' Compensation Insurance:** The Contractor shall provide and maintain, for all employees engaged in work under this contract, coverage as required by AS 23.30.045, and; where applicable, any other statutory obligations including but not limited to Federal U.S.L. & H. and Jones Act requirements. The policy must waive subrogation against the State.
- 2.2 Commercial General Liability Insurance:** covering all business premises and operations used by the Contractor in the performance of services under this agreement with minimum coverage limits of \$300,000. combined single limit per occurrence.
- 2.3 Commercial Automobile Liability Insurance:** covering all vehicles used by the Contractor in the performance of services under this agreement with minimum coverage limits of \$300,000. combined single limit per occurrence.



# State of Alaska

## Core Telecommunications Services

### Clarification Period Document

### RFP #2015-0200-2583

October 29, 2014

Francis LaChapelle  
Project Manager  
907-868-0652 (office)  
907-227-1814 (mobile)  
flachapelle@gci.com

Steven Simkins  
Systems Engineer  
907-868-6362 (office)  
907-223-7068 (mobile)  
ssimkins@gci.com



**Table of Contents**

A Summary of GCI’s Proposed offer ..... 1

    GCI’s Services ..... 1

6.2.1 Perform A Detailed Cost Verification..... 31

    6.2.1.a Detailed cost breakdown ..... 31

    6.2.1.b Identify why the cost proposal may be significantly different from competitors ..... 32

    6.2.1.c Review big-ticket items..... 33

    6.2.1.d Review value added options ..... 33

    6.2.1.e Identify how payments will be made and all expectations regarding finances..... 34

6.2.2 Align Expectations..... 35

    6.2.2.a Identify any potential deal breakers ..... 35

    6.2.2.b Clearly identify what is included and excluded in the proposal ..... 35

    6.2.2.c Review any unique requirements with the State ..... 37

    6.2.2.d Review interview statements ..... 46

    6.2.2.e Clearly identify State roles and responsibilities..... 46

    6.2.2.f Review and approve all contract terms and conditions ..... 48

6.2.3 Carefully preplan the project in detail..... 49

    6.2.3.a Coordinate the project/service with all critical parties ..... 49

    6.2.3.b Revisit the sites to do any additional investigating ..... 50

    6.2.3.c Prepare a detailed project schedule identifying critical milestones..... 50

    6.2.3.d Coordinate with all suppliers or manufacturers ..... 55

    6.2.3.e Prepare a detailed project work plan ..... 55

6.2.4 Identify all assumptions..... 59

    6.2.4.a Prepare a list of all proposal assumptions (with associated impacts)..... 59

    6.2.4.b Identify and mitigate all project risks ..... 62

    6.2.4.c Address all client concerns and risks ..... 64

    6.2.4.d Address all risks identified by other Offerors ..... 64

    6.2.4.e Address all risks that occurred on previous past projects ..... 93

6.2.5 Identify and mitigate all uncontrollable risks ..... 96

    6.2.5.a Identify all risks or activities not controlled by the Offeror..... 96

    6.2.5.b Identify the impact of the risks ..... 96



### Table of Contents – Continued

6.2.5.c	Identify what the State can do to mitigate the risks .....	97
6.2.5.d	Address how unforeseen risks will be managed.....	99
6.2.6	Performance reports and metrics.....	104
6.2.6.a	Identify how the Offeror will track and document their performance for each of the areas of the service .....	105
6.2.6.b	Provide an actual monthly performance metric report with sample data.....	111
6.2.6.c	Identify how the State will document this service as a success .....	111
6.2.6.d	Review the Weekly Risk Report .....	112
6.2.7	System details .....	114
6.2.7.a	Perform a detailed demonstration of systems as requested by the State .....	114
6.2.7.b	Review and evaluate the State’s functional and technical requirements .....	114
6.2.7.c	Provide a plan to address how the system will meet the needs of rural areas.....	114
6.2.8	Detailed plans .....	116
6.2.8.a	Provide a detailed transition plan for the scope of work (including State responsibilities, hardware, and security considerations) .....	116
6.2.8.b	Provide a detailed plan to address how changes to the service will be managed (internally and with the State) .....	123
6.2.8.c	Provide a detailed plan to address how technology updates and upgrades will be managed and communicated to the State .....	129
6.2.8.d	Provide a detailed plan for ensuring uninterrupted service in the event of contract cancellation/termination .....	133
6.2.8.e	Provide a detailed plan describing how security and confidentiality will be upheld .....	145
6.2.8.f	Provide a detailed plan for asset procurement, inventory and management .....	150
6.2.8.g	Provide a detailed plan for quality assurance.....	152
6.2.8.h	Provide a detailed plan for disaster recovery .....	161
6.2.9	Organization Details.....	174
6.2.9.a	Provide Alaska business licenses for Firm and all Subcontractor(s) .....	175
6.2.9.b	Provide Firm’s Tax ID .....	176
6.2.9.c	Provide an organizational chart for your overall organization showing each entity within your organization.....	176
6.2.9.d	Provide a plan to address staffing and turnover .....	178



**Table of Contents – Continued**

6.2.9.e Detailed plan of the type and amount of work the subcontractor(s) will be performing ..... 181

6.2.9.f Describe each subcontractor’s selection and replacement procedures for the project staff that will be providing the services ..... 181



## A SUMMARY OF GCI'S PROPOSED OFFER

GCI's proposal in response to the Core Telecommunications RFP provides services to the State of Alaska that will meet or exceed the State's telecommunications needs throughout the life of the contract. It offers outstanding customer experience and provides significant economic benefit to the State by reducing operating costs.

## GCI'S SERVICES

### WIRED TELEPHONY SERVICES

GCI's will provide Wired Telephony services to ETS within the scope of RFP #2015-0200-2583. These services are classified as:

#### In-Scope

- Provided by GCI as part of our identified, fixed monthly fee
- Billed monthly
- Amount will not vary unless the scope changes during the contract period by mutual agreement between the State and GCI

#### In-Scope for Fee

- Provided by GCI at rates identified in our RFP response
- Billed to ETS and/or directly to in-scope agencies
- Billed monthly
- Amount may vary based on consumption or duration of services

#### Projects

- State requested projects that are billable at unit and/or hourly rates identified in our RFP response
- Billed to ETS and/or directly to in-scope agencies

### IN-SCOPE

Within this service component GCI will provide:

- Voice call routing for Internet Protocol Telephony (IPT) at all existing locations for up to 14,414 ETS Core telephones as indicated in RFP Attachment J.
- Maintenance, updates, and repair of the State's Core IPT Applications:<sup>1</sup>

<sup>1</sup> Assumes State maintains Vendor level support coverage for advanced level Technical Assistance Center (TAC) support, and periodic maintenance updates and patches as made available to remain current.



- Cisco Unified Communications Manager (UCM)
- Cisco Unity Voicemail
- Cisco Unified Contact Center Express (UCCX)
- Cisco Emergency Responder (CER)
- Cisco MeetingPlace® Express
- Cisco IM and Presence
- Maintenance and updates of Phone System Components
  - Digital telephone end devices
  - Analog Telephone Adaptors (ATA) and Analog Gateways
  - Public Telephone Switch Network (PSTN) Gateways
  - SIP Gateways
  - IP Telephony Firewalls
- Installs, moves, adds, changes, and disconnects
  - Existing Core IPT Applications with the exception of Greenfield deployments
  - Maintain interface from Core ITP Applications to Enhanced Telephony Services (CTI applications), such as:
    - ◆ Interactive Intelligence (I3)
    - ◆ Cisco IP Interoperability Communication System (IPICS)
    - ◆ xMedious™
    - ◆ ClearCaptions™
    - ◆ WebEx™ Meeting Subscription Service
    - ◆ Singlewire Informacast™
  - Consulting, needs assessment, design services, optional acquisition and Public Switched Telephone Network (PSTN) to IP network media gateway services up to 80 hours per month

**IN-SCOPE FOR FEE**

The following services will be provided as in-scope for fee:

- Voice call routing for Internet Protocol Telephony (IPT) at all existing locations for ETS Core phone counts above 14,414 as indicated in RFP Attachment J.
- Maintenance, updates, and repair for:
  - Callrex call recording

---

Actual travel and per-diem expenses and staff time will be charged to the State for locations outside of Anchorage, Fairbanks, Juneau, Palmer or Ketchikan at the rates indicated in our bid response. Alternatively GCI can coordinate all activities and utilize local State personnel if available to minimize travel and per-diem charges to the State.



- SynApps SA Announce for HSS MYC Code Red and Governor’s Mansion
- ClearCaptions System
- Singlewire Informacast
- Installs, moves, adds, changes, and disconnects for:
  - Callrex call recording
  - SynApps SA Announce for HSS MYC Code Red and Governor’s Mansion
  - ClearCaptions System
  - Singlewire Informacast
  - Substantial changes to existing call center queues
- Major upgrades (defined as more than four (4) hours of effort) and assisting other vendors where changes in hardware and/or software are required
- Voice call routing deployments for Internet Protocol Telephony (IPT) for future VoIP sites deployed as Greenfield
- Consulting and support of Enhanced Telephony Services (CTI applications) beyond IPT interface
- Consulting, needs assessment, design services, optional acquisition, and Public Switched Telephone Network (PSTN) to IP network media gateway services after an initial 80 hours of services per month (see detailed explanation in the section titled ***Provide small PBX support (3<sup>rd</sup> party sites)*** on page 4).
- Support for 6,201 Marine Highway, Agency and Third Party phones as indicated in RFP Attachment J. These services will be provided based on the specific support requested. Billing will be based on hourly labor rates established in the contract plus equipment, material, third party vendor support, project costs and for areas outside of Anchorage, Fairbanks, Juneau, Ketchikan and Palmer travel and per diem costs will also apply.
- Cabling
- Local Telephone Services
- Long Distance Services
- Toll Free Services
- Audio Conferencing

**PROJECTS**

Projects are in-scope for a fee or out-of-scope wired telephony support efforts requested by the State with mutually agreed upon scope, budget, and duration. Such projects will be approved by the State, and accepted by GCI, prior to commencement by



GCI. Projects will be formally presented in an acceptable format with a completed Bill of Materials (BOM) if necessary.

**OUT OF SCOPE**

The following services are considered out of scope:

- Cisco IP Interoperability Communication System (IPICS)
- Fairbanks Airport 911 Dispatch Crash Line
- Facilities Space, Power, and UPS
- Network Router Support
- Network Switch Support

**REVIEW OF SERVICES**

**Provide Operations, Maintenance and coordination of Computer Telephony Applications – Section 2.3.1 from RFP**

GCI will provide and maintain **interfaces** to all Computer Telephony Applications (CTI) platforms requiring connectivity to the Core IPT applications. The operation, maintenance, and repair of the State’s CTI Application infrastructure to provide support to current features that are in use today, in current evaluation, in pre-deployment status, or currently provided under a separate contract, including but not limited to: Call Center(s), IVR, integration to DOL call center software, SIP gateways (i.e. Cisco™ CUBE), call recording (Callrex™), fax (XMedious™), paging (Informacast™), broadcast, random announcement, intercom groups, instant messenger, alerting, and other features are included as in-scope for fee services.

**Provide small PBX support (3<sup>rd</sup> party sites) – Section 2.3.2 from the RFP**

Within Juneau, Anchorage, and Fairbanks, at agency request, GCI will provide, as in-scope, up to 80 hours per month for IP-based telephony services including consulting, needs assessment, troubleshooting, and design services. At agency request, design, acquisition, and deployment service to the core VoIP system will be provided as an in-scope for fee service.

Outside of Anchorage, Juneau and Fairbanks, at agency request, GCI will provide consulting for design, acquisition, deployment, and maintenance of small (3<sup>rd</sup> party) telephone systems including the consideration of PSTN to IP network media gateway services for toll bypass. The above services will be provided as in-scope for a fee.

GCI will, in all cases, record requests, assets, and activities in the SDM management system.



Identify and Eliminate Unused Voice and Data Lines – Section 2.3.3 from the RFP

Within the scope of this contract, GCI will monitor and update existing lines to reflect IMACD. We will:

- disconnect unused voice and data lines<sup>2</sup> within 30 days of request of an IMACD
- ensure costs to the State associated with line counts reflect active lines in use
- provide the first report of disconnect proposal/status by the end of the first quarter after contract award, and provide an annual report thereafter

Support Designation of Class of Service – Section 2.3.4 from the RFP

Within scope of this contract, GCI will support the capability to define and program users for a class of service as designated by authorized State personnel, for example, limiting long distance calling ability from courtesy and/or reception area phones.

Provide Specialty Telephone Services and Support Calling Features – Section 2.3.5 of the RFP

As an in-scope for fee service, GCI will provide State users with single line or multi-line telephone sets, including various calling features as specified by the State.

Provide Local Telephone Services – Section 2.3.6 of the RFP

As an in-scope for fee service supporting the ETS core GCI will provide (using GCI on-net) local PRIs at the specific rates in our response (or at the same discount percentage for DSS, POTS, and other services). For local phone services required by the Marine Highway, Agencies and third parties, including those indicated in RFP Attachment J as well as off-net and lines and services provided by other local exchange companies (LECs), GCI will provide or pass through service at the best available tariff rate available for that particular request. As indicated in our detailed cost breakdown, all lines are subject to the following charges: Federal End User Common Line Charge, Federal Port Surcharge, Alaska USF, Regulatory Cost Charge, Universal Access Surcharge, Network Access Fee, Federal Excise Tax, E911, and applicable local sales taxes. These charges will be passed through at the then current rate. Billing for these services will vary on a monthly basis due to line counts, as well as tariff or regulatory charge and fee revisions.

Provide Long Distance Services – Section 2.3.7 of the RFP

GCI will provide both in-state and out-of-state direct dial long distance access and services without the requirement for the customer to dial additional access codes as an in-scope for fee service at the rates indicated in our detailed cost breakdown. Long Distance service is subject to the following charges: Federal USF Recovery, Alaska USF, Regulatory Cost Charge, Payphone, calling card, and other surcharges and taxes. Billing

---

<sup>2</sup> Related to Wired Telephony Services



for these services will vary on a monthly basis due to minutes used, as well as tariff or regulatory charge and fee revisions.

Provide Calling Card Services – Section 2.3.8 of the RFP

Calling card services, including long distance access for State employees as required and designated by authorized State staff, will be provided as an in-scope for fee service. Billing for these services will vary on a monthly basis due to minutes used, as well as tariff or regulatory charge and fee revisions.

Provide Redundant Voice Connectivity Services for Critical State Telecommunications – Section 2.3.9 of the RFP

These services will continue to be provided on an in-scope for fee basis.

Provide an Integrated Voice Mail System – Section 2.3.10 of the RFP

Support will be provided for the State's Unity Voicemail system, integrated with the phone system, with voicemails made accessible from each customer's phone.

Ensure Least Cost Routing – Section 2.3.11 of the RFP

Least cost routing will be maintained within the State's network, incorporated into Greenfield site additions to the ETS VoIP Core, and offered to those agencies outside the Core obtaining VoIP systems from GCI.

Project Tracking Billing – Section 2.3.12 of the RFP

GCI's call accounting provides information that enables project tracking billing. With different codes, using two to eight digits, the State of Alaska can easily identify all long-distance calls to be billed to projects, departments, or employees.

The State can assign numeric account codes to projects, departments, or employees. Each time employees make a long-distance call, they enter the appropriate code after they dial the number. The State of Alaska invoice will detail calls by account codes, while a simple summary page enables easy reconciliation of the State's monthly bills.

Manage Wired Telephony Performance and Operations – Section 2.3.13 of the RFP

Within the scope of the RFP, GCI will manage and maintain the State's IPT Core System for the purposes of ensuring Telephony Service Level Agreements (SLAs) are met, maintaining least cost routing, and proactively monitoring the system for service performance. Recommendations will be made based on active assessments and actions taken to make improvement changes.

Maintain Internal Numbering Plan – Section 2.3.14 of the RFP

GCI will maintain the State's existing dial plan and ensure that new service additions conform with dial plan standards. State DIDs will be assigned to long distance accounts



upon direction of the requesting department/group, with subsequent long distance calls and charges allocated accordingly.

Call Detail Records (CDR) on State calls will be captured and stored utilizing State infrastructure and made available for call record requests. Efforts to implement departmental billing for on-net internal calls can be performed on an in-scope for a fee basis.

Provide Caller ID and Call Blocking – Section 2.3.15 of the RFP

Caller Identification (Call ID) on State on-net and off-net calls will be provided and supported on a per-call and per-line basis, and in accordance with configurations required to ensure proper long-distance billing on applicable calls.

Provide Toll-Free Telephone Services – Section 2.3.16 of the RFP

GCI will provide both in-state and out-of-state toll free access for calls terminating on the State of Alaska's phone network as an in-scope for fee service at the rates indicated in our detailed cost breakdown. Toll-free service is subject to the following charges: Federal USF Recovery, Alaska USF, Regulatory Cost Charge, Payphone, calling card and other surcharges and taxes. Billing for these services will vary on a monthly basis due to minutes used, as well as tariff, regulatory charge and fee revisions.

Provide for 911 and VoIP E911 compatibility with local PSAPs – Section 2.3.17 of the RFP

Caller ID and location information routing for 911 calls for Core Service Areas will be provided and maintained for the phone systems actively maintained by GCI. E911 support is dependent on the particular service area's ability to accept location information.

Provide Converged Telephony, Data and Video Services – Section 2.3.18 of the RFP

GCI's Telephony and Video Services will be delivered as a converged service on the State's Wide Area Network (WAN), as well as on Local Area Networks (LAN) depending on Departmental IT policies.

Documentation of the State of Alaska Networks – Section 2.3.19 of the RFP

Documentation of the State's Telephony Network will be maintained and updated through the life of the system, and will be provided to the State as needed for deposit to their document archive repository.

Audio Conferencing

As an in-scope for fee service at the rates specified in our detailed cost breakdown, GCI's Conference Center is an easy-to-use and reliable service. We have upgraded our platform to include on-demand or scheduled meetings, with or without operator assistance, including enhanced features.



Our conference center offers:

- Conference Now
  - On-demand audio conferencing is the easiest way to conduct a conference call with no reservations necessary after providing us with simple account set-up information.
- Conference Plus
  - Contact the GCI Conference Center to schedule a call. Get knowledgeable service and support with conference operator assistance, available 24x7x365.
  - Multi-level Passcodes for maintaining chairperson control and conference security.
- Conference Premium
  - Designed for a high profile conference call and is ideal for community meetings or other calls. This service provides full operator assistance and a managed Q&A session.
- Conference Share - *Coming Fall of 2014*
- While not a specific requirement of the RFP, the GCI Conference Center's easy-to-use web conferencing service integrated with Conference Now and Conference Plus audio conferencing, is available to the State.



## VIDEO TELECONFERENCING SERVICES

GCI offers the State a fully hosted, dedicated Video Teleconferencing Network. This will facilitate the State's desire to conduct and facilitate virtual meetings using converged collaboration technologies.

### Fully Managed High Definition Video Teleconferencing

- Manages all 77 of State's current endpoints with ability to expand as required
- Provides integrated voice and video teleconferencing

### Video Teleconferencing Capabilities

- Provides point-to-point and multi-point capabilities
- Provides capability of combining audio-only participants with video teleconferences
- Provides simplified dialing

### Extensive Feature Set

- Diverse scheduling options
- Conference recording capabilities
- Content collaboration with WebEx™
- Customer self-service capabilities

### **FULLY MANAGED HIGH DEFINITION VIDEO TELECONFERENCING**

GCI will provide a fully managed, dedicated High Definition (HD) Video Teleconferencing service that supports all seventy-seven (77) conference rooms identified in Attachment J – Video Endpoints of the RFP, including the “first-come, first-serve” conference rooms coordinated by ETS. This new Video Teleconferencing network will support Session Initiation Protocol (SIP) and H.323 endpoints as well as AES encryption for conferences.

This solution provides a suite of leading edge multimedia features, and lends itself to the type of ubiquitous presence required to transform room-based video teleconferencing from a seldom used service to a robust, high demand service. It provides the power, flexibility, ease-of-use, and distributed presence currently enjoyed by audio teleconferencing systems, and includes desktop and mobile device conferencing capability. Solution components include:

- Private, cloud-managed, unified conferencing and video conferencing service
- Fault-tolerant Video/Audio Bridging Services supporting up to sixty (60) simultaneous, high-definition conference participants with no usage limits. GCI



anticipates this video core will support the regular use of one hundred (100) or more endpoints (dedicated, desktop, or mobile) as the State of Alaska's video teleconferencing system expands. Simultaneous use capacity of the system can be expanded for additional fees if usage growth requires it.

- Audio/Video teleconferencing Interoperability
- Dynamic call routing and control
- Firewall traversal and support for off-network endpoint participation
- Setup and configuration of all required infrastructure and migration of room system endpoints to new infrastructure
- Management and monitoring of room system endpoints
- Room system moves, adds, and changes, vendor support management and RMA replacement
- Training in use of conferencing services

We assume that the State of Alaska Video Teleconferencing traffic will be carried on the primary State data network. In our Phase 1 proposal, GCI assumed transport for VTC services would be provisioned as part of our proposed Service Component 2 - Data Network Services, and would incur no additional VTC-specific transport fees to the State. If the provider you select for the data network service component charges the State for video conferencing bandwidth access, those charges will be passed through to the State as an in-scope for fee service. We also assume the provider you select for the data network service component will be able to consistently meet the SLAs for bandwidth, jitter, latency, and packet loss required to provide a quality video teleconference experience to State of Alaska customers.

#### **VIDEO TELECONFERENCING CAPABILITIES**

GCI's integrated solution will provide the platform necessary for customers to take advantage of point-to-point and multipoint bridged calling between telephone, desktop, mobile, and room video teleconference systems. The system will also integrate with the State's Microsoft Exchange server to provide a unified scheduling and resource reservation interface.

GCI's hosted video teleconferencing system for the State will provide:

- Support For Room Systems, Desktop VTC, Mobile VTC (Android and iOS), and Web Conferencing
- Support for Unlimited Point-to-point Video Teleconferences between phone, desktop, mobile, and room systems
- Support for Multipoint bridged calling between phone, desktop, mobile, and room systems



- Support for audio-only participants in multipoint conferences
- Simplified dialing between audio and video environments

**EXTENSIVE FEATURE SET**

GCI will deploy a core video conferencing infrastructure dedicated to the State of Alaska that includes the following solution components:

- Comprehensive Scheduling with Outlook (Exchange) Integration, through GCI's State of Alaska Service Center, or using a web interface provided by GCI
- Conference recording capability to either stream live or playback at a later time
- Expanded Service Desk support for conferencing and collaboration services
- Optimized dialing plan; unified with voice dial plan if desired
- Support for scheduled, ad-hoc, and virtual meeting room based conferences
- Conferences can be auto-established
- Support for simultaneous video and data sharing
- Usage reporting by room system, and desktop/mobile user
- Content collaboration with WebEx™
- Customer self-service
  - Configure personal virtual meeting room details
  - Configure customer contact preferences

Additional simultaneous use of the bridge capacity beyond the sixty (60) ports included in the initial core build-out can be added to the platform in increments of ten (10) simultaneous users for an additional monthly fee as required and requested by the State. If the State chooses to add endpoints beyond the seventy-seven (77) current locations, a maintenance fee of 15% of the endpoint hardware cost per year will be billed for vendor hardware maintenance as an in-scope for a fee service.

**OTHER STATE OF ALASKA REQUIREMENTS**

In the RFP, the State required the ability to migrate audio and/or video teleconferencing to a converged platform. GCI considers a converged platform to be a requirement to provide the type of high definition, integrated video teleconferencing the State has outlined. Therefore, we are providing that converged platform as part of our basic video teleconferencing offer.

The State also reserved the right to move to a State-owned video bridge. If the State chooses this course of action, GCI will provide the required management as an in-scope for fee service.



GCI understands the State of Alaska requires monitoring and storage of traffic patterns and volumes by location to aid in on-going system changes or upgrades. We will report on Video Teleconference usage by location, as we currently do, in our monthly report to the State of Alaska. The monitoring and storage of traffic patterns is a function of service component 2 – Data Network Services.

**ADVANCED FEATURES**

The fully managed, high definition, converged Video Teleconferencing service we are offering the State of Alaska has the capability of providing several advanced services to the State of Alaska. Two value added options available for future consideration by the State are:

- Video Teleconferencing concierge server for events and VIP conferences
- Video Teleconferencing endpoint critical spares for VIP conference rooms



## CUSTOMER SUPPORT SERVICES

GCI's business model includes customer support for all services we offer. Our State of Alaska Service Center provides three primary services to the State of Alaska customers. One, it responds to customers' requests for assistance with service affecting incidents. Two, it responds to requests for GCI's audio conference bridge or bridged video teleconferencing scheduling, VoIP voicemail or GCI cellular telephone password reset requests, "how to" requests, and billing inquiries. Three, it responds to questions from State of Alaska personnel about GCI services and facility capabilities.

GCI centralized management approach uses a four-step process to ensure quality interaction with customers. They are:

### Alarm/Customer Contact

- Open an SDM ticket which automatically assigns a ticket number and a priority level of 4 for "normal" non-escalated issues
- Assume resolution responsibility
- Confirm the incident with the customer

### Triage Performed During Initial Contact

- Attempt to resolve the incident(s)
- If the incident cannot be resolved:
  - Identify incident(s) and its impact
  - Modify the default priority, if appropriate
  - Assign tasks to the appropriate group or to a third party provider

### Event Management

- Resolve the incident
- Provide notifications and updates to the customer
- Escalate the SDM ticket, if required

### Incident Resolution

- Ensure the incident is completely resolved technically
- Validate successful resolution with the customer
- Update associated configuration items and billing, if required
- Close the ticket with a Root Cause Code
- Perform an extended Major Incident Analysis, if necessary
- Perform an After Action Review (AAR), if warranted



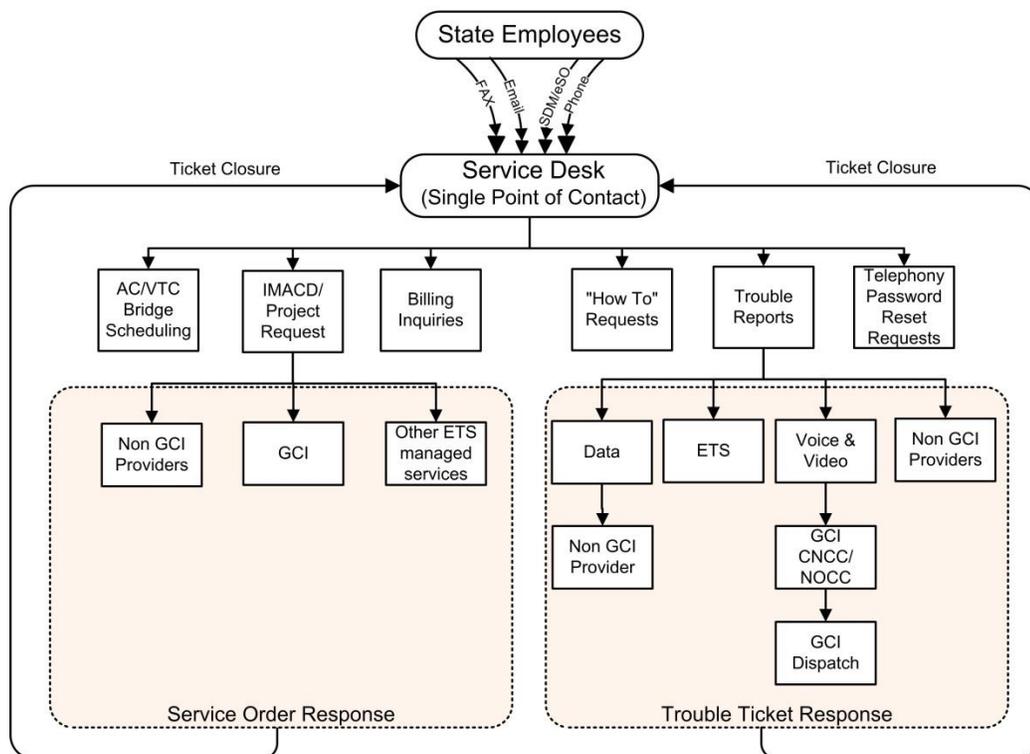
**GCI'S CENTRALIZED MANAGEMENT APPROACH**

GCI's State of Alaska Service Center currently serves as the single point of contact for incident resolution. It was developed by GCI in concert with the State of Alaska to proactively respond to the State's needs and coordinate resolution of all incidents and completion of all requests. There are no issues that would preclude complete coordination of all in-scope changes, including IMACD changes, through the Service Center. We have structured GCI's State of Alaska Service Center to be customer-centric.

GCI will continue to provide a toll-free, single-point-of-contact Service Center for State customers' incident reporting and service requests. The toll-free number is unique for the State; callers hear a State of Alaska greeting. An Automated Call Distribution (ACD) System routes all calls to a qualified Service Center analyst who event manages the incident or request to resolution.

GCI's State of Alaska Service Center coordinates all telephony IMACDs including Core VoIP telephones, third party telephones and cellular telephones; GCI's audio conference bridge scheduling requests; bridged video teleconference scheduling; billing inquiries; configuration item management; trouble reports; "How To" or user support calls; and VoIP voicemail or GCI cellular telephone password reset requests for the scope described in this RFP. These requests are received by telephone, email, fax, or Service Desk Manager (SDM) / Electronic Service Order (eSO). Below is a diagram outlining the Service Center workflow.

**Service Desk Workflow**





**GCI'S STATE OF ALASKA SERVICE CENTER TROUBLE REPORTING PROCESS**

GCI understands it is essential that Service Center processes mesh seamlessly with ETS operations. We use a four-step trouble reporting process to ensure consistency:

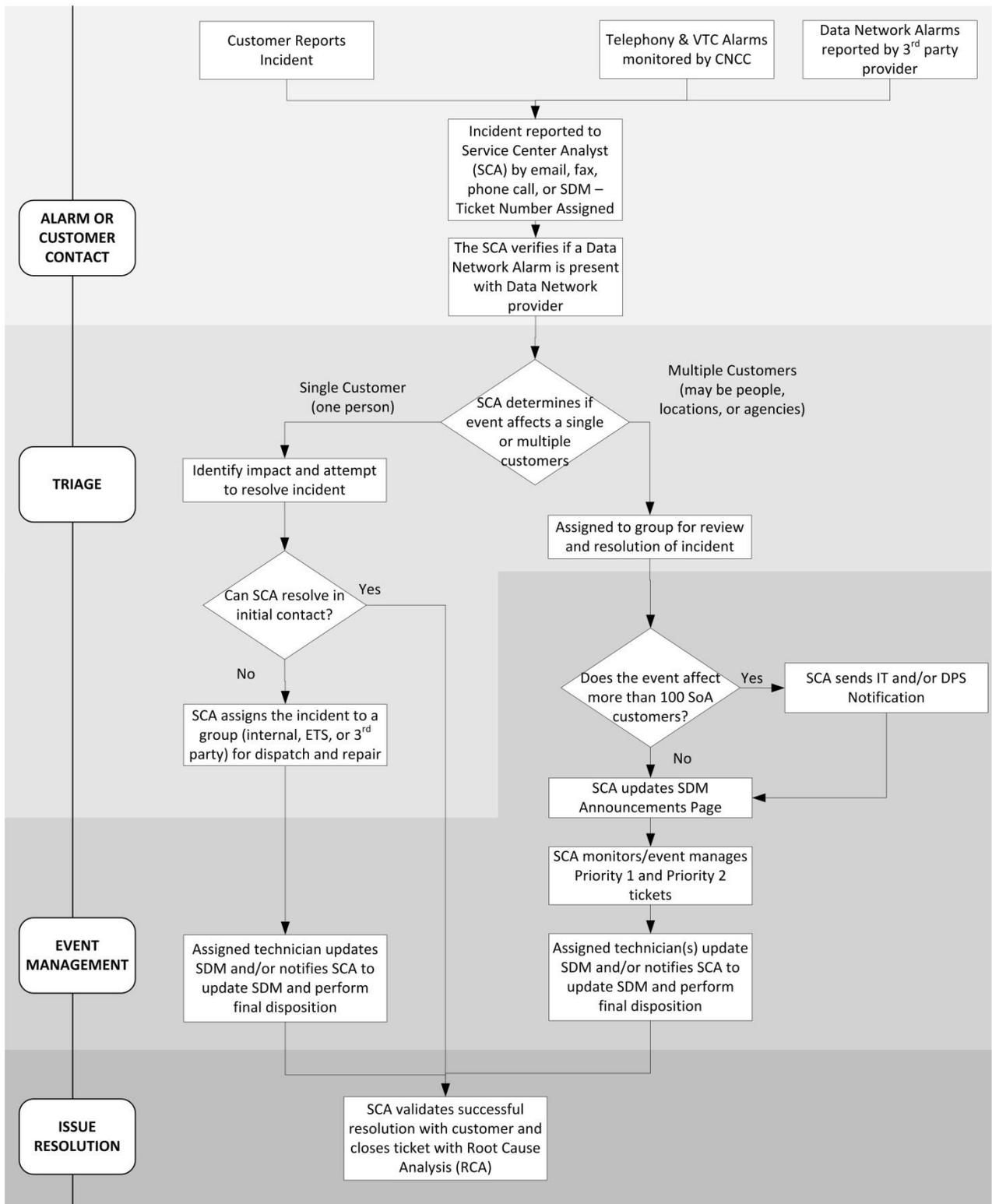
- Alarm/Customer Contact
- Triage Performed During Initial Contact
- Event Management
- Incident Resolution

On the following page is a high level flowchart depicting the four-step trouble reporting process for GCI's State of Alaska Service Center. Several assumptions have been made in preparing this flowchart.

- GCI assumes that the vendor responsible for the data network service component will contact the Service Center to report any service affecting data network alarms they detect.
- GCI assumes the State of Alaska will facilitate a communication mechanism between the technicians and analysts for service components 1, 3, and 4 (GCI) and the technicians and analysts for service component 2.
- GCI assumes a single customer is one person who contacts the Service Center with an incident. Multiple customers may be multiple people, locations, and/or agencies reporting the same or related incidents.



**Customer Support Services**  
**State of Alaska – Incident Resolution Flow Chart**





### Alarm/Customer Contact

During the initial customer contact a Service Center analyst will:

- Open an SDM ticket which automatically assigns a ticket number and a priority level of 4 for “normal” non-escalated issues.
- Assume resolution responsibility.
- Confirm the incident with the customer.

There are three primary paths that initiate a response in GCI’s State of Alaska Service Center.

- A customer reports an incident by:
  - Telephone,
  - Email,
  - Facsimile,
  - SDM or electronic Service Order (eSO).
- An alarm is monitored by GCI’s CNCC for a wired telephony or video teleconferencing fault in support of GCI’s IPSG Group and Managed Broadband Group.
- An alarm is reported by the third party vendor providing service component 2 – data network services.

When a call is received at the Service Center, an incident ticket is opened within fifteen minutes. The Service Center acknowledges the incident with the customer and provides the associated ticket number within thirty minutes. The Allworx Call Center System automatically tracks call logging data such as calling number, date, time, and/or author. The Service Center analyst maintains ownership of the incident assigned to GCI or third party technicians until it is resolved, and will coordinate between all necessary groups and entities to resolve the incident. The Service Center can be reached 24x7x365. The contact information is:

Toll Free Statewide: 1-888-565-8680  
Email: SOAServiceCenter@gci.com  
Or - SOAServiceCenter@alaska.gov  
Fax: 1-866-561-1855

The SDM ticket “event log” contains a date and time stamped record of all activities that take place during the resolution of the incident. By keeping an electronic record of each incident ticket, GCI is not only able to track single events, we are also able to generate reports that identify larger incidents within the network as well as identify recurring incidents.



If the Service Center notices a pattern of reported incidents that indicates there may be a data networking issue, and if the Service Center has not received a report about a data network fault from the third party vendor, the Service Center analyst will contact the third party vendor for confirmation or an update of the status of the data network. GCI assumes the State of Alaska will facilitate a mechanism to ensure open and immediate communication between appropriate analysts and technicians.

The incident management system also tracks service level performance, actual time elapsed, informed parties, solution, closure, and archiving data. All activity is posted to the incident ticket history, providing a detailed audit trail of all work performed, personnel involved, and steps taken to provide resolution. This data can be queried for statistical analysis, allowing for comprehensive reporting and trend analysis of all aspects of the service delivered.

#### Triage Performed During Initial Contact

During the Triage phase the Service Center analyst follows established protocol to:

- Attempt to resolve the incident(s)
- If the incident cannot be resolved
  - Identify the incident(s) and its impact
  - Modify the default priority, if appropriate
  - Assign tasks to the appropriate group or to a third party provider

Highly trained and experienced Service Center analysts make an effort to resolve each incident during the initial customer contact, acting in a Tier 0 function. All analysts are provided with specific training in problem determination methods including:

- Assessing the customer's skill level
- Talking the customer through standard trouble-shooting actions
- Reviewing recent changes to the customer's environment
- Eliminating global causes such as outages

If an incident cannot be resolved during the initial contact with the customer, the Service Center analyst will:

- Delineate the incident(s) and identify the impact it has on customers
- If appropriate, modify the priority of the incident based on the customer profile and the SLAs identified by GCI's contract with the State
- Identify the resources needed to troubleshoot and resolve the incident and assign it to the appropriate group



The customer profile for the State contains the information necessary for the Service Center analyst to ascertain the priority to be assigned to a particular incident. GCI will use the information to determine whether the Service Center should treat the response as a routine or priority restoration. The Service Center analyst also uses the profile to determine who to call in the State of Alaska ETS hierarchy, as well as when, if communication needs to be escalated beyond the customer for service. The SDM ticket may need to be escalated if the analyst does not have the appropriate knowledge to triage an issue or if the process requires contact after hours.

SDM tickets are assigned to ETS, GCI, and other service providers based on existing processes. When a ticket is assigned to ETS, the existing process requires the Service Center analyst to call or manually notify ETS when assigning priority 1 and 2 tickets. Any other priority does not require notification. The determination of what group the SDM ticket is assigned to is based on the incident and other issues that may be involved, such as security.

Additionally, as a common carrier under the FCC's jurisdiction, GCI is required to offer Telecommunications Service Priority (TSP) services on eligible lines, circuits, and trunks.

#### Event Management

During the Event Management phase the Service Center analyst will follow established protocol to:

- Resolve the issue
- Provide notifications and updates to the customer
- Escalate the SDM ticket, if required

No matter what priority is assigned to an incident, the Service Center analyst periodically updates the customer on individual SDM tickets assigned to GCI or third party technicians using the SDM system to generate automated emails. When the tickets are resolved, customers are contacted to verify the incident has been remediated satisfactorily. If the customer is unavailable, a message is left. If the Service Center doesn't receive any feedback within three (3) business days, the SDM ticket is closed. The Service Center analyst also modifies the SDM ticket as updates are available.

SDM tickets assigned to ETS are event managed by ETS. If a customer calls the Service Center to request an update for an incident assigned to ETS, the analyst will contact ETS for an update and provide the customer with the contact information for the ETS technician assigned to the incident.

If a call is received requesting information about an outage, the Service Center analyst responds with an update as quickly as possible. If an incident affects more than one hundred (100) users, the Service Center creates a notice to be posted on the



IT notification list serve and/or the DPS notification list serve, as appropriate. The analyst then notes the action taken using a log comment on the SDM incident ticket. The notification list serve is updated periodically.

A Service Center analyst uses several tools to determine if an incident affects more than one hundred customers. The analyst uses the facilities overlap spreadsheet, analyzes other SDM incident tickets for correlating incidents, and communicates with both the CNCC and the third party data network provider to determine how many customers, locations, and/or agencies are being impacted by an incident. This analysis also contributes to a decision to upgrade the priority of an SDM ticket, if warranted.

Currently, GCI monitors degradation of services or equipment failure requiring restoration using our CNCC for all core State of Alaska services. In the future, this monitoring will be conducted solely by the third-party chosen by the State for the data network service component including all related services.

We will cooperate with the State and the other provider related to data network incidents, but data network remedial action, including those incidents that impact other services such as wired telephony and video teleconferencing, are understood to be the responsibility of the data network provider. For all incidents related to GCI service components, we begin appropriate remedial action as soon as an incident is identified.

If the incident cannot be resolved remotely, GCI has first responders in many rural Alaska communities. These first responders can often correct a simple incident so a technician doesn't need to be dispatched. If the incident requires technicians to be dispatched, the first responder can often provide an initial assessment of the situation for the technician, expediting the repair process.

Our CNCC also monitors, but does not troubleshoot, ingress and egress from external networks carrying GCI services where we have appropriate Network Management System (NMS) tools in place.

### ***Mission Critical Agencies and Locations***

During the past decade, GCI has identified the State of Alaska agencies and locations that perform mission critical tasks. Some agencies and/or locations are designated as mission critical depending on the time of year, for example the Division of Elections. Some agencies and/or locations designated as mission critical submit certain service orders and requests that may not rise to the level of urgency required for a priority 1 response, for example a move (IMACD) that is not in response to an emergency situation.

GCI recognizes that mission critical functions may change over time. We will work closely with the State of Alaska, ETS to maintain a current list. At the State's request, we will meet annually to review and update this list.



**Mission Critical Issues and Agencies**

- Life and safety issues. These include access to national databases and any PSAPs (Public Safety Answering Points) for the Department of Public Safety, communication with hydroelectric plants, communication with the Alaska Psychiatric Institute, public health laboratories, and emergency medical services for the Department of Health and Social Services, field and remote communications to vessels and aircraft using radios and loran for the Department of Fish and Game, communications with the Alaska Marine Highway vessel to shore facilities, and communications to airport facilities in Anchorage and Fairbanks.
- Justice issues. These include all communications in Child Protection Cases as well as telnet access to Police and AJIS database information for the Department of Law.
- Financially sensitive issues. Portfolio management for the Permanent Fund and financial management for the Alaska Housing Finance Corporation.
- Department of Military and Veteran Affairs, including National Guard
- Department of Corrections
- Health and Social Services (Youth Facilities and Pioneer Homes)
- Office of the Governor
- Legislators' Main Published Telephone Numbers

**Mission Critical Agencies and Locations During Specific Events and Times**

- All processing required during an emergency including environmental samples and Emergency Response Communications System for the Department of Environmental Conservation, and insurance licensing for the Department of Community and Economic Development.
- Division of Elections during primary, general, and special election seasons.
- Department of Administration, Permanent Fund Division during the filing season (January 1 through March 31) and the payment season (September 15 through October 15).
- Payroll Processing during disbursements (bi-monthly) for employees, retirees, and child support payments as well as electronic fund transfers in all departments.
- Department of Natural Resources during Fire Season (May through September) when setting up firefighting facilities.

**Priority Tables**

GCI understands the State has identified five (5) Priority Levels for incidents based on the severity and impact of an outage. An incident is defined as responding to a “break/fix” item. The priorities are described in the table below.



PRIORITY LEVELS – INCIDENTS		
Priority	Effect	Benchmarks/Special Actions
<b>Priority 1 Critical</b> Resolution Target: 4 hours	Business Stopped, Mission Critical, and/or Life and Safety Impact  Multiple users (10+) affected by downed application, network, and/or service.	<ul style="list-style-type: none"> <li>▪ Resolution within 4 hours</li> <li>▪ Any Life and/or Safety issue</li> <li>▪ Locations Affected:               <ul style="list-style-type: none"> <li>• Public Safety Dispatch Center – Any location</li> <li>• PFD – Permanent Fund Division</li> <li>• Governor’s Executive Offices</li> <li>• Legislator’s main published contact numbers</li> <li>• Mission critical locations</li> </ul> </li> <li>▪ A telephone call is required when transferring high priority tickets (1 or 2) to ETS. A follow-up manual notify should be sent to the particular ETS group if you leave a voice message.</li> </ul>
<b>Priority 2 Urgent</b> Resolution Target: 8 hours	Severe Business Impairment  Major Impact - Single to multiple users (10) affected by downed application, network, and/or service.	<ul style="list-style-type: none"> <li>▪ Resolution within 8 hours</li> <li>▪ A telephone call is required when transferring high priority tickets (1 or 2) to ETS. A follow-up manual notify should be sent to the particular ETS group if you leave a voice message.</li> </ul>
<b>Priority 3 Elevated</b> Resolution Target: 3 business days	Business Impairment  Single customer - workaround available	
<b>Priority 4 Routine</b> Resolution Target: 5 business days	Business Not Impacted  Information (one call resolution)	This is the default priority assigned
<b>Priority 5 Scheduled</b> Resolution Target: 10 business days		



GCI understands the State has identified five (5) Priority Levels for requests based on the urgency or the critical nature of the request. A request is defined as change that poses no possibility of risk to the system. The priorities are described in the table below.

PRIORITY LEVELS – REQUESTS		
Priority	Effect	Benchmarks/Special Actions
<b>Priority 1 Critical</b> Resolution Target: 4 hours	Mission Critical, and Life and/or Safety Impact  VIP agencies or customers	<ul style="list-style-type: none"> <li>▪ Resolution within 4 hours</li> <li>▪ Any Life and/or Safety Issue</li> <li>▪ Locations Affected:               <ul style="list-style-type: none"> <li>• Public Safety Dispatch Center – Any location</li> <li>• PFD – Permanent Fund Division</li> <li>• Governor’s Executive Offices</li> <li>• Legislator’s main published contact numbers.</li> <li>• Mission critical locations.</li> </ul> </li> <li>▪ A telephone call is required when transferring high priority tickets (1 or 2) to ETS. A follow-up manual notify should be sent to the particular ETS group if you leave a voice message.</li> </ul>
<b>Priority 2 Urgent</b> Resolution Target: 8 hours	Mission Critical or During Critical Business Period	<ul style="list-style-type: none"> <li>▪ Resolution within 8 hours</li> <li>▪ A telephone call is required when transferring high priority tickets (1 or 2) to ETS. A follow-up manual notify should be sent to the particular ETS group if you leave a voice message.</li> </ul>
<b>Priority 3 Elevated</b> Resolution Target: 3 business days	Critical business timeline or escalation requested	New service or change to existing service with business critical timeline
<b>Priority 4 Routine</b> Resolution Target: 5 business days	Standard priority	This is the default priority assigned Examples include voicemail password reset, display change, new service



PRIORITY LEVELS – REQUESTS		
Priority	Effect	Benchmarks/Special Actions
<b>Priority 5 Scheduled</b> Resolution Target: Scheduled Date	Request for information	Information only Examples include request for quotes, billing questions, other questions

GCI also understands the State of Alaska has four priority levels for services changes, including installs, moves, adds, changes, and disconnects (IMACDs). They are described in the table below.

PRIORITY LEVELS – CHANGE ORDERS		
Priority	Effect	Benchmarks/Special Actions
<b>Priority 1 Critical</b> Resolution Target: 4 hours	Business Stopped, Mission Critical, and Life and Safety Impact  Multiple users (10+) affected by downed application, network, and/or service.	<ul style="list-style-type: none"> <li>▪ Resolution within 4 hours.</li> <li>▪ Locations Affected:               <ul style="list-style-type: none"> <li>• Public Safety Dispatch Center – Any location.</li> <li>• PFC – Permanent Fund Corp.</li> <li>• Governor’s Executive Offices</li> <li>• Legislator’s main published contact numbers.</li> <li>• Mission critical locations.</li> </ul> </li> <li>▪ A telephone call is required when transferring high priority tickets (Priority 1 or 2) to ETS. A follow-up manual notify should be sent to the particular ETS group if you leave a voice message.</li> </ul>
<b>Priority 2 Urgent</b> Resolution Target: 5 business days	Severe Business Impairment  Major Impact - Single to multiple users (10) affected by downed application, network and/or service.  Service to the public affected	<ul style="list-style-type: none"> <li>▪ Resolution within 5 business days</li> <li>▪ A telephone call is required when transferring high priority tickets (Priority 1 or 2) to ETS. A follow-up manual notify should be sent to the particular ETS group if you leave a voice message.</li> </ul>



PRIORITY LEVELS – CHANGE ORDERS		
Priority	Effect	Benchmarks/Special Actions
<b>Priority 3</b> <b>Elevated</b> Resolution Target: Need By Date	Business Impairment  Small Office Move	<ul style="list-style-type: none"> <li>▪ Resolution by Need By Date</li> <li>▪ Small Office Move – 10 business days</li> </ul>
<b>Priority 4</b> <b>Routine</b> Resolution Target: Need By Date	Business Not Impacted  Large Office Move	<ul style="list-style-type: none"> <li>▪ Resolution by Need By Date</li> <li>▪ Large Office Move – 45 business days</li> </ul>

Incident Resolution

During the Incident Resolution phase the Service Center analysts:

- Ensure the incident is completely resolved technically.
- Validate successful resolution with the customer.
- Update associated configuration items and billing, if required.
- Close the ticket with a Root Cause Code. \*
- Perform an extended Major Incident Analysis, if necessary.
- Perform After Action Reviews (AAR), if warranted.

\* Note: The appropriate SDM field needs to be populated with relevant root cause codes to perform this function.

Upon receiving confirmation that the incident has been resolved, the workgroup the ticket is assigned to sets the ticket to resolved status and documents the resolution. The Service Center analyst contacts the customer by the following business day to validate that the incident has been resolved to the requester’s satisfaction. SDM tickets are closed only with the concurrence of the customer originating the ticket. If the customer doesn’t respond to the Service Center’s request for feedback, the SDM ticket is closed three (3) business days following incident resolution.

Once the customer validates that the incident is resolved, the Service Center documents the Root Cause Code and closes the ticket. GCI will use the Root Cause codes in SDM if that is the State’s preference, however, the current field does not contain codes that are relevant to the incidents being resolved. The Service Center will work with ETS to develop a list of relevant codes, if requested. This process provides accurate reporting.

**AFTER EVENT PROCEDURE REVIEWS**

Once an incident has been successfully resolved and the resolution verified by the affected user, the Service Center SDM ticket acts as a permanent record of the trouble or outage, including the trouble found, action taken, and who worked on the incident



with associated time/date stamps. Additionally, as a proactive means to support the State, the Service Center creates, maintains, and possesses third party contacts in a database as well as a circuit database for GCI provided circuits.

If a Root Cause Code doesn't appear straight forward, an incident recurs, or a specific location or piece of equipment is identified as experiencing an unusual number of incident calls, a Major Incident Ticket can be initiated by an ETS staff member designated as the Incident Manager. Information about the WHY or HOW of a problem is maintained by ETS. The State may request an After Action Review (AAR) by GCI to provide additional information, timelines, operational recommendations, or engineering recommendations.

If GCI finds that a Root Cause Code doesn't appear straight forward, an incident recurs, or a specific location or piece of equipment is identified as experiencing an unusual number of incident calls, it may indicate a larger problem or significant event. In that case, GCI may initiate an internal Root Cause Analysis. If performed, this briefing is documented and maintained in the Service Center.

The Service Center also maintains a current customer profile. The customer profile lists the type of service, how incidents are to be reported, and what actions the State wants taken. In addition, all notifications of maintenance scheduled by GCI are coordinated and communicated by the Service Center. This reflects current practice and does not modify maintenance notifications initiated by ETS or third parties.

#### **ESCALATION**

In cases when the incident is identified as an issue beyond GCI's direct control, such as a data network incident, the Service Center analyst maintains ownership of the incident ticket and coordinates efforts by GCI technicians, subcontractors, and third party technicians to ensure the incident is resolved. Service Center analysts have training that enables them to work smoothly with technicians, whether they are GCI employees or third party representatives. All communication associated with incident resolution is entered into the SDM ticket.

Throughout this entire process, Service Center analysts use email and/or telephone calls to keep the State informed of the status of the incident ticket based on the State's customer profile. Service Center management is available to assist analysts working the incident if they require additional support or if escalation is required.

If the Service Center analyst is not able to resolve a telephony services or video teleconferencing incident, the ticket is escalated to the appropriate organization within GCI to provide resolution within defined SLAs. The escalation path below defines a hierarchy of management resources the State can contact if SLAs aren't being met appropriately.



ESCALATION PATH	
Toll-Free	(888) 565-8680
Fax	(866) 561-1855
Email	SOAServiceCenter@alaska.gov
<b>David Wooten</b> Supervisor	(907) 868-4438 - office (907) 229-7268 - cell
<b>Michael LaVigueur</b> Manager	(907) 868-0168 - office (907) 360-4916 - cell
<b>Jim Kostka</b> Senior Director	(907) 868-7171 - office (907) 223-9974 - cell
<b>David Miracle</b> Senior Director	(907) 868-6724 - office (907) 230-1034 - cell
<b>Francis LaChapelle</b> Program Director	(907) 868-0652 – office (907) 227-1814 – cell
<b>Brad Spees</b> Vice President	(907) 868-8548 – office (907) 227-1707 - cell
<b>Gregory Pearce</b> General Manager	(907) 868-5455 - office (907) 230-8100 - cell

GCI will provide timely and accurate updates to the customer for single customer incidents. The workgroup that resolves the incident marks the ticket as resolved.

GCI's State of Alaska Service Center currently maintains a 90% resolution rate within 30 minutes for calls not requiring a technician to be dispatched. We use the following methodology to ensure the Service Center consistently meets or exceeds this target:

- Use the Matrix knowledgebase to provide analysts access to common diagnostic, fault, and resolution information.
- Update the Matrix knowledgebase as new information and/or troubleshooting techniques are identified.
- Provide refresher training to analysts on existing products, processes, and services.
- Provide training on new products, processes, and services.
- Identify any incidents that prevent call resolution within sixty (60) minutes. Once those incidents are identified, the Service Center Manager implements new tools, training, and other plans to improve the Service Center's performance.

The Matrix knowledgebase has been developed and expanded over time to develop a tool that helps Service Center analysts become as effective and efficient as possible. In addition to troubleshooting data, it includes processes and procedures that have been developed throughout the past decade. It is currently available for review by the State's Knowledge Manager with appropriate notification to GCI's State of Alaska Service



Center. The task of transferring the Matrix knowledgebase to SDM is significant. GCI is willing to discuss the transfer of these documents to SDM as a project for a fee.

#### **GCI'S OPERATIONAL SERVICE MODEL**

GCI's traditional operational service model is a four-tiered approach. This approach is used to ensure the State of Alaska's SLAs are met for the services and products supported. The four tiers are:

- GCI's State of Alaska Service Center.
- GCI's Internal Specialty Groups.
- System/Network Administrator or Engineer in the Network Operation Control Center (NOCC).
- Manufacturer's Service Center.

#### **TIER 1 – GCI'S STATE OF ALASKA SERVICE CENTER**

GCI's State of Alaska Service Center provides 24x7x365 Big Brother monitoring, event management, change management, and problem resolution for the State of Alaska. The Service Center is staffed with technically proficient analysts. These analysts act as customer advocates and manage events to resolution, while keeping the customer informed of the status of the incident. Additionally, GCI has several monitoring and management systems integrated into a single view for the Service Center. When a problem is detected by GCI, or a customer reports an incident, an SDM ticket is opened by the Service Center.

The Service Center triages and troubleshoots the incident and manages the event until successful resolution is reached. Based on the situation presented, the analyst also coordinates between all necessary parties to include respective departments and skill sets within GCI, the State, subcontractors, and third party providers. The Service Center maintains an after-hours on-call list of technicians, engineers, and management. This call list is used if additional resources are required, escalation is required, or management needs to ensure that the appropriate levels of attention and resources are being used. The call list includes both GCI and ETS personnel. Who is called depends on the issue requiring outreach and the impact of the incident.

#### **TIER 2 – GCI'S INTERNAL SPECIALTY GROUPS**

An incident is generally escalated when Service Center analysts need to engage a higher level of expertise to respond to an incident. If the incident impacts video teleconferencing, the SDM ticket will be escalated to GCI's Managed Broadband Services (MBS) group. If an incident impacts Wired Telephony (VoIP), the Service Center will verify, with the third party vendor of the Data Network service component, that there is no outstanding data network issue impacting VoIP service. Once they have ascertained



the incident is not a data network issue, they will escalate the SDM ticket to GCI's Commercial IP Services Group (IPSG).

**TIER 3 – SYSTEM/NETWORK ADMINISTRATOR (NOCC)**

The primary function of the NOCC is to monitor and control GCI's overall network infrastructure to provide the highest level of availability and quality. During this monitoring process NOCC administrators respond to indications of congestion or other problems before these incidents can impact customer service.

**TIER 4 – MANUFACTURER'S SERVICE CENTER**

GCI maintains service level agreements with vendors and manufacturers of the equipment we purchase. At any time, we can invoke those services to ensure rapid and accurate response to repair or reconfiguration issues.

**IMACD PROCESSING**

IMACD requests fall into two categories – logical and physical. Logical IMACDs are performed off-site using remote management tools. Physical IMACDs are performed on-site by support staff. GCI's State of Alaska Service Center analysts:

- Gather the business requirements.
- Ensure authorization.
- Log the incident.
- Facilitate fulfillment of the incident.

All authorized IMACD requests are assigned to the appropriate support team, depending on the location and the product or service being requested.

For on-site work, GCI communicates with the State of Alaska contact to schedule an appropriate, mutually determined time. The Service Center verifies the IMACDs are completed and then verifies the State of Alaska is satisfied with the changes. IMACD requests generally have priority levels of 3 or 4 based on the State SLAs.

**GCI'S SERVICE CENTER LOCATION AND STAFF**

GCI's State of Alaska Service Center is located at GCI's South Anchorage Distribution Center (SADC). This facility, owned by GCI, offers:

- Redundant power substation feeds.
- Uninterruptible Power Supply (UPS) rated for 3 hours.
- Dual redundant generators.
- Physical Security with security guards and video surveillance.



- Electronic access badges unique to the SADC facility.
- Diverse physical feeds since it resides on the GCI Anchorage Metropolitan Area Network.
- Environmental control and monitoring.
- The building is built in one of the most seismically stable areas of Anchorage.

**GCI'S SERVICE CENTER STAFF**

GCI's State of Alaska Service Center encompasses a team of twelve (12) who manage State calls during regular business hours, seven (7) days a week. Staffing levels are adjusted to meet SLAs with the largest coverage during peak times and to meet significant activities, such as turn up of new telephony or video teleconferencing sites. This team is augmented by the Commercial Network Control Center (CNCC). The CNCC has thirteen (13) staff members and is used for extended coverage outside of the State's normal business hours.



**6.2.1 PERFORM A DETAILED COST VERIFICATION**

GCI reviewed the project scope to develop the most appropriate pricing structure for the State of Alaska during Phase 1 of the response process. This section contains:

- Detailed cost breakdown
- Identify why the cost proposal may be significantly different from competitors
- Review big-ticket items
- Review value added options
- Identify how payments will be made and all expectations regarding finances

**6.2.1.A DETAILED COST BREAKDOWN**

GCI provided the required detailed cost breakdown to the State of Alaska on August 13, 2014 as a Microsoft Excel workbook and confirmed with the contracting officer that it met the State’s requirements during an August 18, 2014 teleconference. Based on scope revisions and clarifications made between the State of Alaska and GCI during the clarification period GCI provided a revision to the required detailed cost breakdown on October 14, 2014. As this revision is in the same format and simply clarifies information previously submitted on August 13 it is also protected from disclosure under AS 40.25.120<sup>3</sup> By service component our pricing is:

No	Service Component	Annual Cost		Extended Cost
1	Wired Telephony	\$2,955,328.74	X 5 Years=	\$14,776,644
3	Video-Conferencing Services	\$649,584	X 5 Years=	\$3,427,920
4	End-User Support Services	\$194,400	X 5 Years=	\$972,000

The pricing philosophy we used to respond to the RFP and throughout the Clarification period was:

<sup>3</sup> On August 13, 2014 the State agreed to protect the entire cost breakdown workbook from disclosure under AS 40.25.120.



- To not use a “budget down” methodology as it does not reflect a best value approach.
- To conduct a careful review of scope categories including in-scope, in-scope for a fee, and out of scope.
- Price services using a competitive mindset, while ensuring GCI receives an appropriate return and provide the State with verifiable and ongoing performance that meets or exceeds the required standards.
- Utilize the information provided in Attachment J to determine the extent of in-scope, in-scope for a fee, and out of scope services.
- Consider the capital investment GCI will make to deliver and transform State services and utilize the calculation to arrive at an acceptable recovery rate based on the 5-year initial term of service.
- Determine how we could leverage the prior investments GCI has made including network elements and infrastructure such as our customer support facilities, information technology investments, and the efficiencies of scope and scale the RFP presented.
- Used a best value approach to consider how we can utilize GCI staffing currently in place to extend our capabilities to deliver high quality services to the State.
- And as an expression of best value, we included the bulk of customer support functions within our proposed service components.

#### **6.2.1.B IDENTIFY WHY THE COST PROPOSAL MAY BE SIGNIFICANTLY DIFFERENT FROM COMPETITORS**

---

While we do not know the costs submitted by our competitors, we believe GCI’s cost proposal differs from its competitors in a number of ways.

- Wired Telephony – reduced rates for in-state calling and local services along with new options and reduced rates for Audio Teleconferencing along with a clarified scope offer 40% annual cost savings to the State when compared to its current budget.
- Video Conferencing – by deploying a new 60-port HD video core and incorporating an integrated voice and video approach GCI realizes efficiencies that allow us to offer improved services at lower costs.
- Customer Support Services – our integrated service approach enabled us to significantly reduce service costs to the State by billing only for those incremental services required to provide State-specific services.

We carefully reviewed scope and included all requisite services in our pricing proposal. GCI will provide both in-scope and in-scope for a fee services per RFP Section 2.1.1(h)



Billing and Chargeback, encompassing all billing functions as a direct bill to each customer agency, except for those billing and chargeback services that ETS will continue to provide. While the in-scope for a fee services are subject to change by addition, deletion, upgrade, and downgrade and often involve pass-through charges where pricing is set by other providers, the State will receive best available pricing based on customers of similar scope, term, and volume as required by the RFP.

**6.2.1.C REVIEW BIG-TICKET ITEMS**

The largest annual core service component is **Wired Telephony**. This service provides support of wired telephony as described in the RFP. Our approach reduces the annual cost to the State by nearly 40% and represents the economic efficiencies we have gained through our continuous investment in new network and switching elements, a new audio conferencing platform, GCI investment in local fiber, as well as reviewing long distance and audio conferencing rates.

**6.2.1.D REVIEW VALUE ADDED OPTIONS**

GCI provided a number of value added options to the State of Alaska in Phase 1 that relate specifically to Service Components 1, 3, and 4.

**Item 4: Cloud IP Telephony Solution.** We can provide an IP Telephony cloud solution that will extend the phone features of the ETS IP Telephony network to all State agencies. The cloud solution mimics the features and functionality of the ETS IP Telephony service, delivering an identical customer experience. This value add alternative eliminates the need for the State to make capital investments, provides expansion capacity in the current IP Telephony environment, and offers flexible on-demand deployments.

Configuration with base handset and features per year per user \$ 445.

**Item 6: Data Center.** Our data center services are available for all State agencies. The data center in Anchorage is a 10,000 square foot, 24x7x365, temperature and humidity controlled facility. It supports emerging trends in virtual servers and cloud-based systems. It can also bring virtual technology and data services together by offering space, power, and bandwidth in a redundant, secure location. Multiple in-state and out-of-state options are also available. Price per year:

Full 24 U powered rack	\$ 39,348.
Full 24 U unpowered rack	\$ 7,188.
Caged Space	\$ 2,400.

**Item 7: Voice and Video Integration.** With this expanded scope value add, we will integrate the core infrastructure, greatly enhancing the compatibility of State dedicated voice and video platforms at no additional charge. This will enable multiple features including:



- Simplified dialing between phones and video conferencing units
- Resource scheduling within Exchange
- Expanded desktop/video/audio collaboration functionality

**Item 8: Discounted Access to High Definition Video Production Facilities.** State users can access Alaska’s most advanced, high definition video production facilities to create public service announcements, training videos, and other communications for 15 percent off media production rates.

**Item 10: Subsidy Support.** GCI is a documented service provider with the Universal Service Administrative Company (USAC). We are in good standing with the FCC, USAC, and USF. We recommend that eligible state healthcare facilities, including state nursing and correctional locations, consider participating in the USF process to receive subsidies on transport and internet services. Consultation with GCI’s expert staff for subsidy support is complementary.

**6.2.1.E IDENTIFY HOW PAYMENTS WILL BE MADE AND ALL EXPECTATIONS REGARDING FINANCES**

---

GCI currently accepts payments from the State using wire transfers, checks, and credit cards. All three methods are acceptable and the processes work smoothly. From the feedback we have received, we believe the current billing methodology for the Core Telecommunications Services contract is meeting the needs of the State of Alaska so we would recommend that we continue to produce the same billing documentation.

Invoice terms are NET 30-days unless otherwise arranged.



## 6.2.2 ALIGN EXPECTATIONS

GCI will align expectations by presenting expert-based recommendations of actions to be taken in the State’s best interests. This section contains:

Identify any potential deal breakers

Clearly identify what is included and excluded in the proposal

Review any unique requirements with the State

Review interview statements

Clearly identify State roles and responsibilities

Review and approve all contract terms and conditions

### 6.2.2.A IDENTIFY ANY POTENTIAL DEAL BREAKERS

GCI has not identified any items in our design process, our risk identification process, nor our contract review process to-date that would constitute a potential “deal breaker.” We are committed and prepared to deliver the services presented in our proposal in any and all service components.

### 6.2.2.B CLEARLY IDENTIFY WHAT IS INCLUDED AND EXCLUDED IN THE PROPOSAL

#### SCOPE OF PROJECT

The fixed fees associated with this proposal are based on a thorough understanding of the requested services and are as inclusive as possible. We assume current in-scope for a fee services will remain as such. We have expanded the scope in the Value Assessment Plan to include services that are critical to the service offering. Any services related to the delivery of telecommunications to the State of Alaska that fall outside the scope of this RFP are available as a fee-for-service.

- **In-Scope Items** are services specifically required by the RFP and services GCI offered in the Value Assessment Plan for zero cost.



- **In-Scope For Fee Items** are services that are currently in-scope for a fee or are related to the delivery of telecommunications to the State of Alaska that are based on usage, or required to support related but ancillary in-scope requirements.

For usage-based services, in-scope for fee services, and professional time, a fee-based billing model will be used. Some examples of services that are in-scope for a fee, include:

- Local (off of the State network) Internet access including cable modem and DSL
  - Facility cabling and internal wiring
  - Calling card calls
  - Audio Conferences using GCI's External Bridge
  - ISDN calling
  - Local lines and local access pass-through
  - Long distance calling
  - Repair and replacement of State-owned core equipment
  - Repair and replacement of State-owned voice equipment
  - Repair and replacement of State-owned video teleconferencing core infrastructure
  - Shipment of State-owned equipment
  - Third party PBX consulting and support above the included 80 hours per month.
  - Special projects
  - Marine Highway, Agency and Third Party telephone support.
- **Out-of-Scope Items** are systems that are not currently in place, are not listed in the RFP, would entail a major upgrade to existing State-owned systems, or are currently covered by other contracts.



### 6.2.2.c REVIEW ANY UNIQUE REQUIREMENTS WITH THE STATE

GCI has prepared converged network requirements for the State’s data network. These unique requirements encompass five primary topics with an accompanying engineering overview.



#### CONVERGED NETWORK REQUIREMENTS

There are five requirements to ensure the State of Alaska WAN (including core backbones) is qualified to support the converged multimedia demands of Wired Telephony Services – service component 1 and Video Teleconference Services – service component 3.

1. Adequate Network Performance (Bandwidth, Jitter, Latency, Packet Loss, etc.) for the IP Telephony (IPT) systems, both the current State of Alaska VoIP telephony service and the potential GCI Cloud IPT service.
2. Adequate Network Performance (Bandwidth, Jitter, Latency, Packet Loss, etc.) for the new Video Teleconference (VTC) systems, including both the State internal VTC and GCI-managed VTC services.
3. Honoring and enforcement of the Quality of Service (QoS) markings from end-to-end.



4. IPT Firewalls, controlled by GCI's Security Engineers (working with the State of Alaska, Enterprise Technical Services (ETS) Security Office (SSO)).
5. Integration with the State of Alaska Active Directory (A/D) working with the State's Enterprise Technology Services (ETS).

**ASSUMPTIONS:**

- The data network provider will provide at least 3 Gbps WAN core backbones between Anchorage, Juneau, and Fairbanks. Additionally, the State will provide adequate bandwidth (assuming 1 Gbps) to other locations identified in the RFP as core locations; Atwood, PSOB, DMVA (JBER), and 5900 Tudor Rd.
- GCI's delivery schedule is fully dependent on the installation of the State of Alaska WAN core backbones. Once the installation has been verified, we can begin transferring existing services and installing new service to the new Core.
- GCI will be able to utilize the nearest State WAN router for Cloud IPT services in remote locations.

**QUALITY OF SERVICE (QoS) CLASSIFICATIONS**

Initially, we require adequate bandwidth in order to guarantee quality service for VoIP and Video Teleconferencing. One of the greatest challenges in networks today is achieving good voice and video quality with limited and often shared bandwidth. The tool used to manage this process is Quality of Service (QoS).

The most common definition of QoS is: the differentiation between types of traffic and types of services so that the different types of service and traffic can be treated differently. In other words, one type of service can be favored over another. Therefore QoS is essentially ***managed unfairness***. Quality of Service is necessary because of the new applications and business requirements in today's telecommunications arena. Examples are:

- Explosion of Video Applications
- The Impact of high definition (HD) on the network
- Blurring of Voice/Video/Data application boundaries

Quality of Service is necessary because many of these applications have inherent conflicts within WAN and MAN environments. Following is the de facto standard for QoS today. These are the new standards and RFCs for the twelve (12) Class Model for QoS at the edges.



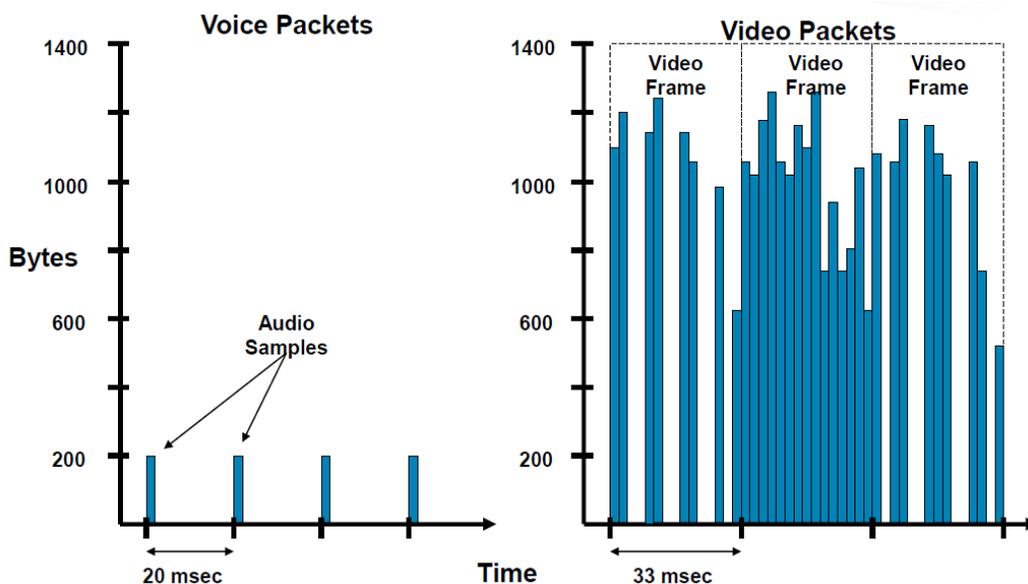
**CISCO MEDIANET DIFFSERV QOS RECOMMENDATIONS (RFC 4594-BASED)**

Application Class	Per-Hop Behavior	Admission Control	Queuing & Dropping	Application Examples
VoIP Telephony	EF	Required	Priority Queue (PQ)	Cisco IP Phones (G.711, G.729)
Broadcast Video	CS5	Required	(Optional) PQ	Cisco IP Video Surveillance / Cisco Enterprise TV
Realtime Interactive	CS4	Required	(Optional) PQ	Cisco TelePresence™
Multimedia Conferencing	AF4	Required	BW Queue + DSCP WRED	Cisco Unified Personal Communicator
Multimedia Streaming	AF3	Recommended	BW Queue + DSCP WRED	Cisco Digital Media System (VoDs)
Network Control	CS6		BW Queue	EIGRP, OSPF, BGP, HSRP, IKE
Call-Signaling	CS3		BW Queue	SCCP, SIP, H.323
Ops / Admin / Mgmt (OAM)	CS2		BW Queue	SNMP, SSH, Syslog
Transactional Data	AF2		BW Queue + DSCP WRED	Cisco WebEx®™ / MeetingPlace® / ERP Apps
Bulk Data	AF1		BW Queue + DSCP WRED	E-mail, FTP, Backup Apps, Content Distribution
Best Effort	DF		Default Queue + RED	Default Class
Scavenger	CS1		Min BW Queue (Deferential)	YouTube, iTunes, BitTorrent, Xbox Live

**CONSIDERATIONS FOR BOTH IP TELEPHONY AND VIDEO TELECONFERENCING ON A CONVERGED NETWORK**

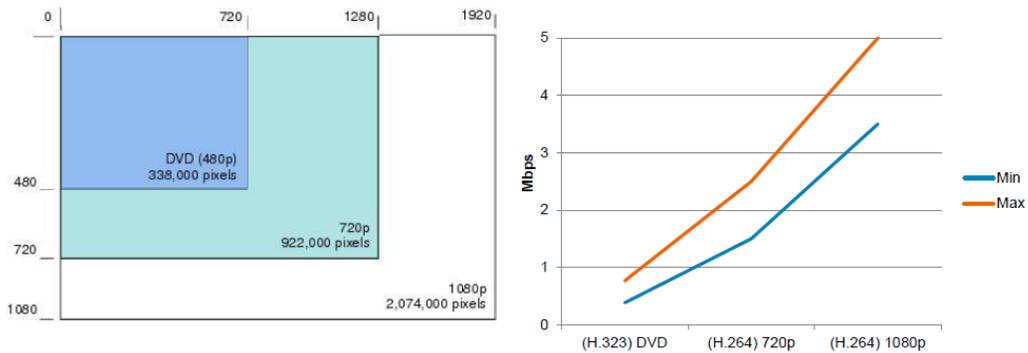
New applications and business requirements are driving the need for a converged network. The ever increasing explosion of Video Based Applications is blurring the Voice/Video/Data application boundaries. For example, consider the comparison of existing IPT VoIP applications versus the new HD video applications from a packet level shown below.

**APPLICATIONS REQUIREMENTS: VOIP vs. HD VIDEO — AT THE PACKET LEVEL**

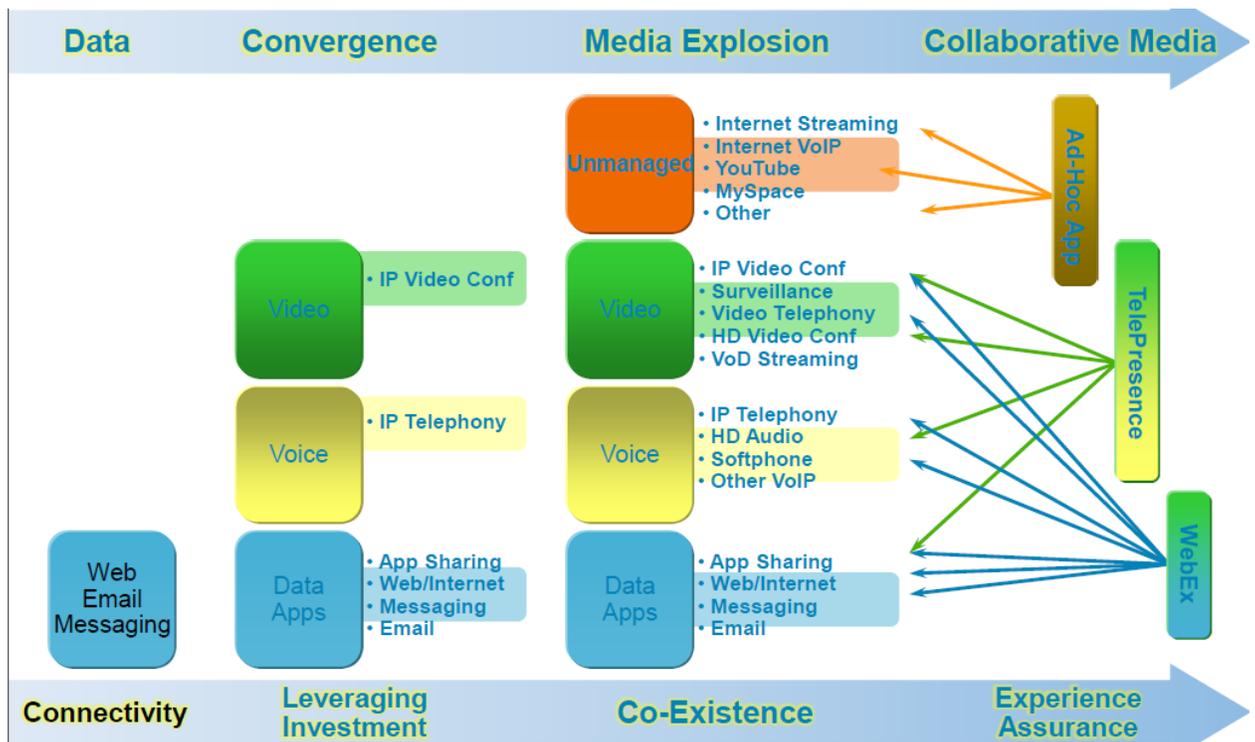




***THE CHANGING IMPACT OF HD VIDEO ON THE CONVERGED NETWORK***



- User demand for HD video has a major impact on the network
  - (H.264) 720p HD video requires twice as much bandwidth as (H.323) DVD
  - (H.264) 1080p HD video requires twice as much bandwidth as (H.264) 720p



GCI recommends the State pre-assess the converged networks before deploying Voice and Video Solutions.



**NETWORK PERFORMANCE REQUIREMENTS**

Taking into consideration the demands that Wired Telephony and Video Teleconferencing will require of the converged network, we have outlined the Network Performance requirements for both IP Telephony and Video Teleconferencing below:

▪ **Bandwidth**

- **IP Telephony** – We recommend changing the QoS priority queue for IPT to a per number of phones at location instead of the % of the bandwidth (18-33%) that is used today. This enables individual sites to increase or decrease ME bandwidth without having to adjust Priority QoS settings. The new recommended bandwidth requirements are in groups of 25 IPT devices at a locations (i.e. 25, 50, 100, 200, etc.) with sites having over 200 IPT devices getting custom, site specific QoS settings. In addition, we are recommending the use of Voice Bearer policing on IPT attached individual ports to 128 Kbps for standard IPT.

IP Telephony Bandwidth Requirements					
State of Alaska Wide Area Network (WAN)					
Number of IPT Phones at Site (groups of 25)	IP Phone QoS Classification	IP Phone Bandwidth Required (Kbps)	IPT Call Signaling Bandwidth Required (Kbps)	IPT Call Signaling QoS Classification	Total IPT Bandwidth Required
25	EF	512	16	CS3	528
50	EF	750	32	CS3	782
75	EF	1125	48	CS3	1173
100	EF	1500	64	CS3	1564
150	EF	1875	96	CS3	1971
200	EF	2500	128	CS3	2628
Cloud IPT					
25	EF	640	16	CS3	656
50	EF	925	32	CS3	957
75	EF	1387.5	48	CS3	1435.5
100	EF	1850	64	CS3	1914

- **Videoconferencing** – To determine video bandwidth requirements, we need to know the number of VTC(s) per location and the type of endpoint in use. There are currently a number of different VTC units in the State’s network today, from endpoints with low resolution that are a decade old to new High Definition (HD) endpoints. The network performance requirements will change based on individual site and endpoints that will be used at the site.

Video Teleconference Bandwidth Requirements		
Format	Resolution	Typical Bandwidth
QCIF (1/4 CIF)	176 x 144	260 Kbps
CIF	352 x 288	512 Kbps
4CIF	704 x 576	1 Mbps
SD NTSC	720 x 480	Analog, 4.2 MHz



Video Teleconference Bandwidth Requirements		
Format	Resolution	Typical Bandwidth
720 HD	1280 x 720	1 – 8 Mbps
1080 HD	1080 x 1920	5 – 8 Mbps h.264 12+ Mbps mpeg2
CUPC	640 x 480 max	
YouTube	320 x 240	Flash (H.264)
Skype	Camera limits	128 – 512 Kbps +

The list below shows the existing Video Teleconference endpoints supported, as well as the minimum and recommended bandwidth and QoS classification for those endpoints.

IP Video Teleconference Bandwidth Requirements					
VTC Model	Camera / Resolution	Bandwidth Minimum (Kbps)	Bandwidth Recommended (Kbps)	System Type	VTC QoS Classification
Polycom HDX 9006	720p30	832	1728	HD 1080p	AF41
Polycom HDX 9004	720p30	832	2048	HD 720p	AF41
Polycom HDX 9002	720p30	832	2048	HD 720p	AF41
Polycom HDX 8000 B	720p30	832	1728	HD 1080p	AF41
Polycom HDX 8000	720p30	832	2048	HD 720p	AF41
Polycom HDX 7000 C/D	1080p30	1728	2700	HD 1080p	AF41
Polycom HDX 7000	720p30	832	2048	HD 720p	AF41
Polycom HDX 6000	720p30	832	2048	HD 720p	AF41
Polycom HDX 4000	720p30	832	2048	HD 720p	AF41
Polycom Group 700	720p30	512	1024	HD 720p	AF41
Polycom Group 700	720p30	832	1664	HD 720p	AF41
Polycom Group 700	1080p30	1728	3456	HD 1080p	AF41
Polycom Group 700	1080p60	1728	3456	HD 1080p	AF41
Polycom Group 500	720p30	512	1024	HD 720p	AF41
Polycom Group 500	720p30	832	1664	HD 720p	AF41
Polycom Group 500	1080p30	1728	3456	HD 1080p	AF41
Polycom Group 500	1080p30	1728	3456	HD 1080p	AF41
Polycom Group 300	720p30	512	1024	HD 720p	AF41
Polycom Group 300	720p30	832	1664	HD 720p	AF41
Polycom Group 300	1080p30	1728	3456	HD 1080p	AF41
Polycom Group 300	1080p60	1728	3456	HD 1080p	AF41
Cisco SX Series	720p30	768	1536	HD 720p	AF41
Cisco SX Series	720p30	1152	2304	HD 720p	AF41
Cisco SX Series	1080p30	1472	2944	HD 1080p	AF41
Cisco SX Series	1080p30	2560	5120	HD 1080p	AF41
Cisco Jabber Video	1080p30	2700	2700	HD 1080p	Best Effort
Cisco Jabber Video	720p30	1300	1300	HD 720p	Best Effort
Cisco Jabber Video	VGA(640x480)30	470	470	VGA	Best Effort

- **Web Conferencing and Web Collaboration** – Web collaboration options are uncontrollable connection points, therefore we suggest AF2 or Best Effort on the



data portion, including USB microphones and/or headphones. Quality of Service (QoS) for IPT desk telephones will still be required.

**LATENCY, JITTER, AND PACKET LOSS QUALITY OF SERVICE REQUIREMENTS**

The following diagrams describe the latency, jitter, and packet loss quality of service requirements.

## Voice QoS Requirements

### Provisioning for Voice

- Latency ≤ 150 ms
  - Jitter ≤ 30 ms
  - Loss ≤ 1%
- } **One-Way Requirements**
- 17–106 kbps guaranteed priority bandwidth per call
  - 150 bps (+ Layer 2 overhead) guaranteed bandwidth for Voice-Control traffic per call
  - CAC must be enabled

**Voice**

- Smooth
- Benign
- Drop sensitive
- Delay sensitive
- UDP priority

## Video QoS Requirements

### Provisioning for Interactive Video

- Latency ≤ 150 – 300ms
  - Jitter ≤ 10 – 50ms
  - Loss ≤ .05%
- } **One-Way Requirements**
- Minimum priority bandwidth guarantee required is:  
 Video-stream + 10–20%  
 e.g., a 384 kbps stream could require up to 460 kbps of priority bandwidth
  - CAC must be enabled

**Video**

- Bursty
- Drop sensitive
- Delay sensitive
- UDP priority

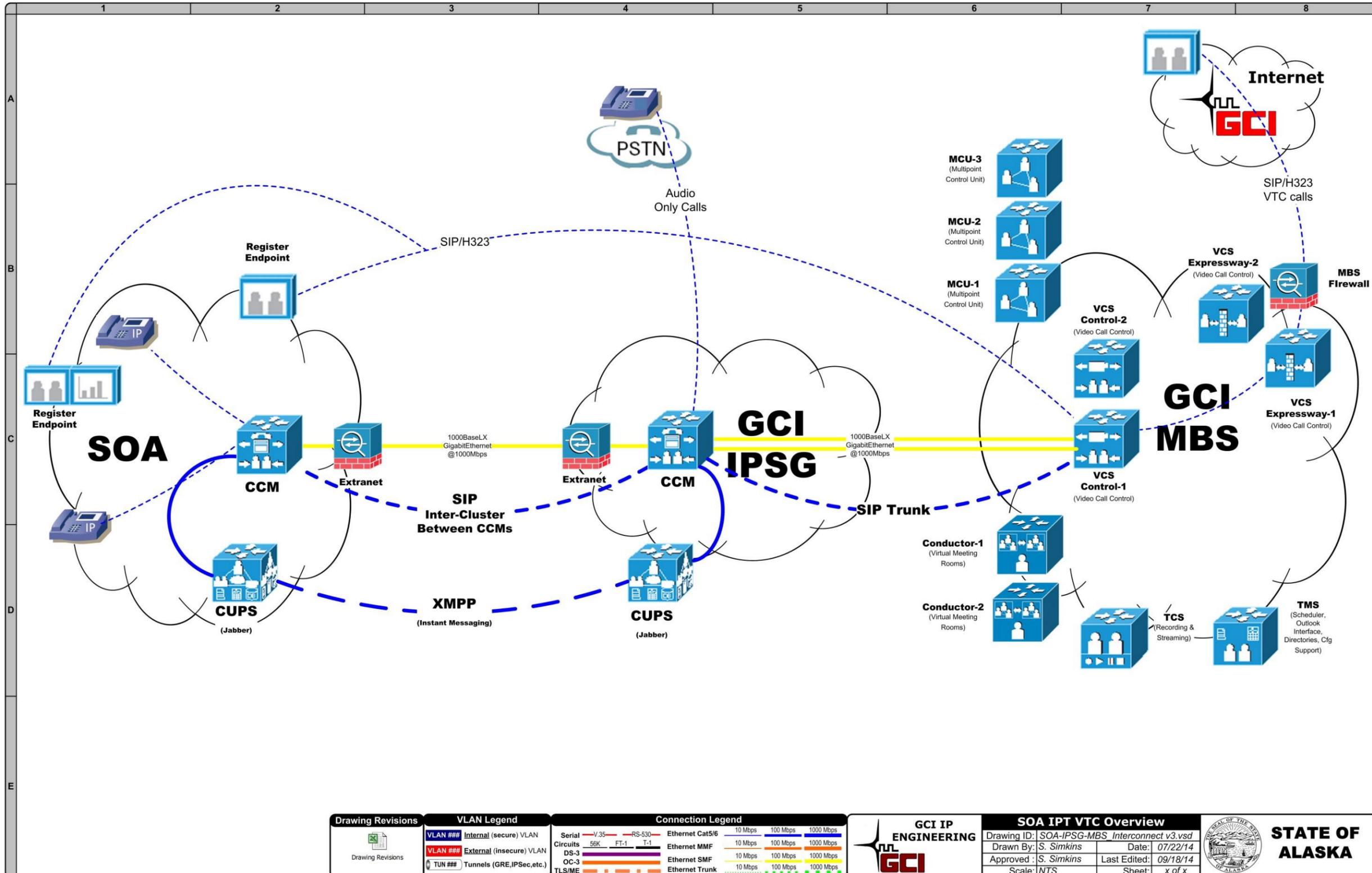


#### **PROPOSED SUPPORT AND ASSESSMENT METHODOLOGY**

The following methodology will be used to assess whether networks are adequate to support the proposed Voice and Video Teleconferencing solutions. It shall be performed on all existing sites once the disentanglement process is complete. In the future, it shall be performed on all new or upgraded sites.

Since this procedure must be performed by GCI and the State of Alaska working in concert, it is included in both this section, and in ***Section 6.2.6.a – Identify how the offeror will track and document their performance for each of the areas of service*** on page 105.

- Pre-assess networks before deploying Voice or Video solutions
- For continuous ongoing network performance management
  - Ensure GCI is receiving the QoS required to support Wired Telephony and Video Teleconference services
  - Measure network performance
  - Validate the bandwidth GCI is receiving and utilizing
  - Monitor bandwidth utilization and identify any bottlenecks or congestion
- Troubleshooting
  - Test networks over a period of days or weeks to identify periodic issues
  - Generate traffic matching the exact port, protocol, and behaviour of major VOIP and Video codecs.



Drawing Revisions	
1	Initial Release
2	Revised for State of Alaska

VLAN Legend	
VLAN ###	Internal (secure) VLAN
VLAN ###	External (insecure) VLAN
TUN ###	Tunnels (GRE, IPSec, etc.)

Connection Legend	
Serial V.35	10 Mbps
Serial RS-530	100 Mbps
Circuits DS-3	1000 Mbps
Circuits FT-1	10 Mbps
Circuits T-1	100 Mbps
OC-3	1000 Mbps
TLS/ME	10 Mbps
	100 Mbps
	1000 Mbps



SOA IPT VTC Overview	
Drawing ID:	SOA-IPSG-MBS Interconnect v3.vsd
Drawn By:	S. Simkins
Date:	07/22/14
Approved:	S. Simkins
Last Edited:	09/18/14
Scale:	NTS
Sheet:	x of x



**STATE OF ALASKA**



#### **6.2.2.D REVIEW INTERVIEW STATEMENTS**

---

GCI has not been asked to clarify Interview statements but we will review any interview notes with the State to provide clarification if requested to do so.

#### **6.2.2.E CLEARLY IDENTIFY STATE ROLES AND RESPONSIBILITIES**

---

##### **STATE ROLES, RESPONSIBILITIES, AND EXPECTATIONS**

Transforming the customer experience is a bold initiative for the State. To be successful, clear identification and communication of roles and responsibilities is essential. The list below shows our expectations and requirements for State resources and personnel needed to deliver these services. Our approach focuses on critical path issues requiring State input. The State is integral to the successful transition and operation of this service.

Additionally, **Section 6.2.8.g – Provide a detailed plan for quality assurance** on page 152 details GCI’s Communication Plan. This plan is used to assure effective communication during large service delivery projects and contracts. It is an inherent component of our risk-mitigation strategies.

Unlike a single provider model that has been used by the State in the past, a disaggregation of service components will require the State to play a significant and ongoing role as the contracting organization coordinating activities between two separate and distinct providers. We encourage the State to adopt a phased approach to any new network deployment, avoid “hot” cutovers, and ensure the selected service component 2 provider has a proven, redundant, and fully tested infrastructure in place to support critical State services.

- All roles and responsibilities for each service provider must be detailed in writing and incorporated into the contracts between the State and providers.
- This process must be driven and owned by the State as the contracts are between the State and service component providers, and not between the service component providers themselves.
- As an expert, best value provider we are committed to recommend and come to agreement with the State regarding the demarcations between our responsibilities and that of the service component 2 provider during this clarification phase.

Additionally, having worked with the State of Alaska for over a decade, we understand the roles and responsibilities of various functions to be:

- Office of the Commissioner, Department of Administration
  - Responsibilities: Provide vision and strategic direction
  - Expectations: Clearly communicate strategic direction



- Meetings: Twice-yearly to assure alignment with vision
- Director, Enterprise Technology Services
  - Responsibilities: Drive efficiency in the State’s use of technology, provide roadmap to deliver outstanding customer experiences, and build the ETS team
  - Expectations: Provide direction about the ETS mission and process, guidance on customer priorities, and access to ETS resources
  - Meetings: Quarterly review of key performance metrics and changes in strategic direction
- Contracting Officer
  - Responsibilities: Contract management, scope clarification, Best Value champion
  - Expectations: Transparency, accessibility, and availability for risk and scope issues
  - Meetings: Monthly to review scope and measurements; annual for contract reviews
- Assistant Director, Enterprise Technology Services
  - Responsibilities: Provides operational planning, direction, and leadership within ETS and approval for fee-based services
  - Expectations: Coordinate team, direct, communicate, and provide issue resolution
  - Meetings: Weekly review of risk reporting system and operations
- Networking / Network Services Section
  - Responsibilities: Technology procurement, departmental interface, and internal and external (vendor) coordination
  - Expectations: Manage the ETS continuous improvement process, timely coordination, clear communication, and cross-functional expertise exchange
  - Meetings: Day-to-day contact
- Security / State Security Office
  - Responsibilities: Review and approval of security plans, definition of state security policies, initiation of staff background checks, and approval of firewall/DMZ configurations and modifications
  - Expectations: Timely review and responses to requests
  - Meetings: As needed, no less than once per month
- Virtual Environment / Infrastructure Service Section
  - Responsibilities: Provide access to and maintenance of the virtual environment
  - Expectations: Timely review and responses to needs and requirements to complete ticket requests



- Meeting: As needed, no less than once per month
- Operations Section
  - Responsibilities: Provide facilities management and help desk services
  - Expectations: Collaboration and cooperation between ETS and vendor service desks, provide access to Data Center
  - Meeting: Monthly coordination meetings between service desks
- Department IT Managers
  - Responsibilities: Manage departmental LANs, desktops, and service requests
  - Expectations: Communicate requirements of customer groups and provide communication to and feedback from its customers
  - Meeting: As needed for ticket resolution or as processes require
- Local Points-of-Contact
  - Responsibilities: Provide access to physical sites and facilities
  - Expectations: Be available and provide site access as required
  - Meeting: As necessary
- Customers
  - Responsibilities: Communicate any needs or issues as they arise
  - Expectations: A quality network experience
  - Meeting: As necessary; for scheduled training

#### **6.2.2.F REVIEW AND APPROVE ALL CONTRACT TERMS AND CONDITIONS**

---

GCI has reviewed the included contract language as well as the Retained Authorities language. We have no objection to this language, and have worked with the State successfully during the past decade using these requirements.



### 6.2.3 CAREFULLY PREPLAN THE PROJECT IN DETAIL

Our proven delivery approach is composed of three distinct phases: **Design, Delivery,** and **Operations and Continual Improvement.**

**Coordinate the project/service with all critical parties**

**Revisit the sites to do any additional investigating**

**Prepare a detailed project schedule identifying critical milestones**

- Service Center Tasks
- Design Phase
- Delivery Phase
- Operations and Continual Improvement

**Gantt Chart**

**Coordinate with all suppliers or manufacturers**

**Prepare a detailed work plan**

- Introduction and Background
- Accountability
- Detailed Planning Process
- Transition Period

#### 6.2.3.A COORDINATE THE PROJECT/SERVICE WITH ALL CRITICAL PARTIES

As part of GCI’s overall Quality Program methodology, GCI uses a program reporting plan centered on the Weekly Risk Report (WRR) and other agreed upon communication and reporting requirements. Our approach to successful communication with the State and with third party representatives encompasses both ongoing and event-driven reporting. Ongoing communication typically includes specific meetings and reporting that is required by the contract. It also includes reporting implemented to support reduction of program risk and quality management objectives.



More information about our quality assurance process in general is contained in **Section 6.2.8.g – Provide a detailed plan for quality assurance** on page 152.

---

### **6.2.3.B REVISIT THE SITES TO DO ANY ADDITIONAL INVESTIGATING**

GCI will not require site visits.

---

### **6.2.3.C PREPARE A DETAILED PROJECT SCHEDULE IDENTIFYING CRITICAL MILESTONES**

All tasks discussed in this section are delineated in the Gantt Chart presented in this section. All days are assumed to be working days.

#### **SERVICE CENTER TASKS**

The primary transition effort for GCI's State of Alaska Service Center will be modifications to their procedures to ensure that a smooth working relationship is established with the data network provider. These tasks are expected to take eight (8) days and include:

- Obtain Vendor Contact Information to Report Incidents
- Determine Escalation Path for High Priority Incidents
- Update Vendor Management Contact Information
- Update and Publish Processes/Procedures for Communication with Service Component 2 Provider

These tasks are dependent on the data network services provider's task *Help Desk Data Exchange and Plan Development*.

#### **MULTI-MEDIA SERVICE INITIATION**

GCI has been performing design activities since we received the State of Alaska Core Telecommunications Request for Proposal (RFP) in June, 2014. It is an inherent part of our process when responding to an RFP. However, there are design tasks that can only be accomplished once an award is made. GCI's design phase is expected to begin as soon as a contract is awarded. We will complete as many of our tasks as possible as soon as possible.

In the Gantt Chart, GCI has shown the *Test and Verify Video Connectivity and Wired Telephony System* task in our Implementation Phase as fully dependent on the *WAN Stabilization Period* task in the data network service provider's implementation plan. Due to this dependency, the final tasks of our implementation cannot be started until disentanglement is complete.

We are aware the disentanglement process may take longer than the current end of contract date of December 17, 2014, and are willing to sign any contract extensions



necessary to accommodate the disentanglement process. The tasks in the various phases of GCI's transition plan are:

**DESIGN PHASE**

- Finalize Designs Based on Award Terms and Conditions
- Security Plan Review and Approval
- Procurement Activity

**BUILD PHASE**

- Video Equipment Integration and Testing
- Network Provisioning
- Video Core Commissioning Effort
- Voice Core Commissioning Effort

**IMPLEMENTATION PHASE**

- Connectivity to the State of Alaska Core Network
  - Service Component 2 Disentanglement Complete
  - Test and Verify Video Connectivity and Wired Telephony System
- Training
- Video Teleconference Traffic Migration
  - Anchorage Migration
  - Fairbanks Migration
  - Juneau Migration
  - Palmer/Wasilla Migration
  - Decommission Legacy VTC Circuits

GCI will migrate the current video teleconference users at the service component 2 Core WAN locations. We will migrate them onto the service component 2 provider's converged Core network during the Video Teleconference Traffic Migration.

**OPERATIONS AND CONTINUAL IMPROVEMENT**

GCI understands that, in any system, the transition is only the first step. It is important the State of Alaska understands how services will actually be provided and how assets and resources will be managed once the transition is complete. GCI will continue to provide services and manage assets and resources using our proven Program Management Office (PMO) approach.



This approach is designed to provide the State of Alaska with premiere service, by ensuring it receives the advantage of all the expertise and experience represented throughout GCI. Francis LaChapelle will continue as the Program Manager. Having served as the Project Manager during the Clarification Period throughout the transition to the new services, he will be completely familiar with all aspects of the Core Telecommunications Services contract. This planned continuity will enhance the customer experience because there will be no hand-off from a temporary project manager, so there will be no confusion between the Transition Phase and long-term management of the contract.







### **6.2.3.D COORDINATE WITH ALL SUPPLIERS OR MANUFACTURERS**

---

An integral part of GCI’s Project Management approach is our familiar relationship and frequent contact with our primary suppliers and manufacturers. Our fully integrated offer removes the risks associated with misunderstandings that may impact the supply chain.

### **6.2.3.E PREPARE A DETAILED PROJECT WORK PLAN**

---

GCI’s primary goal is to provide an outstanding experience for State of Alaska customers throughout the life of this contract. This work plan explains how we will transition and implement the services we will provide in the Core Telecommunications Services contract. We have three primary objectives during the transition period of this contract.

- During the Clarification Period, verify that all current services and security protocols meet the State’s standards. This will enable us to continue to fully provide current services from the first day of this contract.
- Ensure all equipment and infrastructure is in place in time to meet the delineated milestones, including the completion of the transition to new services.
- Provide the migration to all new services with minimal negative impact on the State of Alaska customers.

#### **INTRODUCTION AND BACKGROUND**

GCI has performed four (4) highly complex transitions for the State of Alaska during the past decade of the Core Telecommunications Services contract. They are the:

- Initial Transition of the State to GCI’s Managed Network
- Wide Area Network (WAN) Upgrade Project
- Telephone Replacement Project
- DMZ/Firewall Security System Enhancement and Upgrade

Additionally, GCI has performed transitions for various State of Alaska Agencies not covered by the Core Telecommunications Services contract including the:

- State of Alaska Cellular (Wireless) Transition
- State of Alaska Court System

The work plan in this section interrelates with the details provided in **Section 6.2.3.c – Prepare a detailed project schedule identifying critical milestones** on page 50 and **Section 6.2.8.a – Provide a detailed transition plan for the scope of work (including State responsibilities, hardware, and security considerations)** on page 116. GCI will use



the same project management approach to transition new services to the State without undue impact on customers.

#### **ACCOUNTABILITY**

GCI is accountable for the project. As project manager, and later program manager, Francis LaChapelle will be the single point of contact. However, GCI's highly successful Program Management Office (PMO) approach to managing long-term contracts enables him to identify the most appropriate personnel and other resources within our organization. He has the authority to use resources company-wide in order to ensure this transition is accomplished on time and within budget.

#### **DETAILED PLANNING PROCESS**

##### **DESIGN PHASE**

GCI performed significant planning functions during our response to Phase 1 of this RFP. **Section 6.2.3.c - Prepare a detailed project schedule identifying critical milestones** on page 50 lists the primary milestones in the transition plan to provide new State of Alaska services. To develop those milestones, GCI:

- Analyzed data about State locations provided in Attachment J and determined what personnel, financial, and other resources would be necessary to develop the additional services and value-added services we proposed.
- Our systems engineer developed a functional diagram of the current system and expanded it to include the infrastructure necessary to provide the additional services and value-added services we proposed.
- We interfaced with internal engineering and construction resources to identify what equipment needed to be ordered and how long it would take to provision and install that equipment.
- We interfaced with internal executive and accounting resources to identify and encumber the necessary capital resources.
- We interfaced with internal operations resources to identify any possible impact these transition tasks may have on day-to-day operations and identified how we would mitigate those impacts.

##### **CLARIFICATION PERIOD**

During the Clarification Period we have provided detailed requirements to the State to ensure the data network will have the capacity and stability to accommodate the Wired Telephony Services and the Video Teleconference Services we are proposing. These requirements are detailed in **Section 6.2.2.c – Review any unique requirements with the State** on page 37.



GCI has also developed a disentanglement plan designed to help ensure the services GCI provides to the State of Alaska will continue without interruption as the State transitions to a new provider for the data network. This plan is detailed in **Section 6.2.8.d – Provide a detailed plan for ensuring uninterrupted services in the event of contract cancellation / termination** on page 133.

#### **TRANSITION PERIOD**

GCI has determined the transition of Wired Telephony Services – service component 1 and Customer Support Services – service component 4, will required very little transition from the services currently being provided. However, the managed, converged Video Teleconference Services – service component 3, will required significant transition from the existing system. In our experience, trying to transition two disparate services by two different providers at the same time can lead to unacceptable impacts on State of Alaska services. Therefore, we will continue to provide video teleconferencing on the existing platform until the data network provider has completed their transition and can provide a stable network with adequate bandwidth to accommodate the Wired Telephony and new, managed Video Teleconference system. At that time, we will transition the State’s Video Teleconference Services.

#### **DAY 1 – MANAGE ALL EXISTING SERVICES**

As the incumbent, GCI will continue providing the State of Alaska Wired Telephony services, Video Teleconferencing Services, and Customer Support Services with no interruption. We do not anticipate any requirements for changes to security plans that will affect GCI on the first day of the contract period.

#### **DISENTANGLEMENT PERIOD**

GCI will work with the State and the new data network services provider to establish the appropriate Service Center processes and protocols detailed in our Project Plan. These are tasks and changes to internal procedures necessary to accommodate the transition of the data network to another provider.

The disentanglement of data network services is fully dependent on the transition schedule of the new provider. GCI will cooperate fully with this disentanglement effort. We will participate in formal and informal communication with the State and with the new provider. We will continue to provide data network services until the new provider is ready to transition services. A full discussion of the transition schedule is in **Section 6.2.3.c – Prepare a detailed project schedule identifying critical milestones** on page 50. A full discussion of the disentanglement process is in **Section 6.2.8.d – Provide a detailed plan for ensuring uninterrupted service in the event of contract cancellation / termination** on page 133.



**VIDEO TELECONFERENCE SERVICES TRANSITION**

Once the data network is fully transitioned, is stable, and is meeting the SLAs for jitter, latency, packet loss, and Quality of Service, the transition to the managed, converged Video Teleconference Services will begin. These tasks are explained in **Section 6.2.3.c – Prepare a detailed project schedule identifying critical milestones** on page 50.

**STATE OF ALASKA RESPONSIBILITIES**

The following tasks must be completed by the State of Alaska before the voice and video teleconferencing integration features are useable by State of Alaska customers. There are no dependencies shown on the Gantt Chart because GCI can install and configure all hardware before these features are loaded on the State's customer equipment.

- Coordinate installation of extension to the State's Exchange server environment to enable unified video conference resource scheduling
- Install Video Desktop Application on desktops and mobile devices that are authorized to use these features
- Install Exchange modifications on desktops and mobile devices that are authorized to use these features
- Install a WebEx™ application on mobile devices and a plug-in on desktops that are authorized to use these features



**6.2.4 IDENTIFY ALL ASSUMPTIONS**

GCI defines an assumption as an idea that is accepted as true. The following assumptions are based on our experience working with the State of Alaska.

- Prepare a list of all proposal assumptions (with associated impacts)**
- Identify and mitigate all project risks**
- Address all client concerns and risks**
- Address all risks identified by other offerors**
- Address all risks that occurred on previous past projects**

**6.2.4.A PREPARE A LIST OF ALL PROPOSAL ASSUMPTIONS (WITH ASSOCIATED IMPACTS)**

To validate our service plan, we attended trainings on Best Value theory and methodology provided by both the State and Dr. Dean Kashiwagi, creator of the PIPS methodology. Our Service Plan assumes that the principles of PIPS (as communicated by the State) will be honored throughout the duration of this contract. We have carefully reviewed the scope and have identified the items required from the State.

The items or tasks listed below are inherently State-based activities that GCI understands as being non-transferable.

**TASKS THE STATE WILL PERFORM**

Our service plan limits burdens on State time and resources. The following tasks are ongoing responsibilities that only the State can perform.

- Continue to conduct background checks and provide clearance for GCI’s employees
- Transfer information and access for necessary State systems, including SDM
- Provide comments, changes, and approval of Security Plans
- Coordinate integration with Exchange (Outlook Calendar)



- Install and support customer desktop applications and local area network configurations

#### **ITEMS THE STATE WILL PROVIDE**

GCI's plan to provide a smooth transition and service turn-up requires several one-time or limited efforts by State personnel. These items and tasks are necessary for the successful delivery of services.

- Appropriate Letter(s) of Agency
- Access to all appropriate documentation, diagrams, configurations, and databases to properly support the Wired Telephony services, Video Teleconferencing services, and Customer Support services
- Access to current State of Alaska security policies
- Administrator access provided to supported devices and systems
- WAN, MAN, and LAN networks that are capable of supporting the proposed services
- Distribution between facilities on State-owned fiber, such as campus and office park environments
- Physical access to systems and facilities
- Space and power as required
- Access to third-party vendor support contracts
- Online portal access for customer communication, training, and other resources

#### **ASSUMPTIONS INHERENT IN THE CLARIFICATION PERIOD DOCUMENT**

Throughout the Clarification Period document GCI has identified assumptions we have made. This section reiterates those assumptions for the convenience of the State.

##### **GENERAL ASSUMPTIONS**

- The provider the State selects for the data network service component will be able to consistently meet the SLAs for Quality of Service (QoS), bandwidth, jitter, latency, and packet loss required to provide a quality VoIP telephony and a quality video teleconference experience to State of Alaska customers. The specific requirements are detailed in **Section 6.2.2.c – Review any unique requirements with the State** on page 37. Inherent in this assumption, is the understanding the State will play an active role coordinating and enforcing those SLAs.
- Video teleconferencing traffic will be carried on the primary State of Alaska converged data network. If the data network provider charges the State for video



conferencing bandwidth access, those charges will be passed through to the State as an in-scope for fee service.

- Desktop and mobile video clients are to be installed on State of Alaska devices by the State of the Alaska. Any installation or support issues outside of the client on a State of Alaska device is managed and supported by the State of Alaska.
- To facilitate the ability of GCI's State of Alaska Service Center to enter Root Cause Code data for each incident in SDM, ETS will work with the Service Center to establish appropriate Root Cause Codes that accurately reflect the incidents being addressed.
- The Service Center defines a single customer is one person who contacts them regarding an incident. Multiple customers may be multiple people, locations, and/or agencies reporting the same or related incidents.
- GCI assumes current in-scope for a fee services will remain as such during the new contract.
- The State of Alaska is responsible for managing and funding the appropriate level of licenses and support. They include, but are not limited to:
  - SDM software license and server support.
  - Software and licenses for desktop and mobile applications that interface with services on the converged network.
  - Vendor-level coverage for advanced level Technical Assistance Center (TAC) support, for example, SmartNet.
  - Periodic maintenance updates and patches, as they are made available, to remain current.
- The principles of PIPS (as communicated by the State) will be honored throughout the duration of this contract.
- Other service providers will be responsible for developing technology refresh plans to support their services.

#### **COMMUNICATION ASSUMPTIONS**

GCI considers appropriate communication to be one of the keystones for successful projects and long-term business relationships. With the disaggregation of services in the Core Telecommunications Services contract, we assume the State will provide a leadership role to ensure clear and consistent communication among all interested parties. In our experience, there are four (4) levels of formal communication that need to be established as soon as the contract is signed.

- A formal weekly meeting to review service metrics, open tickets, SLAs, mean time to respond, mean time to repair, and other required performance elements hosted by the State. This function would be encompassed by the JET team we recommend in



***Section 6.2.8.d – Provide a detailed plan for ensuring uninterrupted service in the event of contract cancellation/termination on page 133.***

- A formal communication mechanism that includes the designated System Engineer from each vendor as well as a technical representative from the State with a comparable level of expertise. The function of this group will be to address any security, design, or system implementation issues that may have overlap or cause disruption to services. This communication would supplement the formal Change Advisory Board (CAB) process.
- The vendor responsible for the data network service component will contact the Service Center to report any service affecting data network alarms they detect in a timely manner.
- GCI assumes the vendor providing the data network services - service component 2 includes second-line technical support as part of its service. We anticipate the State of Alaska will facilitate a communication mechanism between the analysts of the Service Center and the technicians and analysts for the data network. It is GCI's opinion this mechanism needs to provide expedited and priority access to ensure appropriate response to reported incidents. This access should include a three (3) level escalation path from technician/analyst to supervisor to manager. GCI will provide the same access and escalation path to the data network services provider.

GCI assumes the State will also provide the following to assure quality customer experiences.

- Clear, well integrated escalation paths are established and communicated to GCI's State of Alaska Service Center.
- Guaranteed response time 24x7x365 to service component providers' project manager and system engineer (or designee).

**6.2.4.B IDENTIFY AND MITIGATE ALL PROJECT RISKS**

---

**RISK 1: SERVICE TRANSITION**

The potential for service interruption, diminished customer experiences, general confusion, and increased demand on State resources is greatest during any transition period. GCI will employ a formal service delivery methodology that has resulted in 98.34% of 1,086 projects being completed on or before the contracted due date between January 1, 2013 and May 31, 2014. Due to the critical functions of the State, we are including additional mitigation steps, detailed below. We are also assigning Francis LaChapelle as Project Manager; he has earned a 100% customer satisfaction rating on projects totaling \$46.43 million over the past five years.



### **SERVICE TRANSITION MITIGATION**

GCI will continue to provide existing Wired Telephony, Video Teleconferencing, and Service Center services throughout the service transition. We will also work closely with the State and the Data Network provider to facilitate a smooth transition and disentanglement of the data network. Once the data network has been completely transitioned, and is stable, we will complete installation of the components necessary to provide the managed video teleconferencing component and any other value-added services the State requests. This will avoid the issues surrounding multiple installations that may impact each other.

Steven Simkins, the Systems Engineer assigned to this project, has earned a 93% customer satisfaction rating. Our track record of success is longstanding. In 2003, we completed the service transition of a large public sector organization on-time and on-budget, correcting the failed efforts of the previous vendor. Our performance led to our award of a successive bid and all available renewal terms.

### **RISK 3: POOR APPLICATION PRIORITIZATION**

The real-time nature of the Wired Telephony and Video Teleconferencing applications can become unusable on a network not properly engineered for performance requirements.

### **POOR APPLICATION PRIORITIZATION MITIGATION**

GCI's network engineering team understands the complexity and importance of a sound Quality of Service (QoS) approach. Our engineering team has developed, and provided to the State, minimum QoS and other standards and requirements for the State's data network service provider to implement in order to provide a quality experience to the State's customers. These requirements are detailed in **Section 6.2.2.c – Review and unique requirements with the State** on page 37.

### **RISK 4: DELAYED ACCESS TO SUPPORT**

Lack of timely access to support can adversely impact the productivity of State employees and their overall customer experience.

### **DELAYED ACCESS TO SUPPORT MITIGATION**

GCI will continue to deliver timely and comprehensive customer support. GCI's State of Alaska Service Center has handled 19,947 calls since January 1, 2012. There were 98.28% of calls answered (by a person) in less than 60 seconds with an average answer time of 10.06 seconds. Information about the Service Center, and its role, is contained in the section titled **Customer Support Services** on page 13.

Our Alaska-based Commercial Network Control Center (CNCC) has handled 129,713 calls since January 1, 2012. It sustained an average answer time of 9.67 seconds, with



96.67% of the calls answered (by a person) in less than 60 seconds and a call abandonment rate of 0.0002%. The CNCC analysts are available to provide supplemental response for GCI's State of Alaska Service Center if it experiences an unexpected spike in customer contacts.

#### **RISK 6: VIDEO TELECONFERENCING EXPERIENCE**

Customers who have a poor video experience fail to integrate video teleconferencing into their workflow, losing the business efficiencies and travel savings that routine use of video teleconferencing can provide.

#### **VIDEO TELECONFERENCING EXPERIENCE MITIGATION**

GCI will install a managed, high definition video teleconferencing network that exclusively serves the State, ensuring the State's customers enjoy a high quality video teleconference experience. To optimize customers' experience, features such as Apple IOS and Android compatibility, desktop collaboration, Exchange integration, audio-video integration, extension dialing, and ad hoc meeting rooms are included in the private video cloud. We are a leading Alaskan provider of video teleconferencing with ten (10) private and shared video cores, 507 end points under management, and nine (9) private video networks under management. Annually our customers use 3,567,102 minutes of video teleconferencing.

Our engineering team has developed, and provided to the State, minimum QoS and other standards and requirements for the State's Data Network service component provider to implement in order to provide a quality experience to the State's customers. These requirements are detailed in **Section 6.2.2.c – Review and unique requirements with the State** on page 37.

#### **6.2.4.C ADDRESS ALL CLIENT CONCERNS AND RISKS**

---

As of October 16, 2014 the State has not identified additional concerns or risks. If the State identifies any additional concerns or risks they will be addressed by GCI in a timely manner.

#### **6.2.4.D ADDRESS ALL RISKS IDENTIFIED BY OTHER OFFERORS**

---

During phase 1, GCI carefully reviewed the project requirements and addressed all of the risks we identified. We have expanded those explanations in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

GCI has also reviewed the risks, both controllable and non-controllable, presented by the State of Alaska. Several of the risks identified in this list are not risks at all, since they are predicated on incorrect assumptions. In that case, we have identified the section as "not a risk" and explained our reasoning. For items that present a realistic



risk to the State or to this project, we have responded with the mitigation strategy we are currently employing, or will employ if the risk materializes.

**WIRED TELEPHONY SERVICES - SERVICE COMPONENT 1 – CONTROLLABLE RISKS**

From State of Alaska

**Risk:** Provider treats the IPT system as a standalone system apart from the rest of the network.

**Why it is a Risk:** Converged IP Telephony systems by their very nature rely on the stability and capabilities of the end-to-end network it operates on. Failing to consider the current state of functionality of components outside of the core infrastructure can jeopardize the quality of the end user experience.

GCI's Response

**Not a risk:** GCI is not treating the IPT system as a standalone system, apart from the rest of the network. We understand the converged IP Telephony system's interrelationship with other systems.

From State of Alaska

**Risk:** Vendors without a standard project implementation methodology and experienced project team will be unable to create and execute a realistic and achievable plan.

**Why it is a Risk:** The design and delivery of the State's telecom business needs is a complex undertaking requiring a comprehensive, proven approach to completing the project. If the vendor team lacks the expertise, experience, or proven implementation methodology, then they may fail to understand the scope and breadth of critical system and organization interfaces, resulting in poor project scoping, risk management, scheduling, resourcing and staffing estimates—ultimately leading to higher risk, higher costs, and failure to deliver the business value the State of Alaska requires.

GCI's Response

**Not a risk:** GCI is providing the State with an experienced project team who began creating their project plan during Phase 1, and have continued to update that realistic and achievable plan during the Clarification Period. This plan is presented in **Section 6.2.3 – Carefully preplan the project in detail** on page 49. Our project team will use their years of experience to execute this realistic and achievable plan.

GCI also has a proven standard project implementation methodology that has been detailed in **Section 6.2.8.a – Provide a detailed transition plan for the scope of work** on page 116. GCI's combination of experience, expertise, and planning negates this risk.



From State of Alaska

**Risk:** Inability to Manage IPT infrastructure to the State’s maximum benefit.

**Why it is a Risk:** Checks and balances must be in place to protect the State’s interests. Management of the IPT infrastructure can be perceived as a risk to increase State costs if there is no visibility and transparency in pursuing competitive rates.

GCI’s Response

**Not a risk:** GCI has provided the State with a transparent bid and clarification document describing our approach and detailed costs for IPT management. Through retained authorities the State has the ultimate authority to determine if the management of the IPT infrastructure is being conducted in accord with its requirements.

From State of Alaska

**Risk:** Conflict of Interest for Telecom Service Provider

**Why it is a Risk:** Having the State’s Telecom service provider(s) manage voice and unified communications may result in higher operational costs. Telecom providers are motivated to maximize Long distance use and billing as well as over provision voice circuits.

GCI’s Response

**Not a risk:** Our response significantly reduces the State’s operational costs including detailed visibility into all rate elements, and provides a significant unit cost reduction. The State retains ultimate authority to determine if the management of the IPT infrastructure is being conducted in accord with its requirements.

From State of Alaska

**Risk:** Upgraded equipment or infrastructure standards

**Why it is a Risk:** Newly released equipment or IEEE standards may not be included in our standard offering, but would enhance the State’s Voice and Unified Communications services and allow the State to implement new cutting edge technology.

GCI’s Response

**Not a risk:** The State retains the authority to specify and acquire equipment that meets standards and specifications.



From State of Alaska

**Risk:** Managing Existing Contracts

**Why it is a Risk:** Service issues could arise associated with management of existing contracts from other State vendors.

GCI's Response

**Not a risk:** The State does not specify or require that existing management contracts from other State vendors are assumed by another. The State and GCI are both experienced in effectively working in a multivendor environment.

From State of Alaska

**Risk:** Incomplete end-user information or end-user delays in support process

**Why it is a Risk:** Support SLAs are designed around a specific time for response and support ticket closure. Support calls come into our service desk via a contract with another vendor who gathers user information and issues. Incomplete end-user information or difficulty contacting end-users may affect response and resolution times for support calls.

GCI's Response

**Mitigation:** When a call is received at GCI's State of Alaska Service Center, an incident ticket is opened within fifteen minutes. The Service Center acknowledges the incident with the customer and provides the associated ticket number within thirty minutes. The Allworx Call Center System automatically tracks call logging data such as calling number, date, time, and/or author. The Service Center analyst maintains ownership of the incident until it is resolved, and will coordinate between all necessary groups and entities to resolve the incident. This includes obtaining of all necessary information.

This process, and the care the service analysts use, is detailed in the **Section titled Customer Support Services** on page 13. We also address the anticipated interaction between the Service Center and the provider for data network services, service component 2 to ensure timely exchange of information.



From State of Alaska

**Risk:** Public Relations and End-User Communications

**Why it is a Risk:** Service and upgrades require direct communication with end-users.

GCI's Response

**Not a risk:** We currently, and will continue to, communicate in conjunction with and to/from ETS and customers on service-related issues.

From State of Alaska

**Risk:** Security Threats and Vulnerabilities

**Why it is a Risk:** Converged networks and Unified Communication have resulted in an increase in target threats on IP voice communications and system vulnerabilities.

GCI's Response

**Mitigation:** Security is an essential component to all networks. GCI will continue to implement, maintain, refine, and adapt security protocols for our respective service components as required in conjunction with ETS. We will also participate with the State and the service component 2 provider in the Joint Engineering Team or other established forums.

From State of Alaska

**Risk:** Service Transition

**Why it is a Risk:** The potential for service interruption, diminished end-user experiences, general confusion, and increased demand upon State resources is greatest during the transition period.

GCI's Response

**Mitigation:** GCI has provided a detailed plan for the disaggregation of the Core Telecommunications Services contract transition activities that are specifically related to service component 2. We have identified key responsibilities and transition items. We have provided those items to the service component 2 provider through the State. The State, service component 2 provider, and GCI have agreed to a structured transition planning process and protocol to mitigate this risk.

***Section 6.2.8.d – Provide a detailed plan for ensuring uninterrupted service in the event of contract cancellation/termination*** on page 133 addresses this risk in detail.



**WIRED TELEPHONY SERVICES - SERVICE COMPONENT 1 - NON-CONTROLLABLE RISKS**

From State of Alaska

**Risk:** Catastrophic Events

**Why it is a Risk:** Man-made or natural events can cause interruptions in service delivery which require immediate response.

GCI's Response

**Mitigation:** In support of the State's event response, we will make the full breadth of our expertise available to halt adverse impacts and quickly remediate the situation. GCI expects to be a member of the State's disaster recovery and continuity of operations planning process and testing procedures. As part of your preparedness process we will bring the value of our business and network to increase response options and mitigate adverse impacts. We have multiple data centers with redundant systems, and have equipped service center staff with tools to perform their jobs remotely. We have two Internet peering locations in the Lower 48. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

From State of Alaska

**Risk:** Changing Priorities

**Why it is a Risk:** Changes in State schedule, budgetary uncertainty, and the impact of new initiatives during a comprehensive project plan can create confusion within the operating team and delays in service implementation.

GCI's Response

**Mitigation:** During the Clarification phase, precise scope definitions and plans will be constructed and agreed upon to create a transparent base of operation. Further, the Weekly Risk Report (WRR) will track deviations of time, cost, and quality of the project. As external forces such as unfunded mandates, shifts in technology strategy, and advances in technology and new service availability shift priorities, active project management will track potential scope deviations and adjust action to limit associated risk. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.



From State of Alaska

**Risk:** Resources

**Why it is a Risk:** Decreases in the budgets of State agencies, departure of key employees, and unanticipated changes in service mandates can impact the ability of ETS to support the IT requirements of the State.

GCI's Response

**Mitigation:** The scope and scale of our company provides our customers with the flexibility to source our personnel and service model to mitigate uncertainty in resource availability. We have the financial and human resources to successfully complete this project, while offering the State access to our staff and services.

*Insufficient Manpower / Loss of Key Resources:* GCI has a dedicated training center and staff to develop and deliver ongoing management, professional, and technical trainings, distributing knowledge throughout teams and removing single points-of-failure. Over the last 2 ½ years, we have provided 74,959 participant hours of training in areas of professional development, safety, systems and services, and technology. To mitigate this risk, we recommend the State implement a similar systematic training approach and prevent critical information from being tied to a single individual. This expert methodology rapidly highlights areas for training needed by identifying potential personnel losses and any limitations of current resources.

*Reduction of Funding:* The State can use our expertise to help prioritize the service portfolio and roadmap based on customer needs and budgetary realities.

We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

From State of Alaska

**Risk:** Disaggregation of the Service Bundles

**Why it is a Risk:** Multiple vendors for the service components will create inefficiencies in service delivery, delays in service resolution, and the potential for poor end user experience. Communication, coordination, and issue resolution requirements can create increased costs, errors, and loss of functionality. Differences in technology implementations, business policies, and priorities will adversely impact all services.

GCI's Response

**Mitigation:** The State has chosen to disaggregate the service components which we knew was a possibility during the Best Value process. Our experience will enable us to effectively offer seamless service on those service components that we are selected for.



We have been the lead contractor on 13 referenced projects totaling \$133.8 million. All of these projects were successfully delivered on time and on budget. The assigned Project Manager and Systems Engineer who will participate in this project received a combined Customer satisfaction score of 97% in their ability to manage costs, maintain schedule, minimize disruption, their level of professionalism and ability to communicate, in a direct survey of Owners. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

From State of Alaska

**Risk:** Agency LAN performance and Availability impact on Voice services.

**Why it is a Risk:** The LAN infrastructure is out of scope but Performance and/or availability issues within the LAN environment can impact Voice services and end user satisfaction.

GCI's Response

**Mitigation:** We have provided the State with specific parameters required to offer customers an appropriate experience and expect these will be adopted by the State and the service component 2 provider.

From State of Alaska

**Risk:** Fire, water, or theft damage

**Why it is a Risk:** The State could experience catastrophic Voice/UC service failure due to fire, water, or theft damage.

GCI's Response

**Mitigation:** In support of the State's event response, we will make the full breadth of our expertise available to halt adverse impacts and quickly remediate the situation. GCI expects to be a member of the State's disaster recovery and continuity of operations planning process and testing procedures. As part of your preparedness process we will bring the value of our business and network to increase response options and mitigate adverse impacts. We have multiple data centers with redundant systems, and have equipped service desk staff with tools to perform jobs remotely. We have two Internet peering locations in the Lower 48. GCI has provided more detail about our response to disaster events in **Section 6.2.8.h – Provide a detailed plan for disaster recovery**.

From State of Alaska

**Risk:** Urgent or unplanned installs and major equipment/device failures.



**Why it is a Risk:** Some installations may arise that were unplanned or urgent in nature, or major equipment/devices may experience failures.

GCI's Response

**Not a risk:** Occasional urgent or unplanned installs and equipment failures are a normal part of business and do not constitute an unusual risk.

From State of Alaska

**Risk:** Premium upgrade requests can increase costs

**Why it is a Risk:** ETS creates agreements with other State Agencies (or non-State customers) for Voice/UC services and standards for each new building which could incur additional and unplanned costs for us.

GCI's Response

**Not a risk:** Deviations from scope, including changing standards or additional services, will be billable to the State and require pre-approval from ETS.

From State of Alaska

**Risk:** Additional growth without additional user count

**Why it is a Risk:** State facilities/site continue to grow while overall headcount may stay static. New locations require Voice infrastructure and services which are not included in the current budget or pricing proposal.

GCI's Response

**Not a risk:** Additional growth beyond what we included in our scope is billable at unit rates included in our detailed pricing proposal. GCI's IP Service Group (IPSG) currently notifies ETS when IMACD changes indicate an overall increase in handsets and/or IPT switches to assist the State with long-term strategic planning. We will continue to perform this function.

From State of Alaska

**Risk:** Dial Plan Configuration

**Why it is a Risk:** Our senior UC engineers will initially evaluate and assess the current UC dial plan. The engineers will put together a list of questions and comments based on this assessment to help us better understand the reasons why the dial plan was



designed the way it was. They will also look at specific UC configurations and make recommendations if they find items not up to best practices.

GCI's Response

**Not a risk:** The dial plan currently in place is expected to remain. If updates or changes are desired they will be conducted in conjunction with ETS.

From State of Alaska

**Risk:** Uncontrolled deployment of applications that may impact priority traffic.

**Why it is a Risk:** Agency Applications deployed on a converged network have the potential to disrupt critical applications such as voice if not coordinated and well planned.

GCI's Response

**Not a risk:** It is anticipated that the core network will have sufficient bandwidth to support State-sanctioned applications.

From State of Alaska

**Risk:** Lack of current infrastructure support contracts

**Why it is a Risk:** All the elements of the State's current infrastructure need to be under a valid support contract to ensure timely access to vendor technical resources and software support.

GCI's Response

**Not a risk:** As a retained authority, the State reserves the ability to choose what elements of its infrastructure are covered by support contracts. As a provider we can assist in recommending what elements are covered to optimize the customer experience and ensure the highest level of service to the State. If the State chooses not to have support agreements in place, the risk is borne by the State for those uncovered elements.



**VIDEO TELECONFERENCE SERVICES - SERVICE COMPONENT 3 – CONTROLLABLE RISKS**

From State of Alaska

**Risk:** Conflict of Interest for Telecom Service Provider

**Why it is a Risk:** Having the State’s Telecom service provider(s) manage video conferencing services may result in higher operational costs. Telecom providers are motivated to maximize bandwidth used as well as over provision video circuits.

GCI’s Response

**Not a risk:** Our response significantly reduces the State’s operational costs including detailed visibility into all rate elements and the State retains ultimate authority to determine if the management of the Video infrastructure is being conducted in accord with its requirements.

From State of Alaska

**Risk:** Managing Existing Contracts

**Why it is a Risk:** Service issues could arise associated with management of existing contracts from other State vendors.

GCI’s Response

**Not a risk:** The State does not specify or require that existing management contracts from other State vendors are assumed by another. The State and GCI are both experienced in effectively working in a multivendor environment.

From State of Alaska

**Risk:** Incomplete end-user information or end-user delays in support process

**Why it is a Risk:** Support SLAs are designed around a specific time for response and support ticket closure. Support calls come into our service desk via a contract with another vendor who gathers user information and issues. Incomplete end-user information or difficulty contacting end-users may affect response and resolution times for support calls.

GCI’s Response

**Mitigation:** When a call is received at GCI’s State of Alaska Service Center, an incident ticket is opened within fifteen minutes. The Service Center acknowledges the incident with the customer and provides the associated ticket number within thirty minutes. The Allworx Call Center System automatically tracks call logging data such as calling number,



date, time, and/or author. The Service Center analyst maintains ownership of the incident until it is resolved, and will coordinate between all necessary groups and entities to resolve the incident. This includes obtaining of all necessary information.

This process, and the care the service analysts use, is detailed in the **Section titled *Customer Support Services*** on page 13. We also address the anticipated interaction between the Service Center and the provider for data network services, service component 2 to ensure timely exchange of information.

From State of Alaska

**Risk:** Public Relations and End-User Communications

**Why it is a Risk:** Service and upgrades require direct communication with end users.

GCI's Response

**Not a risk:** We currently, and will continue to, communicate in conjunction with and to/from ETS and customers on service-related issues.

From State of Alaska

**Risk:** Security Threats and Vulnerabilities

**Why it is a Risk:** Converged networks and Unified Communication have resulted in an increase in target threats on video communications and system vulnerabilities.

GCI's Response

**Mitigation:** Security is an essential component to all networks. GCI will continue to implement, maintain, refine, and adapt security protocols for our respective service components as required in conjunction with ETS. We will also participate with the State and the service component 2 provider in the Joint Engineering Team or other established forums.



From State of Alaska

**Risk:** Video Conferencing Experience

**Why it is a Risk:** End users who have a poor video experience fail to integrate video conferencing into their workflow, losing the business efficiencies and travel savings that routine use of video conferencing can provide.

GCI's Response

**Mitigation:** We will install a high definition video conferencing network to exclusively serve the State, assuring a high quality video conference experience. To optimize the customer experience, features including mobile clients, desktop collaboration, Exchange integration, audio-video integration, extension dialing, and ad hoc meeting rooms will be included in the private video cloud. The **Section titled Video Teleconferencing Services** on page 9 provides more detail about this service component.

From State of Alaska

**Risk:** Service Transition

**Why it is a Risk:** The potential for service interruption, diminished end-user experiences, general confusion, and increased demand upon State resources is greatest during the transition period.

GCI's Response

**Mitigation:** GCI has provided a detailed plan for the disaggregation of the Core Telecommunications Services contract transition activities that are specifically related to service component 2. We have identified key responsibilities and transition items. We have provided those items to the service component 2 provider through the State. The State, service component 2 provider, and GCI have agreed to a structured transition planning process and protocol to mitigate this risk.

**Section 6.2.8.d – Provide a detailed plan for ensuring uninterrupted service in the event of contract cancellation/termination** on page 133 addresses this risk in detail.

From State of Alaska

**Risk:** Insufficient End-User Education

**Why it is a Risk:** As with any service transition, acceptance of change by end-users can impact the success of a project. If the users do not receive adequate education, information, and engagement prior to installation they will resist the change, have



unsatisfactory experiences with the service, and/or will not use the full features of the service which limits the perception of value.

GCI's Response

**Not a risk:** Key elements of the customer experience will remain consistent. As changes occur communication and information commensurate with the update or change will be made.

From State of Alaska

**Risk:** Room Upgrade Integration to Existing System

**Why it is a Risk:** Upgrade of the 28 rooms to new technology is a risk during project implementation and if not handled properly could impact the availability of VTC services within the State.

GCI's Response

**Not a risk:** Our video implementation plan is designed specifically to avoid disruption of services. A detailed project plan is in **Section 6.2.3 – Carefully preplan the project in detail** on page 49.

From State of Alaska

**Risk:** Lack of adequate capacity on the State private cloud to host the new infrastructure.

**Why it is a Risk:** If sufficient capacity to host the new infrastructure isn't readily available to ensure optimal quality and timely delivery of the service, then the implementation could be delayed.

GCI's Response

**Not a risk:** It is anticipated that the core network will have sufficient bandwidth to support State-sanctioned applications.

**VIDEO TELECONFERENCING SERVICES – SERVICE COMPONENT 3 - NON-CONTROLLABLE RISKS**

From State of Alaska

**Risk:** Catastrophic Events

**Why it is a Risk:** Man-made or natural events can cause interruptions in service delivery which require immediate response.



GCI's Response

**Mitigation:** In support of the State's event response, we will make the full breadth of our expertise available to halt adverse impacts and quickly remediate the situation. GCI expects to be a member of the State's disaster recovery and continuity of operations planning process and testing procedures. As part of your preparedness process we will bring the value of our business and network to increase response options and mitigate adverse impacts. We have multiple data centers with redundant systems, and have equipped service center staff with tools to perform their jobs remotely. We have two Internet peering locations in the Lower 48. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

From State of Alaska

**Risk:** Changing Priorities

**Why it is a Risk:** Changes in State schedule, budgetary uncertainty, and the impact of new initiatives during a comprehensive project plan can create confusion within the operating team and delays in service implementation.

GCI's Response

**Mitigation:** During the Clarification phase, precise scope definitions and plans will be constructed and agreed upon to create a transparent base of operation. Further, the Weekly Risk Report (WRR) will track deviations of time, cost, and quality of the project. As external forces such as unfunded mandates, shifts in technology strategy, and advances in technology and new service availability shift priorities, active project management will track potential scope deviations and adjust action to limit associated risk. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

From State of Alaska

**Risk:** Resources

**Why it is a Risk:** Decreases in the budgets of State agencies, departure of key employees, and unanticipated changes in service mandates can impact the ability of ETS to support the IT requirements of the State.

GCI's Response

**Mitigation:** The scope and scale of our company provides our customers with the flexibility to source our personnel and service model to mitigate uncertainty in resource



availability. We have the financial and human resources to successfully complete this project, while offering the State access to our staff and services.

*Insufficient Manpower / Loss of Key Resources:* We have a dedicated training center and staff to develop and deliver ongoing management, professional, and technical trainings, distributing knowledge throughout teams and remove single points-of-failure. Over the last 2 ½ years, we have provided 74,959 participant hours of training in areas of professional development, safety, systems and services, and technology. To mitigate this risk, we recommend the State implement a similar systematic training approach and prevent critical information from being tied to a single individual. This expert methodology rapidly highlights areas for training needed by identifying potential personnel losses and any limitations of current resources.

*Reduction of Funding:* The State can use our expertise to help prioritize the service portfolio and roadmap based on user needs and budgetary realities. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

#### From State of Alaska

**Risk:** Disaggregation of the Service Bundles

**Why it is a Risk:** Multiple vendors for the service components will create inefficiencies in service delivery, delays in service resolution, and the potential for poor end user experience. Communication, coordination, and issue resolution requirements can create increased costs, errors, and loss of functionality. Differences in technology implementations, business policies, and priorities will adversely impact all services.

#### GCI's Response

**Mitigation:** The State has chosen to disaggregate the service components which we knew was a possibility during the Best Value process. Our experience will enable us to effectively offer seamless service on those service components that we are selected for. We have been the lead contractor on 13 referenced projects totaling \$133.8 million. All of these projects were successfully delivered on time and on budget. The assigned Project Manager and Systems Engineer who will participate in this project received a combined Customer satisfaction score of 97% in their ability to manage costs, maintain schedule, minimize disruption, their level of professionalism and ability to communicate, in a direct survey of Owners. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.



From State of Alaska

**Risk:** Rapid adoption of the new services by Agency end users could congest Agency access links.

**Why it is a Risk:** The quality of service may be adversely affected if the locations do not have properly sized circuits and properly configured QoS.

GCI's Response

**Not a risk:** It is anticipated that the core network will have sufficient bandwidth to support State-sanctioned applications and that bandwidth requirements will be considered when Agencies require or plan new services.

From State of Alaska

**Risk:** Issues with the State's Active Directory Federated Services (ADFS) service could impact integration of current SOA users.

**Why it is a Risk:** If the State fails to supports ADFS integration to the new service, then the full collaboration and scheduling features will not be available. The integration of the service with the current State active directory to enable seamless scheduling and user authentication relies on the State providing stable and accurate ADFS.

GCI's Response

**Not a risk:** It is anticipated that the State will coordinate and support required integration efforts.

From State of Alaska

**Risk:** Agency LAN performance and Availability impact on Video services

**Why it is a Risk:** The LAN infrastructure is out of scope but performance and/or availability issues within the LAN environment can impact video services and und user satisfaction.

GCI's Response

**Mitigation:** We have provided the State with specific parameters required to offer customers an appropriate experience and expect these will be adopted by the State and service component 2 provider.



From State of Alaska

**Risk:** Urgent or unplanned installs and major equipment/device failures.

**Why it is a Risk:** Some installations may arise that were unplanned or urgent in nature, or major equipment/devices may experience failures.

GCI's Response

**Not a risk:** Occasional urgent or unplanned installs and equipment failures are a normal part of business and do not constitute an unusual risk.

From State of Alaska

**Risk:** Additional growth without additional user count

**Why it is a Risk:** State facilities/site continue to grow while overall headcount may stay static. New locations require video infrastructure and services which are not included in the current budget or pricing proposal.

GCI's Response

**Not a risk:** Additional growth beyond what we included in our scope is billable at unit rates included in our detailed pricing proposal. GCI's Managed Broadband Services (MBS) will notify ETS when IMACD changes indicate an overall increase in endpoints to assist the State with long-term strategic planning.



**CUSTOMER SUPPORT SERVICES – SERVICE COMPONENT 4 – CONTROLLABLE RISKS**

From State of Alaska

**Risk:** Service Transition

**Why it is a Risk:** The potential for service interruption, diminished end-user experiences, general confusion, and increased demand upon State resources is greatest during the transition period.

GCI's Response

**Mitigation:** GCI has provided a detailed plan for the disaggregation of the Core Telecommunications Services contract transition activities that are specifically related to service component 2. We have identified key responsibilities and transition items. We have provided those items to the service component 2 provider through the State. The State, service component 2 provider, and GCI have agreed to a structured transition planning process and protocol to mitigate this risk.

***Section 6.2.8.d – Provide a detailed plan for ensuring uninterrupted service in the event of contract cancellation/termination*** on page 133 addresses this risk in detail.

From State of Alaska

**Risk:** Conflict of Interest for Telecom Service Provider

**Why it is a Risk:** Having the State's Telecom service provider(s) manage voice and unified communications may result in higher operational costs. Telecom providers are motivated to maximize Long distance use and billing as well as over provision voice circuits.

GCI's Response

**Not a risk:** Our response significantly reduces the State's operational costs including detailed visibility into all rate elements. The State retains ultimate authority to determine if the management of the Service Center is being conducted in accord with its requirements.



From State of Alaska

**Risk:** Upgraded equipment or infrastructure standards

**Why it is a Risk:** Newly released equipment or IEEE standards may not be included in our standard offering, but would enhance the State's Voice and Unified Communications services and allow the State to implement new cutting edge technology.

GCI's Response

**Not a risk:** The State retains the authority to specify and acquire equipment that meets standards and specifications.

From State of Alaska

**Risk:** Managing Existing Contracts

**Why it is a Risk:** Service issues could arise associated with management of existing contracts from other State vendors.

GCI's Response

**Not a risk:** The State does not specify or require that existing management contracts from other State vendors are assumed by another. The State and GCI are both experienced in effectively working in a multivendor environment.

From State of Alaska

**Risk:** Incomplete end-user information or end-user delays in support process

**Why it is a Risk:** Support SLAs are designed around a specific time for response and support ticket closure. Support calls come into our service desk via a contract with another vendor who gathers user information and issues. Incomplete end-user information or difficulty contacting end-users may affect response and resolution times for support calls.

GCI's Response

**Mitigation:** When a call is received at GCI's State of Alaska Service Center, an incident ticket is opened within fifteen minutes. The Service Center acknowledges the incident with the customer and provides the associated ticket number within thirty minutes. The Allworx Call Center System automatically tracks call logging data such as calling number, date, time, and/or author. The Service Center analyst maintains ownership of the



incident until it is resolved, and will coordinate between all necessary groups and entities to resolve the incident. This includes obtaining of all necessary information.

This process, and the care the service analysts use, is detailed in the **Section titled Customer Support Services** on page 13. We also address the anticipated interaction between the Service Center and the provider for data network services, service component 2 to ensure timely exchange of information.

From State of Alaska

**Risk:** Public Relations and End-User Communications

**Why it is a Risk:** Service and upgrades require direct communication with end-users.

GCI's Response

**Not a risk:** We currently, and will continue to, communicate in conjunction with and to/from ETS and customers on service-related issues.

From State of Alaska

**Risk:** Security Threats and Vulnerabilities

**Why it is a Risk:** Converged networks and Unified Communication have resulted in an increase in target threats on IP voice communications and system vulnerabilities

GCI's Response

**Mitigation:** Security is an essential component to all networks. GCI will continue to implement, maintain, refine, and adapt security protocols for our respective service components as required in conjunction with ETS. We will also participate with the State and the service component 2 provider in the Joint Engineering Team or other established forums.

From State of Alaska

**Risk:** Delayed Access to Support

**Why it is a Risk:** A lack of timely access to support can adversely impact productivity of state employees and their overall end user experience.

GCI's Response

**Mitigation:** Our experienced Service Center staff will deliver timely and comprehensive support. Our Alaska-based business call center has handled 129,713 calls since



January 1, 2012 with an average answer time of 9.67 seconds, 96.67% of calls answered (by a person) in less than 60-seconds and a call abandonment rate of 0.0002%.

From State of Alaska

**Risk:** Lack of a standard methodology for End User Support service implementation

**Why it is a Risk:** A Vendor without a standard methodology, adapted specifically to the unique needs of the State, will be unable to design and implement best practices for End User Support service delivery. The result of this risk is increased cost per incident resolution, longer cycle times, decreased end user satisfaction, and ITIL not being successfully adopted by the State.

GCI's Response

**Not a risk:** We have developed, adopted, and continuously improved standard methodologies that conform to State of Alaska requirements for GCI's State of Alaska Service Center and will continue to do so.

From State of Alaska

**Risk:** Vendor team lacks sufficient leadership experience

**Why it is a Risk:** Typically in the delivery of telecommunications solutions, a number of providers must work together linking services between one another to deliver an end-to-end solution to the end user. This reality demands effective coordination for resolving issues. Inexperienced End User Support service leadership underestimates the complexities of coordinating with multiple third-party vendors and key stakeholders, resulting in failure to integrate multiple products and services seamlessly and deliver targeted Service Level Agreement (SLA) performance.

GCI's Response

**Not a risk:** We have experienced and proven leadership experience. We have also developed, adopted, and continuously improved standard methodologies that conform to State of Alaska requirements for GCI's State of Alaska Service Center and will continue to do so.

From State of Alaska

**Risk:** Lack of systematic data analysis and action program

**Why it is a Risk:** A solution provider that fails to implement a standard methodology, experienced staff, and the proper level of dedicated resources focused on reporting and



analysis results in a failure to innovate and continuously improve performance. This risk results in difficulty identifying recurring issues and determining root causes, which leads to difficulty resolving incidents, identifying and resolving problems and, ultimately, to poor service delivery and missed SLAs.

GCI's Response

**Not a risk:** We have developed, adopted, and continuously improved standard reporting procedures that conform to State of Alaska requirements. We will further refine these efforts including adopting new reporting tools and formats, such as Dashboards.

GCI has included details about our data analysis methodology in **Section 6.2.8.g – Provide a detailed plan for quality assurance** on page 152.

GCI's Response

**Risk:** Lack of End User Support service skills, knowledge, and training

**Why it is a Risk:** Inadequate End User Support technical expertise and staffing levels increase implementation and operational risks. This risk will result in unpredictable and inconsistent responses to the same support requests, end users spending far longer on the call than needed, extended wait times, missed SLAs, inaccurate information being captured with a resulting call back needed, and unnecessary call-backs.

GCI's Response

**Not a risk:** We have an experienced team of support personnel who have direct experience and thorough knowledge of the State of Alaska requirements. GCI has included details about our customer support skills, knowledge, and training in the **Section titled Customer Support Services** on page 13.

From State of Alaska

**Risk:** Poor knowledge base utilization and growth

**Why it is a Risk:** A lack of effective knowledge base utilization increases the amount of time needed for Tier 1 incident resolution when representatives fail to properly leverage previously documented solutions to end user requests.

GCI's Response

**Not a risk:** GCI's State of Alaska Service Center uses knowledge base tools effectively. The Matrix knowledgebase has been developed and expanded over time to develop a tool that helps Service Center analysts become as effective and efficient as possible. In



addition to troubleshooting data, it includes processes and procedures that have been developed throughout the past decade. GCI discusses our Tier 1 support in detail in the ***Section titled Customer Support Services*** on page 13.

From State of Alaska

**Risk:** Ineffective transaction monitoring, escalation, and resolution

**Why it is a Risk:** If the End User Support service is not proactively monitoring ticket resolution against SLAs, tickets will stay open longer than they should, contractors will not be contacted in a timely manner to check on resolution, and end users will be negatively impacted as they wait longer.

GCI's Response

**Not a risk:** Our experience and approach to providing Customer support services understands the critical nature of these issues and acts accordingly. GCI discusses the skills of our Service Center analysts in the ***Section titled Customer Support Services*** on page 13.



**CUSTOMER SUPPORT SERVICES - SERVICE COMPONENT 4 – NON-CONTROLLABLE RISKS**

From State of Alaska

**Risk:** Catastrophic Events

**Why it is a Risk:** Man-made or natural events can cause interruptions in service delivery which require immediate response.

GCI's Response

**Mitigation:** In support of the State's event response, we will make the full breadth of our expertise available to halt adverse impacts and quickly remediate the situation. GCI expects to be a member of the State's disaster recovery and continuity of operations planning process and testing procedures. As part of your preparedness process we will bring the value of our business and network to increase response options and mitigate adverse impacts. We have multiple data centers with redundant systems, and have equipped service center staff with tools to perform their jobs remotely. We have two Internet peering locations in the Lower 48. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

From State of Alaska

**Risk:** Changing Priorities

**Why it is a Risk:** Changes in State schedule, budgetary uncertainty, and the impact of new initiatives during a comprehensive project plan can create confusion within the operating team and delays in service implementation.

GCI's Response

**Mitigation:** During the Clarification phase, precise scope definitions and plans will be constructed and agreed upon to create a transparent base of operation. Further, the Weekly Risk Report (WRR) will track deviations of time, cost, and quality of the project. As external forces such as unfunded mandates, shifts in technology strategy, and advances in technology and new service availability shift priorities, active project management will track potential scope deviations and adjust action to limit associated risk. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.



From State of Alaska

**Risk:** Resources

**Why it is a Risk:** Decreases in the budgets of State agencies, departure of key employees, and unanticipated changes in service mandates can impact the ability of ETS to support the IT requirements of the State.

GCI's Response

**Mitigation:** The scope and scale of our company provides our customers the flexibility to source our personnel and service model to mitigate uncertainty in resource availability. We have the financial and human resources to successfully complete this project, while offering the State access to our staff and services.

*Insufficient Manpower / Loss of Key Resources:* We have a dedicated training center and staff to develop and deliver ongoing management, professional, and technical trainings, distributing knowledge throughout teams and remove single points-of-failure. Over the last 2 ½ years, we have provided 74,959 participant hours of training in areas of professional development, safety, systems and services, and technology. To mitigate this risk, we recommend the State implement a similar systematic training approach and prevent critical information from being tied to a single individual. This expert methodology rapidly highlights areas for training needed by identifying potential personnel losses and any limitations of current resources.

*Reduction of Funding:* The State can use our expertise to help prioritize the service portfolio and roadmap based on user needs and budgetary realities. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

From State of Alaska

**Risk:** Disaggregation of the Service Bundles

**Why it is a Risk:** Multiple vendors for the service components will create inefficiencies in service delivery, delays in service resolution, and the potential for poor end user experience. Communication, coordination, and issue resolution requirements can create increased costs, errors, and loss of functionality. Differences in technology implementations, business policies, and priorities will adversely impact all services.

GCI's Response

**Mitigation:** The State has chosen to disaggregate the service components which we knew was a possibility during the Best Value process. Our experience will enable us to effectively offer seamless service on those service components that we are selected for. We have been the lead contractor on 13 referenced projects totaling \$133.8 million. All



of these projects were successfully delivered on time and on budget. The assigned Project Manager and Systems Engineer who will participate in this project received a combined Customer satisfaction score of 97% in their ability to manage costs, maintain schedule, minimize disruption, their level of professionalism and ability to communicate, in a direct survey of Owners. We have addressed this risk in-depth in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96.

From State of Alaska

**Risk:** Agency LAN performance and Availability impact on Voice services

**Why it is a Risk:** The LAN infrastructure is out of scope but Performance and/or availability issues within the LAN environment can impact Voice services and end user satisfaction.

GCI's Response

**Mitigation:** We have provided the State with specific parameters required to offer customers an appropriate experience and expect these will be adopted by the State and the service component 2 provider.

From State of Alaska

**Risk:** Fire, water, or theft damage

**Why it is a Risk:** The State could experience catastrophic Voice/UC service failure due to fire, water, or theft damage.

GCI's Response

**Mitigation:** In support of the State's event response, we will make the full breadth of our expertise available to halt adverse impacts and quickly remediate the situation. GCI expects to be a member of the State's disaster recovery and continuity of operations planning process and testing procedures. As part of your preparedness process we will bring the value of our business and network to increase response options and mitigate adverse impacts. We have multiple data centers with redundant systems, and have equipped service center staff with tools to perform their jobs remotely. We have two Internet peering locations in the Lower 48. GCI has provided more detail about our response to disaster events in **Section 6.2.8.h – Provide a detailed plan for disaster recovery.**

From State of Alaska

**Risk:** Urgent or unplanned installs and major equipment/device failures



**Why it is a Risk:** Some installations may arise that were unplanned or urgent in nature, or major equipment/devices may experience failures.

GCI's Response

**Not a risk:** Occasional urgent or unplanned installs and equipment failures are a normal part of business and do not constitute an unusual risk.

From State of Alaska

**Risk:** Premium upgrade requests can increase costs

**Why it is a Risk:** ETS creates agreements with other State Agencies (or non-State customers) for Voice/UC services and standards for each new building which could incur additional and unplanned costs for us.

GCI's Response

**Not a risk:** Deviations from scope including changing standards or additional services will be billable to the State and require pre-approval from ETS.

From State of Alaska

**Risk:** Additional growth without additional user count.

**Why it is a Risk:** State facilities/site continue to grow while overall headcount may stay static. New locations require Voice infrastructure and services which are not included in the current budget or pricing proposal.

GCI's Response

**Not a risk:** Additional growth beyond that which we included in our scope is billable at unit rates included in our detailed pricing proposal. GCI's IP Service Group (IPSG) currently notifies ETS when IMACD changes indicate an overall increase in handsets and/or IPT switches to assist the State with long-term strategic planning. We will continue to perform this function.

From State of Alaska

**Risk:** Dial Plan Configuration

**Why it is a Risk:** Cisco UC dial plans can be configured in an infinite number of ways. Taking over the management of a UC system with a dial plan which we were not involved with designing and building presents a significant ramp up risk.



GCI's Response

**Not a risk:** The dial plan currently in place is expected to remain. If updates or changes are desired they will be conducted in conjunction with ETS.

From State of Alaska

**Risk:** Complex implementation and integration with multiple vendors

**Why it is a Risk:** This risk can lead to unscheduled outages due to poor information sharing, resulting in incomplete problem resolution processes, a delay in resolving requests, incidences, and problems. With multiple vendors delivering core telecommunications services, it increases the risk that lack of information-sharing will lead to incomplete problem resolution processes. This delays the time needed to resolve requests, incidences, and problems and potentially leads to outage events due to ineffective transition management.

GCI's Response

**Mitigation:** When a call is received at GCI's State of Alaska Service Center, an incident ticket is opened within fifteen minutes. The Service Center acknowledges the incident with the customer and provides the associated ticket number within thirty minutes. The Allworx Call Center System automatically tracks call logging data such as calling number, date, time, and/or author. The Service Center analyst maintains ownership of the incident until it is resolved, and will coordinate between all necessary groups and entities to resolve the incident. This includes obtaining of all necessary information.

This process, and the care the service analysts use, is detailed in the **Section titled Customer Support Services** on page 13. We also address the anticipated interaction between the Service Center and the provider for data network services, service component 2 to ensure timely exchange of information.

From State of Alaska

**Risk:** Failure to track tickets open at vendor transition point that are still Work In Progress

**Why it is a Risk:** If all open and unresolved tickets have not been effectively mapped and transferred forward to the State's Best Value provider then there is risk of delayed resolution to troubles/service requests, lost tickets/service requests, and end user dissatisfaction.



GCI's Response

**Not a risk:** GCI's State of Alaska Service Center is not transitioning. All current tickets will continue to be managed. This process, and the care the service analysts use, is detailed in the **Section titled Customer Support Services** on page 13.

From State of Alaska

**Risk:** Growth of End User Support interaction volume beyond forecast levels

**Why it is a Risk:** If State of Alaska end users increase their use of the Support service to a significant degree beyond this RFP's estimates, then additional staffing will be necessary to successfully meet the demand and deliver to SLA performance targets.

GCI's Response

**Not a risk:** Based on a multi-year track record we have forecasted State support needs and have flexible staff resources to meet current and planned demand.

**6.2.4.E ADDRESS ALL RISKS THAT OCCURRED ON PREVIOUS PAST PROJECTS**

**LEGACY PBX EQUIPMENT**

When GCI acquired the Core Telecommunications Services contract in 2003, we quickly identified the existing Nortel PBX equipment as a source of major risk for the State. The State also made a business decision not to upgrade the PBX's software and hardware versions to current upgrade levels. For this reason, Nortel informed the State that Nortel could not guarantee recovery, and any support provided was considered best effort.

In the summer of 2005, the Juneau State Office Building (SOB) experienced two lightning strikes. At that time, it was discovered the Juneau SOB building grounding grid was not properly installed and connected causing improper grounding of the building. The lightning strikes disabled the Nortel 81C PBX in the Juneau SOB, completely destroying approximately seventy (70) of the line cards. The result was a significant portion of State of Alaska customers were without a working telephone.

GCI, with our subcontractors, quickly worked to restore telephone service to the Juneau SOB. We had a stock of replacement line cards available, however there were not enough in stock to replace the cards destroyed in this disaster. Since the equipment was considered end-of-life by Nortel, the cards were no longer produced by, or available through, Nortel. GCI scoured after-market sources to obtain enough cards to repair the legacy PBX equipment. We also worked with the State to ensure the grounding was properly installed in the Juneau SOB to avert this problem in the future.



As a result, we also developed a PBX Contingency Plan. This plan was designed to automatically execute following a significant outage of one of the PBX switches in Anchorage, Juneau, or Fairbanks. It addressed restoration of dial tone to a limited number of telephones for key personnel at the site experiencing the outage. Depending on the severity of the outage, a more comprehensive approach would be discussed and deployed based on State of Alaska executive management decisions and the funding identified for long-term resolution.

Options included and addressed in more detail in the PBX Contingency Plan were:

- Reusing inventoried PBX hardware to replace failed hardware
- Conducting a quick deployment of IP-based phones and gateways to the site
- Utilizing special gateways to connect the Nortel phones to the new IP-based phone system
- Utilizing IP Communicator

This contingency plan remained in place until the State migrated the remaining Nortel telephones to the current Cisco VoIP network.

#### **TIMELY UPDATES**

The State of Alaska made a business decision to not upgrade the Cisco CallManager or the Unity Voicemail software from version 4.0. This began creating significant security and functional issues. By 2013, the current available version was 9.0, and the failure to upgrade the software to current standards was creating significant risk for the State of Alaska.

At the State's request, GCI worked with the State to develop an upgrade plan. The State selected World Wide Technology (WWT) to implement the upgrade, beginning in October 2013. WWT and GCI worked diligently over a period of 11 months, bringing the State completely current for the Cisco CallManager and Unity Voicemail. GCI is currently working with the State to bring Cisco SmartNET to currency as well, before the State loses Tier 4 support from Cisco.

#### **FIBER OPTIC CABLE CUTS**

As the Data Network service component provider to the State of Alaska in the past, GCI was able to avoid service interruption associated with fiber cable cuts, one of the leading causes of network outages, using a combination of fiber optic cable, terrestrial microwave, and satellite facilities. Traffic fold-back capabilities are inherent in our network, either directly through SONET or using the combination of SONET with satellite links. This fold-back capability has proven its effectiveness during actual network impacting events.



On January 5, 2013, an M7.5 earthquake struck in Southeast Alaska, affecting service in Ketchikan, Petersburg, and Wrangell. GCI immediately responded by switching to our satellite back-up capacity as well as invoking our Reciprocal Communications Agreement (RCA) with Alaska Power & Telephone Company (AP&T). Despite the unprecedented nature of this event, service restoration began within four (4) hours due to prompt rerouting to alternate facilities. We were able to reinstate all Internet and most voice traffic in less than twelve (12) hours. The remaining voice and video traffic was restored in less than thirty-six (36) hours.

Later it was discovered this event severed GCI's SEAFast undersea fiber optic cable in five places. Within five (5) days after the earthquake, GCI had the specialized equipment necessary to repair a deep undersea breach in place. The team discovered the cable had been buried between one (1) to one and one half (1.5) meters in places, and had been pushed between sixty (60) to three hundred (300) meters off the as-built course by the toe of the flow. Within twelve (12) days after the earthquake, GCI had fully restored the redundancy of the fiber optic backbone.

In March 2009, a fishing vessel snag of the Alaska United Fiber System (AUFS) submarine cable between Seattle and Whittier resulted in a SONET ring fold-back of traffic without complete loss of service. In May 2012, a backhoe cut of the fiber along the Trans Alaska Pipeline System between Valdez and Fairbanks did not result in the isolation of Fairbanks, since traffic folded-back using GCI's fiber route between Fairbanks and Anchorage along the Parks Highway corridor.

In 2013, our company responded to flooding in Galena, supporting the relief efforts and moving critical services to areas beyond the flood. Other locations, including Southeast Alaska and Kodiak, have similar fold-back options permanently in place. We also maintain satellite backup facilities in Prudhoe Bay.



**6.2.5 IDENTIFY AND MITIGATE ALL UNCONTROLLABLE RISKS**

Uncontrollable risks are a fact of life. No matter how well-planned a project is, it is subject to events that may be generally foreseeable, but cannot be controlled or even directly impacted by a vendor’s actions. Following are four possible risks we have identified, and how we plan to mitigate the effects should they occur.

- Identify All Risks or Activities Not Controlled by the Offeror
- Identify the Impact of the Risks
- Identify What the State Can Do to Mitigate the Risks
- Address How Unforeseen Risks Will Be Managed

**6.2.5.A IDENTIFY ALL RISKS OR ACTIVITIES NOT CONTROLLED BY THE OFFEROR**

- Risk 1: Catastrophic Events
- Risk 2: Changing Priorities
- Risk 3: Resources
- Risk 4: Disaggregation of the Service Components

**6.2.5.B IDENTIFY THE IMPACT OF THE RISKS**

**RISK 1: CATASTROPHIC EVENTS**

Man-made or natural events can cause interruptions in service delivery that require immediate response. As an Alaskan employer, property owner, and service provider, we have experience planning for, and accommodating, extremes in weather, distance, and disaster. Our proven incident response approach is founded in the business continuity planning process. Our business continuity process is discussed in more detail in **Section 6.2.8.h – Provide a detailed plan for disaster recovery** on page 161.



**RISK 2: CHANGING PRIORITIES**

Changes in State schedule, budgetary uncertainty, and the impact of new initiatives during a comprehensive project plan can create confusion within the operating team and delays in service implementation.

**RISK 3: RESOURCES**

Decreases in the budgets of State agencies, departure of key employees, and unanticipated changes in service mandates can impact the ability of ETS to support the Information Technology requirements of the State.

**RISK 4: DISAGGREGATION OF THE SERVICE COMPONENTS**

Multiple vendors for the service components will create inefficiencies in service delivery, delays in service resolution, and the potential for poor customer experience. Communication, coordination, and issue resolution requirements can create increased costs, errors, and loss of functionality. Differences in technology implementations, business policies, and priorities will adversely impact all services.

---

**6.2.5.C IDENTIFY WHAT THE STATE CAN DO TO MITIGATE THE RISKS**

**RISK 1: CATASTROPHIC EVENTS**

**SERVICE INTERRUPTION AND DISASTER RECOVERY**

To mitigate the impact of catastrophic events, the State, in collaboration with our disaster planning experts, can identify risks and build plans for Preparedness, Response, and Review. In support of the State's event response, we will make the full breadth of our expertise available to halt adverse impacts and quickly remediate the situation. GCI expects to be a member of the State's disaster recovery and continuity of operations planning process and testing procedures. As part of your preparedness process, we will bring the value of our business and network to increase response options and mitigate adverse impacts. We have multiple data centers with redundant systems, and have equipped service desk staff with tools to perform their jobs remotely.

GCI has two Internet peering locations in the continental United States. Our network design is based on a multiple ring topology that can be severed without interruption. In 2013 our company responded to flooding in Galena, supporting the relief efforts and moving critical services to areas beyond the flood. On January 5, 2013, a M7.5 earthquake struck in Southeast Alaska. Despite the unprecedented nature of this event, service restoral began within four hours due to prompt rerouting to alternate facilities.

**INTENTIONAL AGGRESSION:**

A complete and active security complex must be maintained to counter any potential aggression. GCI has a staff of certified security personnel, intrusion detection and



prevention systems, and policies to combat cyber aggression. To mitigate this risk, our experts are available for State consultation to prevent and respond to physical and electronic incursions. For a major public sector customer, we installed virtual LANs to isolate the impact a rogue user could have on the network. GCI has a policy not to divulge information related to Company or customer security.

**RISK 2: CHANGING PRIORITIES**

During the Clarification Period, precise scope definitions and plans are being constructed between GCI and the State to create a transparent base of operation. Further, the Weekly Risk Report (WRR) will track deviations of time, cost, and quality of the project. As external forces such as unfunded mandates, shifts in technology strategy, and advances in technology and new service availability shift priorities, active project management will track potential scope deviations and adjust action to limit associated risk.

**RISK 3: RESOURCES**

The State of Alaska can use the scope and scale that GCI provides to our customers, and have the flexibility to use our personnel and service model to mitigate uncertainty in resource availability. GCI has the financial and human resources to successfully complete this project, while offering the State access to our staff and services.

**INSUFFICIENT MANPOWER/LOSS OF KEY RESOURCES**

We have a dedicated training center and staff to develop and deliver ongoing management, professional, and technical trainings, distributing knowledge throughout teams and removing single points-of-failure. Over the last 2 ½ years, we have provided 74,959 participant hours of training in areas of professional development, safety, systems and services, and technology. To mitigate this risk we recommend the State implement a similar systematic training approach to prevent critical information from being tied to a single individual. This expert methodology rapidly highlights training needs by identifying potential personnel losses and limitations of current resources.

**CAPACITY UPGRADES**

GCI has included a value added offer that provides per user pricing. Accepting the Cloud IP Telephony Solution can eliminate a significant portion of the requirement to expend capital to purchase equipment for various State agencies and customers.

**EQUIPMENT REPLACEMENT/TECHNOLOGY OBSOLESCENCE**

To offset capital issues associated with Wired Telephony (VoIP) capacity limits, we have proposed a value added service, the Cloud IP Telephony solution, to provide services on a per user basis to provide for expansion.



### **REDUCTION OF FUNDING**

The State can use our expertise to help prioritize their service portfolio and roadmap based on customer needs and budgetary realities.

#### **RISK 4: DISAGGREGATION OF THE SERVICE COMPONENTS**

GCI understands the State has made a business decision to disaggregate the service components. GCI will provide Wired Telephony Services – service component 1, Video Conferencing Services – service component 3, and Customer Support Services – service component 4. Another vendor has been chosen to provide Data Network Services – service component 2.

GCI assumes the State will provide the following to assure quality customer experiences.

- The State will play an active role coordinating and enforcing SLAs.
- Service component 2 includes second-line technical support.
- Clear, well integrated escalation paths are established and communicated to GCI's State of Alaska Service Center.
- A formal weekly meeting to review service metrics, open tickets, SLAs, mean time to respond, mean time to repair, and other required performance elements will be hosted by the State.
- The State will facilitate expedited and priority access to the data network provider's technical escalation personnel. This access will include a three (3) level escalation path from technician/analyst to supervisor to manager. GCI will provide the same access and escalation path to the data network provider.
- Guaranteed response time 24x7x365 to service component 2 provider's project manager and system engineer (or designee).

### **6.2.5.D ADDRESS HOW UNFORESEEN RISKS WILL BE MANAGED**

#### **IDENTIFY ANTICIPATED RISK FACTORS**

GCI's experience enables us to anticipate and recognize potential problem areas and respond in an effective manner to mitigate that risk. One of the primary tasks of GCI's Project Manager is to assess the continuing progress of the project in light of the possibility of various risk factors.

In any large project, there are five primary types of risks. They are:

- Performance Risk
- Technology Risk
- Schedule Risk



- Network Risk
- Cost Risk

#### **PERFORMANCE RISK MITIGATION**

Performance Risk is generally defined to mean that a project will not work effectively or the completed project will fail to perform as required.

#### **TECHNICAL EXPERTISE**

As Alaska's largest facilities-based telecommunications provider, GCI mitigates performance risk by permeating our projects with technical experience. We have Central Office facilities, Network Operations and Control Facilities, as well as a backbone network that uses both satellite and terrestrial technologies throughout Alaska.

Additionally, GCI has a dedicated Service Delivery group of thirty-six (36) specialists and project managers who are focused on the effective delivery of services including complex transitions.

#### **TECHNOLOGY RISK MITIGATION**

Technology Risk generally refers to the possibility of loss due to untried, poorly tested, or faulty technical processes. As a general rule, GCI mitigates technology performance risk in four ways:

- Maintain effective practices and procedures
- Provide proven solutions
- Pretest solutions prior to roll out
- Aggressively pursue preventive maintenance

These practices are discussed in more detail in ***Sections 6.2.8.b – Provide a detailed plan to address how changes to the service will be managed (internally and with the State)*** on page 123 and ***6.2.8.h – Provide a detailed plan for disaster recovery*** on page 161.

#### **SCHEDULE RISK MITIGATION**

Schedule Risk is the risk that a project will not be completed within the required timeframe. GCI has identified three mitigation strategies for schedule risk;

- effective communication
- effective project management
- experience



### **EFFECTIVE COMMUNICATION**

GCI uses both formal and informal methods of communication, both internally and externally. Examples of types of communication we use with the State of Alaska are:

- Attend State of Alaska Weekly Change Advisory Board (CAB) Meetings
- Host Monthly Status meetings
- When required, Host Service Center specific meetings
- Initiate Project Stand-up meetings, as necessary
- Informal Communication using email, telephone, and teleconferences

This emphasis on communication enables GCI's Program Manager to maintain control over the project. GCI's Communication Plan is described in **Section 6.2.8.g – Provide a detailed plan for quality assurance** on page 152.

### **PROJECT MANAGEMENT TOOLS AND EXPERTISE**

GCI uses a structured approach to managing projects exemplified by the Program Management Institute's (PMI™) Project Management Body of Knowledge (PMBOK™). PMBOX™ identifies five primary processes every project must integrate:

- Initiating Processes
- Planning Processes
- Controlling Processes
- Executing Processes
- Closing Processes

As demonstrated in **Sections 6.2.3 – Carefully preplan the project in detail** on page 49 and **6.2.8.A – Provide a detailed transition plan for the scope of work (including State responsibilities, hardware, and security considerations)** on page 116, GCI has already performed a significant portion of the Initiating and Planning processes required to ensure a successful transition project as well as successful ongoing performance to the Service Level Agreements (SLAs) required by the State of Alaska. The Gantt Chart included in the transition plan outlines the Controlling, Executing, and Closing processes our Project/Program Manager has developed to ensure a successful transition project.

### **EXPERIENCE**

One of the most important tools is maintaining communication with the various construction crews and technicians to ensure tasks are being performed on schedule. After years of successfully performing large construction projects in Alaska, our project managers have a great deal of experience in the more common dangers and pitfalls to a



schedule; such as weather, unexpected physical impediments to construction, or mechanical breakdown.

The same can be said for non-construction transition projects. Our project managers have the experience to accommodate dangers that might affect a technical transition project. They have the experience to modify the project plan to accommodate the unexpected. If additional resources are necessary to successfully complete a project, those resources are made available.

#### **NETWORK RISK MITIGATION**

Network risk is the risk that the network, the mechanism used to transport telecommunication services such as VoIP and video conferencing, will be unavailable disrupting vital communication. GCI understands how vital telecommunication and telephony services are in today's world. A telecommunications service provider must be prepared to ensure reliable connectivity and to respond rapidly when there are outages.

#### **REDUNDANCY AND STABILITY OF GCI'S NETWORK AND NETWORK COMPONENTS**

GCI's Wired Telephony - service component 1 and Video Conferencing - service component 3 will travel on our network to the State of Alaska demarcation point for its Data Network service component. GCI's core backbone network operates at a high degree of reliability. To ensure that GCI's network continues to maintain this level of reliability, GCI takes a two-pronged approach. First, GCI maintains a rigorous level of disaster preparedness. Second, we implement an aggressive preventive maintenance program. Both of these components are discussed in **Section 6.2.8.h – Provide a detailed plan for disaster recovery** on page 161. We also maintain the Best In Class standard for security.

GCI is reducing Network Risk further by providing specific and detailed network requirements to the State of Alaska for incorporation into their SLAs. Communication of these parameters at the initiation of this contract period enables the State to clearly understand the transport requirements that will ensure an extraordinary customer experience when they use Wired Telephony (VoIP) and Video Conferencing services. These requirements are detailed in **Section 6.2.2.c – Review and unique requirements with the State** on page 37.

#### **COST RISK**

A cost risk is generally understood to be a cost overrun. It occurs when a project is more expensive than was originally budgeted for.

#### **EFFECTIVE CAPITAL BUDGETING TOOLS**

GCI has been estimating both construction and other transition projects for over thirty years. We have tools in-house designed to provide our engineers with the information they need to accurately assess the cost of a project. Once an engineer has reached a



figure and documents how that figure is reached, management reviews the estimate for thoroughness and reasonableness. On management approval, a budget is established and the funds are encumbered.

**WELL CAPITALIZED COMPANY**

GCI is a long-time Alaskan company that is financially stable and well capitalized.



### 6.2.6 PERFORMANCE REPORTS AND METRICS

GCI recognizes the importance of documenting performance using standard and repeatable measurements. We currently provide daily, weekly, and monthly reports to the State of Alaska documenting the usage and health of each of the services we provide.

GCI uses these measurements as a basis for continuous improvement and also collaborates with ETS to translate these metrics into short-term and long-range planning, and into developing action items for identified areas of concern.

#### Identify How the Offeror Will Track and Document Their Performance

- Wired Telephony Services
- Video Teleconferencing Services
- Customer Support Services
- Projects
- Proposed Support and Assessment Methodology
- Network Performance Monitoring to Meet SLAs
- Real-time Voice Performance Monitoring and Management
- Real-time Video Teleconference Performance Monitoring and Management

#### Provide an Actual Monthly Metric Report with Sample Data

#### Identify How the State Will Document This Service as a Success

#### Review the Weekly Risk Report

It is important that the metrics and reports that are created are timely, accurate, useful, and utilized. It is inefficient to produce reports that are not important for the ongoing operations of the State or for our continuous improvement process. We also believe that reports should incorporate actionable data and report information useful in driving business decisions.

Based on this philosophy we have developed a sample *Weekly Performance and Risk Report* that uses a streamlined “dashboard” style of reporting on key metrics. Additionally it offers bulleted performance notes and the identified top risks and mitigation strategies. This report would be prepared by service area (Wired Telephony, Video Teleconferencing and Customer Support), as well as a report covering active projects.



The dashboard report style can also be used as a basis for the monthly report. Based on the State's requirements we can add, delete, or change metrics. We encourage a structured approach to reporting to ensure there is an ongoing and consistent history of measurements to support business decisions by the State and GCI.

**6.2.6.A IDENTIFY HOW THE OFFEROR WILL TRACK AND DOCUMENT THEIR PERFORMANCE FOR EACH OF THE AREAS OF THE SERVICE**

---

In a broad view the following areas have been previously identified by the State as important for measurement and reporting. The current monthly report we provide for the State contains many areas where we would recommend continued streamlining to eliminate the production of reports that are not useful, and to focus on the areas that are most important to the State. With that in mind our streamlined reporting would contain the following by service area:

**WIRED TELEPHONY SERVICES**

In accord with the State's current reporting request, GCI will track and document our performance measuring:

- Voice server availability (Weekly)
- Voicemail availability (Weekly)
- License utilization (Monthly) – number of licenses utilized by telephony and voicemail users and anticipated exhaust date, if any, based on current and anticipated utilization.
- Handset utilization (Monthly) – number of handsets currently deployed and anticipated future hardware needs based on the level of IMACDs.
- Top risks and mitigation strategies on a weekly and monthly basis.

**VIDEO TELECONFERENCING SERVICES**

GCI will track and document our performance through the use of system and network monitoring and management tools. We have extensive experience utilizing these tools to ensure a high level of service performance and availability. All key systems generate log data and feed into alarm systems to ensure action is taken when appropriate and that system performance and usage can be reported on. In addition, customer interactions, service incidents, and significant updates or modifications to platform components are documented in our ticketing systems. The combination of these tools, and the personnel and processes behind them, ensure that performance can be tracked and reported over time. Key measurements include:

- Video core availability (Weekly)
- Video conferencing utilization by endpoint (Weekly)



- Number of deployed endpoints (Monthly)
- Top risks and mitigation strategies on a weekly and monthly basis.

#### **CUSTOMER SUPPORT SERVICES**

GCI will track and document our performance in accord with current State guidelines including:

- Contact volume (Weekly)
- Ticket status – new, currently open, closed, and disposition of tickets (Weekly)
- Calls answered in less than 60 seconds from presentation to call center (Monthly)
- Top risks and mitigation strategies on a weekly and monthly basis

#### **PROJECTS**

GCI will track and document our performance on projects according to current State guidelines. The list of all projects will include:

- Division or Department
- Start Date
- Approver
- Specific Scope of Work
- Schedule
- Budget
- Weekly status and risk assessment
- Variance from schedule, scope, and budget.

Enhancing our reporting is our proposed support methodology.

#### **PROPOSED SUPPORT AND ASSESSMENT METHODOLOGY**

The following methodology will be used to assess whether networks are adequate to support the proposed Voice and Video Teleconferencing solutions. It shall be performed on all existing sites once the disentanglement process is complete. In the future, it shall be performed on all new or upgraded sites.

Since this procedure must be performed by GCI and the State of Alaska working in concert, it is included in both this section, and in ***Section 6.2.2.c – Review and unique requirements with the State*** on page 37.

- Pre-assess networks before deploying Voice or Video solutions



- For continuous ongoing network performance management
  - Ensure GCI is receiving the QoS required to support Wired Telephony and Video Teleconference services
  - Measure network performance
  - Validate the bandwidth GCI is receiving and utilizing
  - Monitor bandwidth utilization and identify any bottlenecks or congestion
- Troubleshooting
  - Test networks over a period of days or weeks to identify periodic issues
  - Generate traffic matching the exact port, protocol, and behaviour of major VOIP and Video codecs.

#### **NETWORK PERFORMANCE MONITORING TO MEET SLAs**

To meet the stringent SLAs the State has proposed in Attachment K, we have designed redundancy in the cores of both service component 1 – Wired Telephony and service component 3 – Video Teleconferencing offerings. Both the IPT and VTC Cores will meet the 99.999% Core System-wide availability, excluding State approved and scheduled downtime.

#### **CHALLENGES**

- **Baseline Challenge:** Know how much traffic is flowing, what the traffic is, and where it is going
- **Deployment Challenge:** QoS policies are difficult to configure and scale in a consistent end-to-end manner
- **Operations Challenge:** The lack of QoS operational visibility to evaluate the effectiveness and validate results

#### **THE LARGEST VOIP CHALLENGE**

In voice and video communication, quality usually dictates whether or not the customer experience is perceived as good. Besides the qualitative description we hear, like 'quite good' or 'very bad', there is a numerical method of expressing voice and video quality. It is called Mean Opinion Score (MOS). MOS gives a numerical indication of the perceived quality of the media received after being transmitted and eventually compressed using codecs.

MOS is expressed in one number, from 1 to 5, 1 being the worst and 5 the best. MOS is quite subjective, as it is based on statistics that result from what is perceived by people during tests. However, there are software applications that measure MOS on networks.



### The Mean Opinion Score Values

Taken in whole numbers, the numbers are easy to grade.

- 5 - Perfect. Like face-to-face conversation or radio reception.
- 4 - Fair. Imperfections can be perceived, but sound still clear. This is the range cell phones are designed to attain.
- 3 - Annoying.
- 2 - Very annoying. Nearly impossible to communicate.
- 1 - Impossible to communicate

The values do not need to be whole numbers. Certain thresholds and limits are often expressed in decimal values from this MOS spectrum. For instance, a value of 4.0 to 4.5 is referred to as toll-quality and causes complete satisfaction. This is the normal value of PSTN and many VoIP services aim for it, often with success. Values dropping below 3.5 are termed unacceptable by many users.

### **REAL-TIME VOICE PERFORMANCE MONITORING AND MANAGEMENT**

To monitor and measure service component 1 – Wired Telephony, GCI is investigating the deployment of SolarWinds™ VoIP and Network Quality Manager (VNQM) which has a plethora of features including the software that measures MOS (based on ITU-T P.563 and P.862)

#### **SOLARWINDS™ VOIP AND NETWORK QUALITY MANAGER (VNQM)**

With SolarWinds™ VoIP and Network Quality Manager (VNQM) you can monitor and report both real-time and historical performance statistics for an IP SLA-capable network. The following URL will show an interactive demonstration for VNQM:  
<http://oriondemo.solarwinds.com/Orion/Voip/Summary.aspx?Tab=IpSla>

(Login using default Guest)

VoIP and Network Quality Manager (VNQM) offers the following features to help us monitor the entire network that the IPT and VTC devices will be utilizing:

#### **Quality of Service (QoS) Monitoring with Cisco IP SLA Operations**

VoIP and Network Quality Manager (VNQM) uses Cisco IP SLA operations to measure network performance. Specifically, IP SLA operations provide immediate insight into network Quality of Service (QoS), including packet loss, latency, jitter, and mean opinion score (MOS) metrics. VNQM collects IP SLA data and then presents it in the easy-to-use Web Console environment. With VNQM and IP SLA operations, we know at a glance exactly how well the network is and has been performing. For more information about Cisco IP SLA operations, see [www.cisco.com/go/ipsla](http://www.cisco.com/go/ipsla).



### ***VoIP Phone Troubleshooting***

VoIP and Network Quality Manager (VNQM) uses Call Detail Records (CDR) and Call Management Records (CMR) data from the call managers to help identify possible affected calls and patterns of affected calls. CDR/CMR data provides region information per call record in addition to the call source and destination, MOS, latency, packet loss, termination call code, and more. With VNQM, we can drill in to problem areas to begin identifying the underlying problems.

### ***Custom Charts and Gauges***

VoIP and Network Quality Manager (VNQM) provides easy-to-read charts and gauges that we can customize to suit the monitoring requirements. We can quickly determine the current status and performance of the network using custom VNQM gauges of key IP SLA metrics such as jitter, latency, packet loss, and MOS. With custom VNQM charts, we can easily track the historical performance of all the paths on the network.

### ***Custom Alerts and Actions***

VoIP and Network Quality Manager (VNQM) enables us to create custom alerts for the network in the same way as advanced alerts and actions are created in Network Performance Monitor. Specifically, VNQM enables us to configure IP SLA-related alerts with a variety of corresponding actions to notify us of events on the network. These IP SLA alerts are filtered from existing alerts and presented separately within VNQM.

### ***Custom Reporting***

With Orion Report Writer, VoIP and Network Quality Manager (VNQM) provides real-time and historical statistics reporting for the IP SLA-specific network statistics. Once installed, VNQM has several predefined reports within Report Writer. By using custom properties, you can also generate custom reports to specifically communicate the historical condition of the network.

### ***Gateway Monitoring***

VoIP and Network Quality Manager (VNQM) provides comprehensive resources that enable us to monitor the VoIP gateways, giving us an overview of individual PRI trunks of the gateways.

### ***Call Manager Monitoring***

Call manager devices are scalable call processing solutions for managing IP-based telecommunications networks. These devices provide VoIP networks with the features and functions of more traditional telephony. VoIP and Network Quality Manager (VNQM) uses the SNMP and ICMP monitoring technology and the AXL API of Cisco to interact with call managers and to persistently track call manager performance. With the addition of VNQM, we immediately know the status of the VoIP network and all of its components at any time.



VNQM comes with presets that enable us to monitor the Cisco CallManager devices. For additional details, please refer to the SolarWinds™ white paper on “Fundamentals of VoIP Call Quality Monitoring and Troubleshooting” provided previously.

#### **THE LARGEST VIDEO TELECONFERENCE CHALLENGE**

Like Voice over IP (VoIP), quality usually dictates whether or not a video teleconferencing experience is considered good. To monitor and measure the performance of service component 3 – Video Teleconferencing, GCI is investigating the deployment of SolarWinds™ VoIP and Network Quality Manager (VNQM) since the characteristics for quality are the same (bandwidth, latency, jitter, and packet loss). SolarWinds™ is in the process of adding a V-MOS (Video Mean Opinion Score) feature to monitor Video quality to be released in the near future. In addition, GCI’s Managed Broadband Group uses Appneta™ to monitor their other managed Video Teleconferencing clients so it is being considered as well. Appneta™ and SolarWinds™ have joined forces recently to bring the best of both companies together so we are expecting some exciting enhancements in the near future.

#### **REAL-TIME VIDEO TELECONFERENCE PERFORMANCE MONITORING AND MANAGEMENT**

According to Enterprise Management Associates EMA™ analysts, 95 percent of organizations have VoIP on their network – and more than half have deployed videoconferencing. IP video teleconferencing has strong appeal to businesses through its promise of significant cost and time savings. How simple is the transition to video? For end users, video communications are expected to be smooth, seamless, and simple. For the network teams, although there’s an expectation that video will be similar to VoIP, they will need to be prepared for several challenges unique to video.

#### **MANAGING VIDEO TELECONFERENCE IN REAL-TIME**

The primary challenge that differentiates video teleconferencing performance management from other applications is the noticeable real-time nature of the service. Even minimal quality issues can be incredibly disruptive. As a result, every effort must be made to ensure the network is clean and ready to support live, real-time IP-communications sessions, such as IPT and VTC.

This requires a concerted effort by the network teams to test, characterize, and pre-qualify the networks as ready for IP videoconferencing. It also means finding ways to recognize problems as they happen. Efforts to identify and troubleshoot performance quality issues will also require the ability to reconstruct and study incidents in detail.

#### **QUALITY OF SERVICE (QoS) IS A NECESSITY**

A significant difference between VoIP and Video Teleconferencing is the amount of traffic generated. Network Quality of Service (QoS) class definitions and bandwidth allocations must be reevaluated before deploying video teleconferencing.



Organizations often find that setting aside 10-20 percent of bandwidth for VoIP is sufficient, but to accommodate even moderate rates of concurrent video teleconferencing sessions will often require 30 percent or more. The potential negative implications go well beyond bandwidth consumption – providing latency-sensitive video traffic with increased precedence on the network raises the likelihood of contention among other applications for remaining network resources.

#### **CONFIGURING MONITORING METRICS**

Key Performance Indicators (KPIs) for video teleconferencing quality can be defined using metrics similar to those used in monitoring VoIP, plus a few that are different. Our network teams typically rely on bandwidth, latency, packet loss, and jitter as indicators of the network's ability to support quality video. Specific to video teleconferencing are metrics designed to reflect aggregated audio/video experiential quality, such as Video MOS (V-MOS), which is similar to VoIP MOS (Mean Opinion Score)

While not yet based on an industry standard (as is MOS, used with VoIP monitoring), it can be of great value if applied consistently to video traffic.

#### **6.2.6.B PROVIDE AN ACTUAL MONTHLY PERFORMANCE METRIC REPORT WITH SAMPLE DATA**

We propose the sample Weekly Performance and Risk Report be summarized with additional information (as indicated in the sample) in a monthly version. This promotes consistency in reporting and again features an actionable, streamlined format. We will continue to work with the State to produce a report that meets your dynamic and changing needs over the contract period.

#### **6.2.6.C IDENTIFY HOW THE STATE WILL DOCUMENT THIS SERVICE AS A SUCCESS**

GCI will view this service as a success when we create an environment of outstanding experience for the State's customers. To measure this success, in addition to the reports we provide to ETS, we will define a customer survey process that can be used to meet the needs of both GCI and ETS. Using these metrics, we will evaluate how both GCI and ETS are assessed and evaluated by the customers. The results will be used to develop targeted improvement strategies within GCI. These surveys will become part of our monthly performance report provided to the State.

We anticipate a two-tier approach; one, using a concise measurement tool with wide distribution (Survey A), and two, using a longer, more focused tool with a smaller representative sample of respondents (Survey B).

#### **TWO REGULAR CUSTOMER SURVEYS**

Surveys gathering this type of metric are most effective when sampling is performed regularly. We believe the best interval for the widely distributed tool to be monthly,



with the longer form tool being used on a quarterly basis. The random sampling will be taken from a pool of customers who have initiated a trouble-ticket process.

#### **SURVEY A**

Survey A would provide an email link to a web page/email form with three (3) simple, quick questions and a small comment section so responders can explain any answer or add a comment of interest to them. The purpose of this survey is to elicit immediate, basic feedback on performance. The survey would be Web-based so it is electronically manageable. The three questions would be:

- Was the service courteous?
- Was the service timely?
- Did you get what you wanted?

#### **SURVEY B**

Survey B would be administered using telephone calls by experienced personnel from GCI's State of Alaska Service Desk unit. The survey script would ask in-depth questions aimed at eliciting long-term satisfaction metrics. It would also provide an opportunity for the survey respondent to provide feedback that enables them to make suggestions or explain specific concerns.

#### **6.2.6.D REVIEW THE WEEKLY RISK REPORT**

---

A sample of the Weekly Risk Report by service component follows:



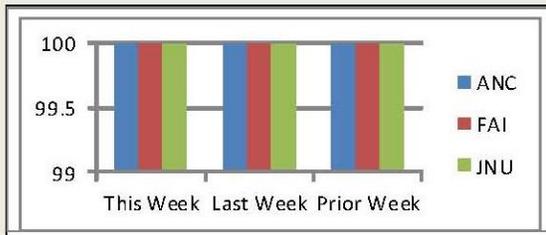
# State of Alaska

## Weekly Performance & Risk Report

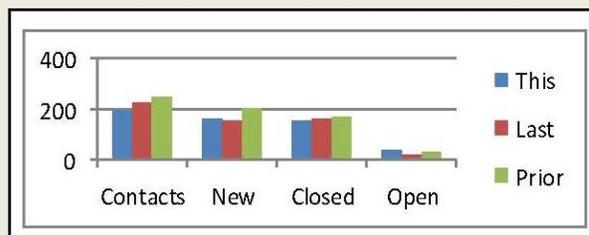
December XX, 2014



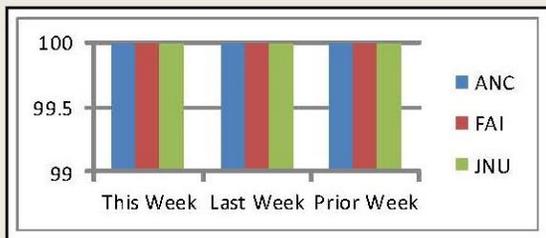
### Voice Server Availability



### End User Contact Volume & Ticket Status



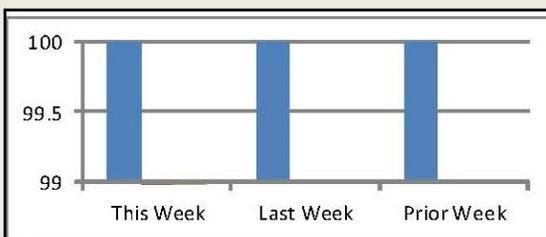
### Voicemail Availability



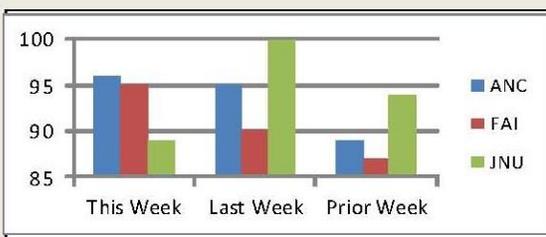
### Top Risks & Mitigation

Risk	Mitigation
Upcoming transition of HSS office from third party PBX to core IP telephony.	Have received approval and ordered 1,500 new licenses for the State expecting to last 24 months.
Voicemail platform upgrade scheduled for next week.	Project plan, including back-out protocol finalized and approved. All users notified. Work to occur in off hours to accommodate business schedule.
Implementation and training for upcoming addition of DOT office in Soldotna	Project plan finalized and approved. All users notified of in person training-schedule as well as availability of training over VTC.

### Video Core Availability



### Video Conferencing Utilization





## **6.2.7 SYSTEM DETAILS**

**Perform a detailed demonstration of systems as requested by the State**

**Review and evaluate the State's functional and technical requirements**

**Provide a plan to address how the system will meet the needs of rural areas**

### **6.2.7.A PERFORM A DETAILED DEMONSTRATION OF SYSTEMS AS REQUESTED BY THE STATE**

GCI is providing and further enhancing Wired Telephony and Customer Support that we have developed and provided during the past decade to meet the State's evolving needs. We also will provide Video Teleconferencing services that will expand the State's Video Teleconferencing capabilities to include increased capacity and the ability to operate successfully in a converged environment.

The State of Alaska has not requested any detailed demonstrations of these systems. However, if the State requests a demonstration of any service being proposed, GCI will arrange one.

### **6.2.7.B REVIEW AND EVALUATE THE STATE'S FUNCTIONAL AND TECHNICAL REQUIREMENTS**

GCI has carefully examined the RFP presented by the State of Alaska. Additionally, we have used our detailed knowledge of the requested services as the incumbent. We have reviewed and evaluated all functional and technical requirements and incorporated our response into each section required in the Clarification Period document. Additionally, we have provided a detailed explanation of the elements in each service component we have been awarded; Wired Telephony Services – service component 1, Video Teleconference Services – service component 3, and Customer Support Services – service component 4 at the beginning of the Clarification Period document.

### **6.2.7.C PROVIDE A PLAN TO ADDRESS HOW THE SYSTEM WILL MEET THE NEEDS OF RURAL AREAS**

GCI's proposed solutions for Wired Telephony Services, Video Teleconference Services, and Customer Support Services, are designed to meet the needs of, and are available to, both urban and rural areas of Alaska regardless of geography. Our solutions are



designed to function over a variety of transport mediums and have been previously deployed and operated in rural service locations with success. GCI has Alaska's most extensive rural networks to further meet the State's needs.



## 6.2.8 DETAILED PLANS

The State of Alaska has requested eight plans detailing how GCI will perform ongoing business functions during the implementation of Wired Telephony Services - service component 1, Video Teleconference Services – service component 3, and – Customer Support Services – service component 4 of the Core Telecommunications Services contract. These plans discuss how GCI interfaces our common business practices with the State’s practices to ensure a long-term relationship designed to provide the customers of the State with outstanding telecommunications services experiences.

### 6.2.8.A PROVIDE A DETAILED TRANSITION PLAN FOR THE SCOPE OF WORK (INCLUDING STATE RESPONSIBILITIES, HARDWARE, AND SECURITY CONSIDERATIONS)

<b>State of Alaska Responsibilities</b>	
<b>Hardware</b>	
<b>Security</b>	
<b>GCI's Transition Plan Approach</b>	
<b>GCI's Transition Methodology</b>	
<b>Detailed Transition Activities</b>	<ul style="list-style-type: none"><li>•Pre-Award Planning</li><li>•Clarification Period</li><li>•Contract Start-up Procedure</li><li>•Perform Tasks</li><li>•Customer Acceptance and Sign-off</li></ul>

GCI has provided a detailed transition schedule and a detailed project work plan in **Section 6.2.3 – Carefully preplan the project in detail** on page 49. This section is based on GCI’s transition approach that provides the basis for successful projects. GCI recognizes the State of Alaska has specific concerns about three areas: State responsibilities, hardware, and security considerations.



#### STATE OF ALASKA RESPONSIBILITIES

The following responsibilities have already been identified in the Service Assumptions section of the proposal submitted during Phase 1.

- Negotiate contracts with GCI and the Data Network Services provider that offer consistent and clear roles and responsibilities.
- Coordinate integration with Exchange (Outlook Calendar)
- Install and support customer desktop applications and local area network configurations

GCI also assumes the State will purchase the software and licenses for these desktop and mobile applications, just as it does today.

#### HARDWARE

GCI doesn't anticipate any requirements for the State to modify existing, or purchase additional, equipment as a result of the transition plan proposed. However, we will review any concerns the State may have during the Clarification Period.

#### SECURITY

GCI doesn't anticipate any necessity to change or impact existing security protocols due to the transition plan proposed. However, we will review any concerns the State may have during the Clarification Period.

#### GCI'S TRANSITION PLAN APPROACH

GCI will continue to provide the current Wired Telephony Services (VoIP) and Customer Support Services (GCI's State of Alaska Service Center) as we do now. We will also continue to provide Video Teleconference Services using the existing model until the completion of the disentanglement of Data Network Services. GCI will fully cooperate with the State and the new data network provider during the transition. We have outlined our six step disentanglement process in ***Section 6.2.8.d – Provide a detailed plan for ensuring uninterrupted service in the event of contract cancellation / termination*** on page 133.

Once the network is completely transferred, is stable, and is meeting the required SLAs for jitter, latency, packet loss, and Quality of Service (QoS), we will transition the current Video Teleconference system to the managed, converged Video Teleconference Service we have proposed.

GCI employs a formal service delivery methodology that has resulted in 98.34% of 1,086 projects being completed on or before the contracted due date between January 1, 2013 and May 31, 2014. Francis LaChapelle, as Project Manager, will track and manage



the transition tasks previously identified in **Section 6.2.3 – Carefully preplan the project in detail** on page 49.

#### **GCI'S TRANSITION METHODOLOGY**

GCI's proven transition methodology enables us to successfully complete large projects on-time, on-budget, and with minimal disruption to our customers so they can focus on their core mission. We use a matrix approach to project management that ensures our customers' needs are understood and coordinated.

In accordance with our quality control process requirements, before undertaking a transition GCI conducts an ongoing review and approval process for any work to be performed, including analyzing the proposed change, the potential impact of the change, associated risks, and necessary back-out procedures. For more detailed information on GCI's quality control process see **Section 6.2.8.g – Provide a detailed plan for quality assurance on page 152**. In addition to the iterative quality control review process, GCI's State of Alaska Program Management Office (PMO) and Project Manager Francis LaChapelle serve as a single point of quality control throughout any transition.

During our response to this RFP, GCI performed much of the due diligence required by any transition project; including risk identification, mitigation strategy development, and identification of assumptions. Other project management tools routinely used by GCI include:

- Define a transition schedule.
- Create a planning horizon.
- Define project management procedures. Communication between the State, GCI, and the Data Network Services provider will be an important aspect of the project management procedures.
- Identify possible scope creep, and other signs warning of schedule slippage. One way to identify warning signs is by keeping all tasks smaller than one week. Another is to update the actual progress against planned progress often.
- Identify risks in the initial plan, and include contingency plans to minimize or circumvent those risks. If these risks appear as events, discuss alternative solution recommendations with the State program team to keep the project on-time and on-budget.
- Assess potential risks throughout the project and plan mitigation and management strategies for risks. We have identified five types of risks and described how we anticipate them in **Section 6.2.5.d – Address how unforeseen risks will be managed** on page 99.



- Resolve issues quickly. Identifying issues and coming to an agreement quickly with the State and the Data Network Services provider is essential to effectively removing roadblocks.
- Communicate effectively. At GCI, communication is more than part of our name, it is a core business strategy. Our Communication Plan is detailed in **Section 6.2.8.g – Provide a detailed plan for quality assurance** on page 152.

By following these best practices, potential problems are identified quickly so plans can be made or contingencies invoked. This methodology of defining plans, identifying deviations from those plans, communicating effectively, and immediately responding to possible issues is how GCI has successfully managed large construction and transition projects for the past thirty years.

#### **DETAILED TRANSITION ACTIVITIES**

The key stages of the transition are:

- Pre-Award Planning
  - Transition Team in Place
    - ◆ Identify Milestones
    - ◆ Define Primary Tasks
    - ◆ Define Task Dependencies
    - ◆ Determine Timeline Dependencies
    - ◆ Identify Critical Path(s)
- Clarification Period
  - Clarification Period Kick-off Meeting
  - Review of Clarification Period Deliverables
- Contract Start-up Procedures\*
  - Contract Award
- Perform Tasks
  - Report to Customer as Tasks are Completed
- Customer Acceptance and Sign-off
  - Reporting
  - Billing and Invoicing
  - Project Completion Meeting

These stages are used to structure GCI's approach to all transitions. In GCI's experience, the sooner initial steps are completed, the more successful and seamless the transition



will be. GCI has successfully completed large numbers of complex projects based on this transition methodology.

\* Generally GCI performs several Contract Start-up Procedures before the contract is actually awarded, however we do not finalize many of the activities until the kick-off meeting after the contract is signed. However, based on our understanding of the Kashiwagi Best Value Standard, many of the activities we usually complete right after the contract is signed will actually be completed during the Clarification Period. Our process will easily accommodate the shift inherent in the Clarification Period.

The following subsections describe specific activities associated with each stage of the transition process.

#### **PRE-AWARD PLANNING**

During the RFP Response process, GCI has already begun to develop detailed project plans for services to be transitioned, including the purchase of any necessary equipment. For the Core Telecommunications Services project, we identified specific State of Alaska facilities that require upgraded infrastructure. Once we completed identifying these specific facilities, based on the RFP and our intimate knowledge of the State's facilities, we estimated capital costs, construction, provisioning, and installation time, and the resources required to successfully complete this transition. We have already completed in-house processes for approval of capital expenditure as well as identified and received approval for the resources required for this project. We present this schedule in detail in **Section 6.2.3.c – Prepare a detailed project schedule identifying critical milestones** on page 50, **Section 6.2.3.d – Coordinate with all suppliers or manufacturers** on page 55, and **Section 6.2.3.e – Prepare a detailed project work plan** on page 55.

GCI's understanding of the Clarification Period of the Best Value Standard process is that functions traditionally performed during the Contract Kick-off meeting will be part of the Clarification Period so at contract signing the project is ready to begin transition and implementation.

#### **CLARIFICATION PERIOD**

##### **Clarification Kick-off Meeting**

The purpose of this meeting is to; identify the general expectations the State has of GCI, introduce key personnel, define the roles and responsibilities of all parties, and to gather all documents necessary to proceed with the next step of the process.

By initially establishing this level of communication, it is GCI's experience that minor problems are more easily resolved to ensure the transition remains on schedule. The following tasks are completed at the Clarification Period kick-off meeting:



- Confirm the roles and responsibilities of GCI, the State, and the Data Network Services provider.
- Define communication and interaction between GCI, the State, and the Data Network Services provider. Provide and establish a regular communication and meeting schedule. Verify GCI has an accurate understanding of all services to be transitioned.
- Ensure all required documents have been identified and a schedule for completion is determined.
- Ensure that questions and outstanding issues have been identified and a plan is completed to obtain answers and agreement.

#### Review of Clarification Period Deliverables

After the Kick-off meeting GCI and the State will meet regularly to ensure all components are in place. These components include:

- Prepare a Finalized Structure for the Weekly Risk Report
- Identify All Risks and Mitigation Strategies
- Identify Metrics, SLAs, and Reports To Be Used Throughout The Project
- Finalize Milestones and Primary Tasks
- Define Task Dependencies, Timeline Dependencies, and the Critical Path(s)
- Finalize the Clarification Period proposal document

#### **CONTRACT START-UP PROCEDURE**

##### Contract Award

On contract award, GCI will work with the State of Alaska Contract Officer to schedule a meeting. We will provide a list of attendees identified as important stakeholders, as well as Francis LaChapelle and Steven Simkins to represent GCI. This meeting is especially vital since the Core Telecommunications Services contract has been awarded to multiple providers. The purpose of the meeting is to determine transition liaison procedures, rules of engagement, and who takes ownership of the transition process for each organization.

##### GCI's Coordination with the State of Alaska

As the Core Telecommunications Services provider for the State of Alaska we participate in ongoing reviews with a variety of departments, divisions, as well as our customers. For example, GCI attends the State's weekly Change Advisory Board (CAB) meetings to ensure we are aware of any changes that are being considered within the State's network so we can assess how our process may affect, or be affected by, changes being



discussed. Any transition project we undertake will be closely coordinated with the State's CAB.

### **PERFORM TASKS**

Once all stakeholders have agreed to their role in the transition plan, Francis LaChapelle, GCI's Project Manager will implement the transition plan for GCI. Throughout this phase, Francis will supervise and direct the various team leaders. He will be responsible for ensuring scope, timelines, and budgets for the project, and will communicate with the State in the case of any changes to the plan. He will ensure all tasks are outlined to meet project scope, secure the necessary personnel for the project, manage project timelines, and meet with the members of the project team. He will also meet internally with various departments in GCI to monitor timelines, ensure project deliverables, manage and approve any changes, and communicate with all stakeholders.

### **Report to Customer as Tasks are Completed**

One of the primary functions of GCI's Project Manager is to ensure there is open and regular communication among GCI, the State, and any other stakeholders. During the Kick-off Meeting, we will develop a convenient communication procedure for all stakeholders. We will follow this procedure throughout the project to ensure everyone is updated regularly about the status of the project.

### **CUSTOMER ACCEPTANCE AND SIGN-OFF**

Once the project is completed, including any necessary functional testing, Francis reports to the State and obtains a sign-off. The project is not considered complete until agreement has been reached that the results of the project conform to the contract.

### **Reporting**

GCI provides any requested reports detailing the status of the completed tasks.

GCI will provide the Weekly Risk Report (WRR) as requested by the State of Alaska. We have responded in more detail in **Section 6.2.6.d – Review the Weekly Risk Report** on page 112. We will also provide a monthly report as detailed in **Section 6.2.6.b – Provide an actual monthly performance metric report with sample data** on page 111.

### **Project Completion Meeting**

A meeting is held among all stakeholders to ensure there are no loose ends, and all tasks have been completed and accepted by the stakeholders.



**6.2.8.B PROVIDE A DETAILED PLAN TO ADDRESS HOW CHANGES TO THE SERVICE WILL BE MANAGED (INTERNALLY AND WITH THE STATE)**

There are two different types of changes we make involving State of Alaska Core Telecommunications Services – Network Change and Contractual Change. **Network Changes** are network upgrades or changes in the network required to deliver the Wired Telephony service component and the Video Teleconferencing service component. **Contractual Changes** are changes in services, scope of services, service levels, service volumes, and application and system requirements.

**Network Change Methodology**

- GCI's Transport Network Change Management Process
- GCI's Internal Planning Process
- GCI's Interface with the State of Alaska's Change Management Process
- Implement Planned Changes
- Requests for Network Changes by the State of Alaska

**Contractual Changes**

**NETWORK CHANGE METHODOLOGY**

Network changes have the potential of causing a service outage to customers. Therefore, GCI strongly supports using structured network change methodology in order to:

- Minimize impacts to critical business functions
- Keep our customers informed of upcoming changes and/or service interruptions
- Process changes as efficiently and expeditiously as possible

All network changes that have a potential impact on the State follow two processes; one, a GCI internal network change management process documented using the Network Change Schedule Request (NCSR) and two, the State's Change Advisory Board (CAB) process.

**GCI'S TRANSPORT NETWORK CHANGE MANAGEMENT PROCESS**

Our change management process is formally documented in our Network Operations Network Change Management and Scheduled Maintenance document and our Network Change Management Policy. The goals of these policies and procedures are to:

- Ensure changes on the network are properly managed
- Achieve 100% network availability



- Ensure network changes are scheduled in a timely manner
- Ensure that only authorized changes to the network are made
- Identify the process for submitting a Network Change Schedule Request (NCSR)
- Identify how changes occur on the network
- Define responsibilities for GCI employees when network changes are made
- Provide redline copies of the changes to update documentation

These documents are subject to internal formal reviews and approvals before implementation.

#### **GCI'S INTERNAL PLANNING PROCESS**

GCI's structured process is initiated using the Network Change Schedule Request (NCSR). The form is used throughout the process to document all network modifications as well as document our internal processes. We define the network change requirements, draft the NCSR, then forward it for internal approval and scheduling to the GCI Network Management function.

The technical implementation manager responsible for developing the method of procedure (MOP) will begin to plan the actual work required to implement the project. The MOP is a detailed work, roll-back, and test plan that is developed by the implementation group, verified by engineering and, where applicable, the manufacturer. The technicians who will implement the change are part of the MOP development process. Once all planning is accomplished, the project is ready for installation, testing, and turning up the service.

Prior to any implementation of changes and according to quality program requirements, GCI conducts a review and approval process of the documentation for the work to be done. This review requires that all changes to the network are redlined and as-built as part of the completion of the work package. Preventive maintenance for the implemented changes is also defined. The effects of the implemented changes are then tracked by preventive maintenance reports. The NCSR process provides a single tracking number to ensure all actions recorded on the request are centrally located. This tracking number will be referenced in the State's SDM system. Once the MOP is approved, and GCI's internal resources have been scheduled, we interface with the State's change management process.

#### **GCI'S INTERFACE WITH THE STATE OF ALASKA'S CHANGE MANAGEMENT PROCESS**

GCI personnel currently attend the State of Alaska Change Advisory Board (CAB) meeting each week. We fully support, and participate in, this formal mechanism to ensure changes to hardware, software, and infrastructure are properly vetted and handled using well thought-out procedures.



Once GCI has developed a Method of Procedure (MOP) during our internal procedure, we document the planned outage in the State's change management system, Service Desk Manager (SDM). In order to ensure seamless communication throughout this process, we capture GCI's NCSR tracking number on the related SDM ticket. We then present the reasons and impacts of the proposed changes to the State of Alaska Change Advisory Board (CAB). Once GCI has received approval by CAB, we proceed to the implementation phase.

When possible, the following types of scheduled major changes will be announced at least two weeks before implementation:

- Notifications of procedural changes
- Scheduled hardware down-time for engineering changes, equipment installations or removal
- Scheduled software and communications network down-time
- System software upgrades, installation, or removal

GCI will perform scheduled maintenance and service changes during the timeframes required by the State of Alaska to minimize impact on customers. The State's change control process contains definitions of risk-defining maintenance periods as well as specific client notification guidelines including the lead times required for notification. We typically schedule maintenance within agreed upon maintenance windows unless otherwise negotiated.

GCI understands the Change Advisory Board's outage approval process as follows:

- Create a Service Order in SDM with relevant outage information
- Present the proposed service outage to the CAB for review and approval
- Create and circulate an IT notification by email
- Log outage on the SDM Announcements home page
- Record outage details on the Integrated Voice Recording (IVR)
- Provide status updates to the SDM service order and the IVR as needed
- Confirm when the service is restored with State of Alaska departments and customers using GCI's State of Alaska Service Center
- Close outage service order when all steps have been completed

There are no normal circumstances that would preclude notifying customers of any network change. GCI follows an emergency notification plan in situations where the availability of the network is at high risk if action is not immediately taken. Unscheduled outages are communicated by notifications circulated by email using the IT Notification distribution group. This plan is outlined in **Section 6.2.8.h – Provide A Detailed Plan for**



**Disaster Recovery** beginning on page 161. All scheduled work will follow a rigorous process with complete notification of all users and concerned management.

**IMPLEMENT PLANNED CHANGES**

The NCSR process is managed by the Network Management function (NOCC/CNCC). During the implementation of the modifications, Network Management personnel are monitoring the network where the changes are being made. If network metrics do not remain within the range predicted by the MOP, the installation team will be informed. Any unforeseen problems during the implementation will initiate a roll-back procedure, with the MOP returned to engineering for appropriate planning or action. Work will not proceed if, for any reason, the installing technicians determine that the results documented in the MOP are not attainable.

Once the planned changes have been implemented, the system is tested and turned-up. Technicians implement the test plan when the installation is complete. Test results are documented and returned to engineering for analysis and to close the project.

GCI will request that the State use the system, if appropriate, and process the documented acceptance plan. If the State has requested the network change, the documented results will be sent to whoever requested the change.

**REQUESTS FOR NETWORK CHANGES BY THE STATE OF ALASKA**

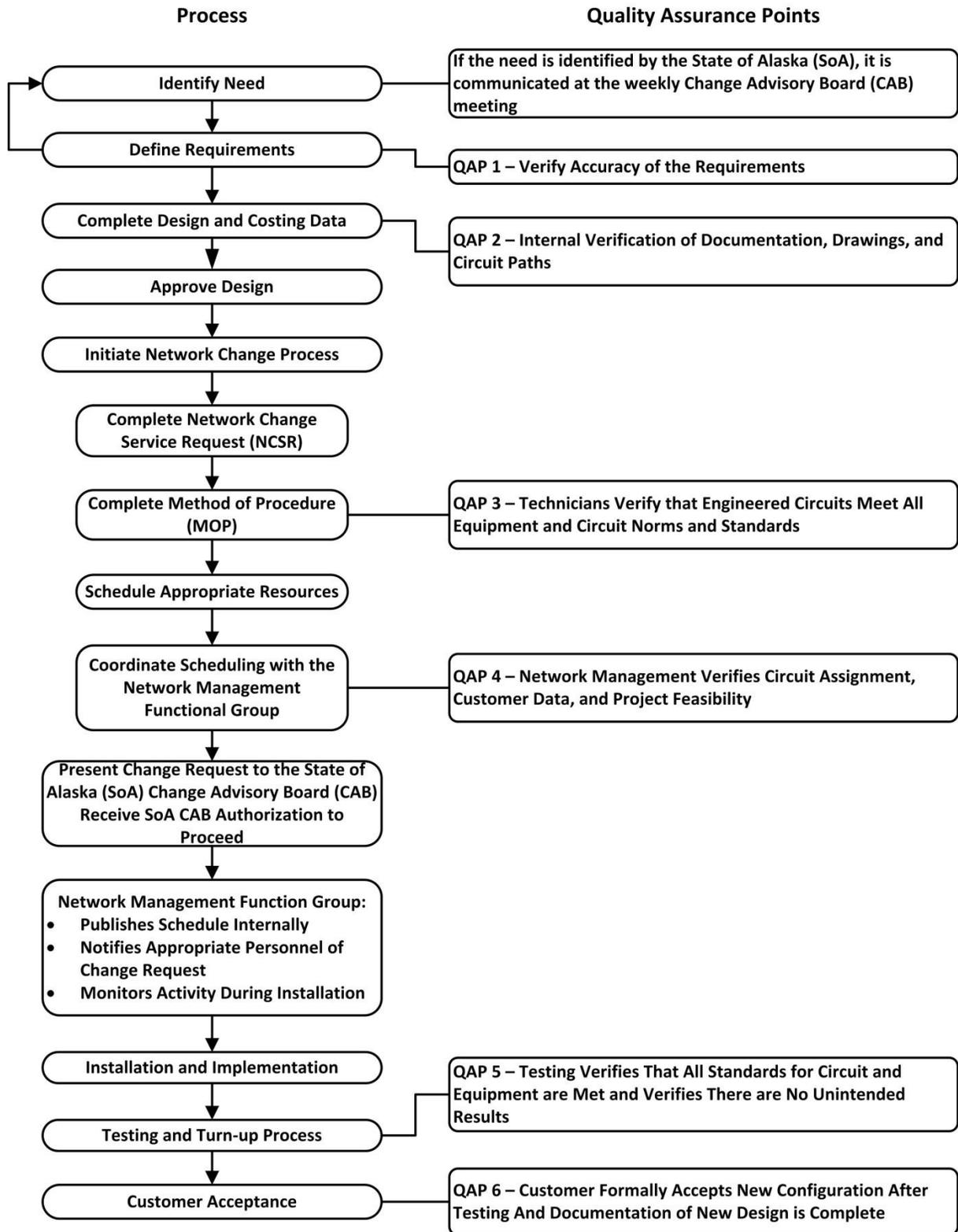
When the State requests network changes that require more in-depth evaluation and preliminary engineering estimates, the request is documented and submitted to GCI. We develop a preliminary engineering plan and project estimate, then return it to the State for validation and approval. Once the preliminary design is annotated and approved, we complete the final design. Once completed, the State must review, approve and sign off on the final design.

Once final design and documentation is complete, GCI's internal change management process is implemented.

The Change Management Process figure (below) represents GCI's change management process. This process is used in conjunction with the State's Change Advisory Board requirements. The following figure also depicts the quality assurance points integral to our process.



### GCI's Internal Change Management Process





### **CONTRACTUAL CHANGES**

The following change control process applies to all contractual changes in services, scope of services, or service volumes requested by the State. The party requesting the change will forward to the other party a change request that will include:

- Identification of the project
- Name and title of the requesting party
- Date of the change request
- A description of the proposed change
- The reason for the change
- A priority category

GCI will make reasonable efforts to investigate the impact of the change request on the services provided under contract to the State, the obligations of the parties, and associated fees. GCI will provide a written assessment within thirty (30) days. In the event the preparation of the assessment will result in significant costs, GCI will estimate those costs and submit a proposal to the State for approval to proceed.

If the costs are approved by the State, GCI will analyze the change request and prepare a submission to the State fully describing the impact of the change on the contract and on the services provided therein. The contract will be amended on written approval of proposed changes by the State. GCI will then implement the change according to established change management procedures.

If the State and GCI cannot agree on the change and the resultant contract amendment, both parties will follow contract dispute procedures as defined in the Contract.



**6.2.8.c PROVIDE A DETAILED PLAN TO ADDRESS HOW TECHNOLOGY UPDATES AND UPGRADES WILL BE MANAGED AND COMMUNICATED TO THE STATE**

**Technology Updates**

**Technology Upgrades**

**Technology Refresh Planning Process**

**Implementing Technology Refresh Options**

- Wired Telephony Services
- Video Teleconferencing Services
- Customer Support Services

**TECHNOLOGY UPDATES**

GCI will implement technology updates as long as the State of Alaska maintains the appropriate licenses for equipment, firmware, and software on State owned equipment and infrastructure. An update is defined as a piece of software or firmware that is designed to address issues that affect the stability, compatibility, and security of the software or firmware. Updates are usually provided as part of the licensing agreement. An update generally does not change the main version number. For example, if the current version is 3.1.1, the update version may be 3.1.2.

GCI will also maintain the appropriate update versions on all equipment, firmware, and software for the fully hosted services we are offering, including the Video Teleconference Cloud and the value added Cloud IP Telephony solution.

**TECHNOLOGY UPGRADES**

GCI will implement technology upgrades as part of our in-scope for a fee services on State owned equipment and infrastructure. Upgrades are generally software or firmware that has significant changes, and generally require the purchase of new licenses. An upgrade generally changes the main or second version number. For example, if the current version is 3.1.1, the upgrade version may be 4.0 or 3.2. Installation of State purchased hardware and/or software will be considered in-scope for a fee, as well.



GCI will provide and maintain the upgrades on all equipment, firmware, and software for the fully hosted services we are offering, including the Video Teleconference Cloud and the value added Cloud IP Telephony solution. Details about each service component are discussed below.

#### **TECHNOLOGY REFRESH PLANNING PROCESS**

GCI's operational and engineering staff are intimately familiar with the State of Alaska's hardware, firmware, and software infrastructure. As part of our expert involvement with the State's systems, we routinely evaluate the requirements for new functions, challenges with the existing technology, and opportunities for new technologies. During our regularly scheduled meetings with ETS personnel, we request feedback about functionality and features they consider necessary and/or strategic.

GCI performs an annual review to determine the best schedule to refresh and upgrade technology. This process is best conducted in conjunction with the State's budgetary cycle, as upgrading hardware and/or software can require a major financial commitment. It is also of benefit to look three to five years into the future to ensure a smooth upgrade path. Our planning team includes GCI staff assigned to the State of Alaska Core Telecommunications contract, including the Program Manager, Systems Engineer, and other Operations staff. Members of this team are responsible for staying abreast of the availability of manufacturer release levels and upgrades and how they may impact functions and service levels available to the State.

On an annual basis, at a time determined by State budgeting requirements, GCI will host a management review. The purpose will be to review the proposed technology plan with State departmental representatives and elicit comments. This discussion will include:

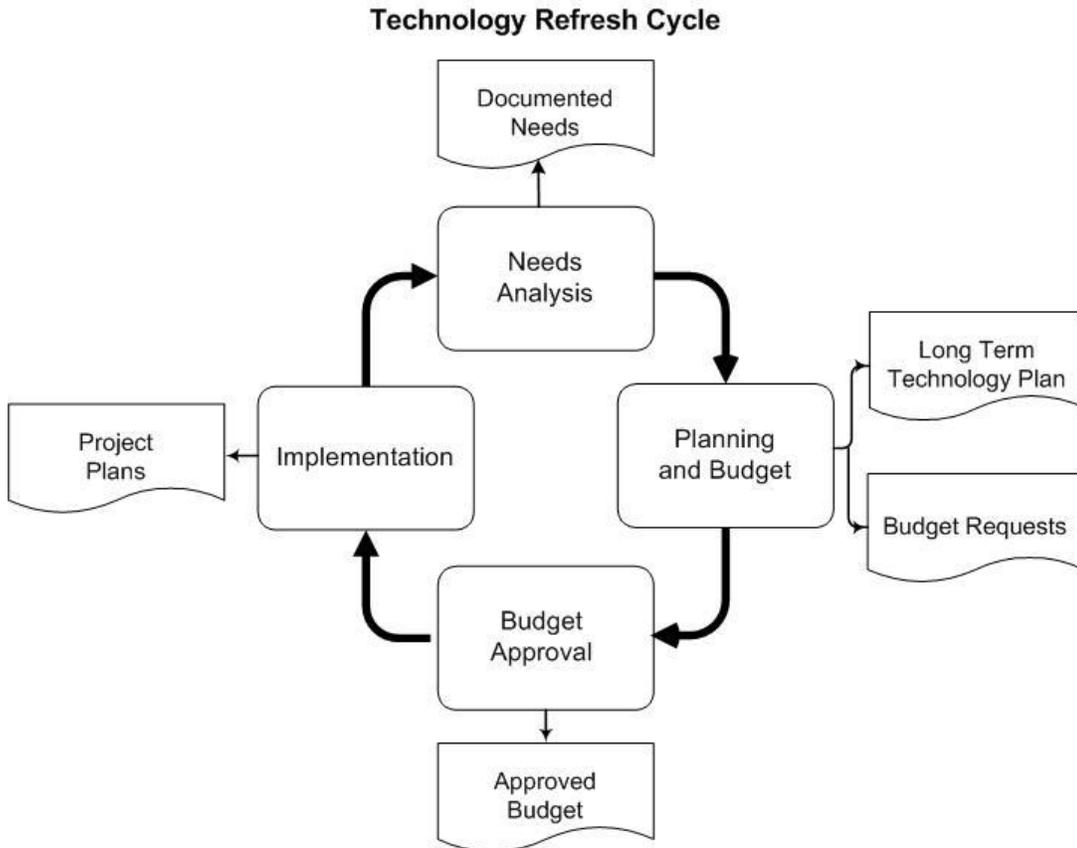
- Available and recommended upgrades, enhancements, and release levels
- Benefits and costs of enhancements
- Needs of the State addressed by the technology plan
- Technology drivers for change
- Risk/Benefits analysis
- Potential cost impacts of upgrading and not upgrading
- Assessment of new services and technology against the contract scope, requirements, and intent of the Core Telecommunications Services contract
- Potential impacts to State facilities

We are available to consult with the State of Alaska about this issue at any time. However, since all financial decisions must remain with the State of Alaska, how and when technology refresh and upgrade options are implemented will be dependent on



available funding. GCI assumes that other service providers will be responsible for developing technology refresh plans to support their services.

The Technology Refresh Planning Cycle (see figure below) depicts GCI’s planning cycle.



#### IMPLEMENTING TECHNOLOGY REFRESH OPTIONS

GCI will follow the our Network Change Methodology procedures outlined in **Section 6.2.8.b – Provide a detailed plan to address how changes to the service will be managed** on page 123. Below we have discussed technology refresh details for each service component we are responsible for.

#### WIRED TELEPHONY SERVICES

GCI is currently contracted to support up to 16,000 telephone handsets owned by, and licensed to, the State for the Core Telecommunications Services contract. As part of this contract we provide all firmware update services. Any firmware upgrades are included as part of our in-scope for a fee services.

The State is responsible for purchasing all new and/or replacement telephone handsets. GCI is responsible for all IMACD activates for those handsets. We will also provide ordering and/or storing services for spare handsets at the State’s request.



**VIDEO TELECONFERENCING SERVICES**

GCI is providing video teleconferencing services as a fully hosted service. We are responsible for all repair, maintenance, and updates on equipment provided as part of that service. If an agency purchases its own equipment, from a list we supply of endpoints compatible with our video teleconferencing core, we will offer maintenance agreements as in-scope for a fee. In that case; repair, maintenance, and updates will be covered. Video teleconferencing equipment purchased by agencies who choose not to purchase a maintenance agreement will need to be maintained and updated by the purchasing agency. In that case, we cannot warrant the equipment will continue to work appropriately on the hosted Video Teleconferencing Cloud.

**CUSTOMER SUPPORT SERVICES**

GCI's State of Alaska Service Center uses Service Desk Manager (SDM) to track all service order activity. GCI works with the State and with Concord Associates to remain current on supported releases. We also ensure the personal computer (PC) hardware and software of our State of Alaska Service Center analysts are kept current to meet vendor specifications for this web-based application, as well as other software necessary for their continued functionality. The State of Alaska manages and funds the SDM software license and server support.

The State management review and associated technology plan is intended to provide all necessary input into the budget planning cycle. If this approach does not fit well with the State's planning processes, GCI is open to a different process and forum for proposing and gaining concurrence for technology refresh plans each year.



**6.2.8.D PROVIDE A DETAILED PLAN FOR ENSURING UNINTERRUPTED SERVICE IN THE EVENT OF CONTRACT CANCELLATION/TERMINATION**

We view disentanglement as a six step process.

**Identify**

- Delineate the disentanglement process
- Outline GCI's process working with the service component 2 provider
- List current service component 2 functions
- Identify issues related to a separate service component 2 provider

**Develop**

- Develop communication and coordination protocols and schedules.

**Plan**

- Plan a detailed project process to transfer appropriate systems and materials.

**Implement**

- Implement the project plan in conjunction with the State and the service component 2 provider.

**Verify**

- Verify the State's satisfaction that all services, equipment, and materials have been successfully disentangled.

**Complete**

- Complete disentanglement on written acceptance by the State; prepare final billing.

GCI is committed to be an excellent provider of services to the State and believes the successful delivery and ongoing operation of complex systems in a multi-vendor core environment requires clear expectations and clear responsibilities. The structure of the State core services infrastructure includes significant interdependence between service components.

Unlike a single provider model, a disaggregation of service components will require the State to play a significant and ongoing role as the contracting organization coordinating activities between two separate and distinct providers. We encourage the State to adopt a phased approach to any new network deployment, avoid “hot” cutovers, and ensure the selected service component 2 provider has a proven, redundant, and fully tested infrastructure in place to support critical State services.



- All roles and responsibilities for each service provider must be detailed in writing and incorporated into the contracts between the State and providers.
- This process must be driven and owned by the State as the contracts are between the State and service component providers, and not between the service component providers themselves.
- As an expert, best value provider we are committed to recommending and coming to agreement with the State regarding the demarcations between our responsibilities and that of the service component 2 provider during this clarification phase.

GCI's project manager, Francis LaChapelle, will act as the primary contact to supervise the disentanglement of service component 2. The primary responsibility of the project manager is to ensure GCI's cooperation with the new service provider as well as non-interruption of services to the State, and access to all appropriate systems, technology, and processes.

This project manager will:

- Establish and maintain communication throughout the process with both the State of Alaska and the new service provider. This includes developing a regular communication schedule and protocol with representatives of the State of Alaska and the new provider.
- Assist with the development, and where necessary updating, of a project plan that disengages the appropriate GCI services, equipment, and materials without causing any service interruption to the State of Alaska, and without denying the State of Alaska any access to the systems, technology, and processes it needs to conduct its daily business activities.
- Ensure the State of Alaska receives all of its data and documentation in an electronic format it can readily access and use.
- Coordinate GCI's in-house processes to dovetail with the project plan.

#### **IDENTIFY**

Identifying what needs to be disentangled to transition service component 2 to another provider has already begun during the Clarification Period. There are four areas that need to be considered.

- Delineate the disentanglement process
- Outline GCI's process working with the service component 2 provider
- List current service component 2 functions
- Identify issues related to a separate service component 2 provider



**DELINEATE THE DISENTANGLEMENT PROCESS**

GCI is accustomed to successfully working with a large number of telecommunications providers and vendors. The success of these relationships is based on a clear understanding of mutual business requirements and clearly articulated written agreements.

We will provide full, complete, and timely cooperation in disentangling the relationship under the terms of our current contract with the State of Alaska. In the case of any ambiguity or inconsistency between this document and the contract, the contract will govern the disentanglement activity. This includes:

- The return of any and all State-provided network documentation as well as the enhanced Data Network documentation GCI developed for the State, in format(s) the State can use.
- State access to any selected systems, infrastructure, or processes that have been employed specifically in servicing the State, in accordance with methods and procedures to be agreed upon and established in any contracts resulting from this RFP.
- GCI will provide access as necessary under a defined process and duration to effect a smooth disentanglement as documented by a formal written contract with the State.
- As no contract will exist between GCI and the new service provider, and the systems, infrastructure, processes, or data that have been employed in servicing the State may contain State confidential or protected material, GCI will return these to the State in a complete and timely manner.
- Return of State-owned equipment (if any) to the State.
- Provide State-owned data sets (not already provided) to the State.
- No interruption to the provision of services to the State or any obligations related to disentanglement, no disablement of any hardware used to provide services, nor any other action that prevents, slows down, or reduces in any way the provision of services or the State's ability to conduct its activities, unless the State agrees that a satisfactory disentanglement has occurs.

**OUTLINE GCI'S PROCESS WORKING WITH THE SERVICE COMPONENT 2 PROVIDER**

Our philosophy is to focus on the State and create the best customer experience possible. We are not concerned about "finger-pointing" as under the proposed arrangement the State will have full responsibility to manage separate contracts for two distinct providers. GCI will comply with the terms of our contract with the State and would expect any other provider to take the same approach.



As a wholesale provider of telecommunications, we regularly and effectively interface with carriers from large multi-national organizations to small, rural local exchange carriers. Below is a brief outline of our approach to working with the service component 2 provider and what we see as basic State of Alaska responsibilities under this scenario.

## GCI

- **Reestablish the JET (Joint Engineering Taskforce)**
  - Regular meetings with the State (NSS, SSO, ISS), GCI, and the other provider to review and address:
    - Current and future priority SDM tickets
    - Outages
    - Resource requirements
    - This will augment, not replace, the Weekly Risk Report meeting that will be held separately between the State and each of the providers.
- **Create a direct communications path between the respective Systems Engineers and Project Managers of the Service Component 2 provider.**
- **Maintain a professional working relationship with the Service Component 2 provider.**

## STATE OF ALASKA

- **Negotiate contracts with each service component provider that have clear roles and responsibilities.**
- **Establish clear demarcation points so that all parties understand the handoffs, who is responsible for what, and reconcile overlapping areas.**
- **Lead agreement on how critical events will be handled (disasters, backbone outages, etc.), who is to be involved, and who is responsible for what.**
- **Enforce SLAs as outlined in the RFP.**

### **CURRENT SERVICE COMPONENT 2 FUNCTIONS**

This section provides a detailed list of the services GCI currently provides as in-scope, in-scope for a fee, or current on-going projects related to Data Network services. It is provided to assist the State to oversee effective disentanglement.

#### **Data Network<sup>4</sup>**

- Core Backbone – Anchorage, Fairbanks, and Juneau

<sup>4</sup> Specifically excluded are WAN (SATS backup, miscellaneous Private Line), MAN (Metro-Ethernet, Regional Ethernet), and Rural Broadband.



- Internet
  - Juneau and Anchorage - Ingress/Egress
  - BGP Peering Relationship
  - Two GCI Cisco 7200 routers

#### Network Management and Support

##### ***Network Engineering***

The role of Engineering is to serve as the gatekeeper for system design, planning, performance, security, and to manage risk. This function is led by our assigned Systems Engineer who functions as the Chief Engineer, directing an interdisciplinary field of engineering that focuses on how to design and manage complex networking systems over their life cycles. Issues such as strategic direction, performance, reliability, logistics, and security, coordination of the different teams, NMS, risk management, and other disciplines become vital when dealing with the mission critical environment of supporting the State of Alaska network. This function also establishes work processes, optimization methods, and risk management tools for the State of Alaska network (and the services carried by it) and overlaps technical and human-centered disciplines such as Network Security, IP Telephony, Video Conferencing, Wireless, LAN and WANs, organizational studies, carrier interface, and project management.

- System design, planning, performance, security, and risk management.
- Network Systems Engineering focuses on design and management of complex networking systems over their life cycles, including strategic direction, performance, reliability, logistics, security, and coordination of different teams, NMS, risk management and other disciplines.
- Network Security, IP Telephony, Video Conferencing, Wireless, LAN and WANs, organizational studies, carrier interfacing, and project management.
- Annual Strategic Briefing - take input from ETS management, departmental demands, and new technology options to create technical brief defining current status, goals, and options and recommendations.
- Tier 4 escalation for all network, security, and administration functions of network.
- IP Addressing design (includes VLANS, Multicast, etc.)
- Major incident / disaster response. Root Cause Analysis after the fact, and design or process recommendations for future.
- Identification and development of talent in Networking (LAN and WAN), Security, Multi-Media, Wireless, and Data Centers. The goal is to maintain and develop redundancy of specialized talent in each of critical field.



- Knowledge of infrastructure of all carriers (including the State's SATS), as well as logistical difficulties in providing services throughout the State of Alaska.
- Interfacing with all State Departments, with special emphasis on ETS and its multiple sections of OPS, NSS, SSO, ISS, users and sponsors and stakeholders in order to determine evolving needs.
- Generating system requirements based on the user's needs, departmental needs, ETS objectives and cost and schedule constraints. Ensuring that this set of high level requirements is consistent, complete, correct, and operationally defined.
- Performing cost-benefit analyses to determine whether requirements are best met by internal, external or combination of both resources in making maximum use of all resources.
- Breaking large projects into subsystems and components each of which can be handled by a single support person or team of engineers and support personnel.
- Generating a set of acceptance test requirements which determine if all of the high level requirements have been met.
- Ensuring that all systems are maintained includes creating plans to upgrade or replace elements based on risk/benefit analysis.
- Assess network security needs, firewall setup, anti-spam, anti-virus, web content filtering, backups, password policy, anti-malware, and anti-phishing. In-depth knowledge of web security gateways, perimeter security, network access control, endpoint security, perimeter IDS/IPS.
- Play a role in devising comprehensive network security policies, identifying security strategies, enacting policies for allocating security administrative functions, monitoring audit logs for suspicious activity, and devising network password procedures.
- Assist on business continuity / disaster recovery strategies, conduct disaster recovery tests routinely, and yearly business impact assessments.
- Test solutions prior to implementation.
- Triage, troubleshoot, and resolve network irregularities both on-site and remotely through network management support, network installation and customization, and network administration.

***Network Administration***

- Design, install, and support LANs, WANs, network segments, Internet, and intranet systems.
- Install and maintain network hardware.



- Perform IOS upgrades as required by regular system upgrades or when dictated by security concerns.
- Monitor networks to ensure security and availability to specific users and groups.
- Evaluate and modify system's performance, and analyze and isolate issues.
- Determine network and system requirements.
- Maintain integrity of the network and security, and ensure network connectivity throughout a company's LAN/WAN infrastructure is on par with technical considerations.
- Perform network address assignment.
- Assign routing protocols and routing table configuration.
- Diagnose hardware and software problems, and replace defective components.
- Perform configuration backups and disaster recovery operations.
- Operate monitoring software to continuously evaluate performance of computer systems and networks, and to coordinate computer network access and use.
- Perform routine network startup and shutdown procedures, and maintain control records.
- Research new technology.
- Secure network by developing network access, monitoring, control, and evaluation; maintaining documentation.
- Watch for, review, and assess Cisco Security Alerts to see if State equipment is vulnerable. Create a written report for ETS' review. If software upgrades are required, download the correct level of code and prepare for the installation.
- Place State network devices into the Access Control Server (ACS) and configure them for AAA/TACAS/SSH once they are on the physical network.
- Generate and maintain SNMP strings and enable-secret passwords for State network devices. This includes distribution through CiscoWorks™ to over 1200 named devices in the State of Alaska network.
- Maintain backup copies of current device configurations through CiscoWorks.
- Assign loopback, WAN pair, and Voice subnet IP addresses using IPAM.
- Configure routers, switches, and VGW devices for new IPT deployments.
- Implement QoS settings on IPT routers and switches to support voice traffic.
- Open TAC cases with Cisco on behalf of the State and coordinate troubleshooting and repair efforts.



- Generate and maintain Visio diagrams showing the logical connections between State offices.
- Maintain a generic router configuration with common elements supporting network access, SNMP configuration, DNS servers, network time protocol, and login messages.
- Generate monthly reports covering Internet bandwidth; device availability for data, voice routers and VTC equipment; WAN latency for satellite links and cities outside the core; latency between the core cities; and report on activities performed on behalf of the State.
- Monitor overnight reports from eHealth™ to look for sites with degraded service.
- Perform configuration changes in support of bandwidth upgrades for MetroEthernet.
- Submit NMS adds and changes to GCI's NMS team for State's device name, alias or IP address. Also populate those changes to the Alaska Control (TACACS) Server and CiscoWorks.
- Attend weekly Change Advisory Board meetings, Cisco's monthly HTOM meetings, and WWT's monthly UPS replacement project meetings.
- Provide second-level technical support and troubleshooting for network and network device problems.
- Open Change Orders in SDM for network activities within Network Administrator's area of responsibility.
- Respond to SDM Incidents that are assigned to IPSG Network Administrators.

#### ***NMS Systems Engineering***

- Setup and maintain the Statseeker network monitoring application.
- Designed and implemented a Web-based service to provide a search interface for Cisco phone Call Detail Records (CDR).
- Setup and maintain the Cisco CSACS 5 (Cisco Secure Access Control System).
- Implementing additional services on the Cisco ISE and CSACS platforms.
- Deployment, configuration, database population, maintenance, and administration of Infoblox IPAM.

#### ***Security***

- Firewall Management - DMZ Edge Firewalls, IPT Firewalls
  - Responsible for implementing and troubleshooting firewall policies in the DMZ and voice core.
  - Code upgrades (PSIRT vulnerabilities and fixes)



- Security Implementations (network/service object-groups, ACL's, physical/logical port interface designations, VLAN, IP Address Subnet assignment, security architecture) within given SLA for firewall implementation turn-around.
- Firewall rule verification (check-and-balance for SSO), auditing, cleanup
- Hardware maintenance
- Trouble-shooting (Log analysis, Packet-Capture, Packet-Trace)
- Public to Private Translations (NAT, PAT) determination/implementation
- Incident Response
- FWSM to ASA Migration Services
- Security Architecting - implementation of new needs, i.e., LANDeskGateway, LAN2LAN
- DMZ documentation and updates

***Other Network Security Functions***

- Move existing VPN services (site-to-site and customer) to new ASA 5550 platform.
- Ongoing maintenance, administration, and troubleshooting of the ASA 5550 VPN devices.
- LAN2LAN (WAN bypass using VPN technology) implementation, including remote-end ASA work
- Meraki WAN bypass implementation
- Core Catalyst 6500 switch upgrades (migration from Sup720 supervisory engines to newer Sup2T engines) and related line card upgrades.
- Migration of Agency systems into the State of Alaska SDC
- Extending DMZ services (GOV context extension in Juneau, EED/ACPE to Futaris COLO)
- Web-Filtering/WCCP additions and exclusions (for McAfee Web Gateways)
- Conversions (VPN3030's to ASAVPN platforms, BlueCoat to McAfee Web Gateways)

***CNCC Data Network Support***

- 24x7x365 monitoring and alarm response on all WAN/LAN devices
- Alarm response and Tier 1 assessment and resolution
- Site outage investigation, notification, and event management
- Circuit outage response, investigation, and NOCC service request assignment
- Interface with other LEC/CLEC providers for service outage resolution
- Work with site contacts to resolve power related incidents



- Bandwidth utilization review and recommended changes
- Ad hoc bandwidth utilization reporting
- Validation and notification of device failures
- Device logs and error assessments

**SATS**

- Maintenance Contracting
  - Administration
  - Davis Bacon billing

**Project Work**

- DMZ Firewall Migration (Juneau FWSM to Edge ASA) – co1541/co1545
- MeetingPlace/Web-Ex Migration – co5106
- Proof of Concept VPN Web Filtering – co4773/co4774
- HSS ARIES – co2866
- DPS LAN2LAN – co2903
- DMVA PUBLIC/PRIVATE subnet/ACL conversion – req41986
- DPS LANDesk Gateway – req39563
- ACPE Web Server RODC Integration – co4844
- ACPE ANSWERS – req41988
- ACPE Server Migration (Futaris COLO) – req18343
- ACPE Network Segregation (Futaris COLO) – req24368
- MoA – SoA Inter-connect/Extranet (req15066)

**IDENTIFIED ISSUES RELATED TO A SEPARATE SERVICE COMPONENT 2 PROVIDER**

1. WAN
  - Diversity and redundancy at core locations and Anchorage Data Center
  - Provider owned and operated facilities
2. Internet
  - IP management and design
3. Service Center
  - 24x7x365 monitoring and alarm response on over 1800 WAN/LAN devices
  - Alarm response and Tier 1 assessment and resolution
  - Site outage investigation, notification, and event management



#### 4. Video Conferencing

- QoS – Quality of Service needs to meet SLA (GCI's) requirements for latency, jitter, and packet loss
- Bandwidth management
- Access through Internet
- Access through DMZ
- Access to IPT Core management for video - access to audio (combining with video on converged network)
- Access via wireless (WiFi)
- Bandwidth at non-Core locations (50 out of 80 locations not currently supported). The bandwidth needs to support both the existing meeting rooms and the desktop video component at non-Core locations

#### 5. Telephony

- Definition of telephone system. One customer (handset) device at one end, Cisco Call Manager at the other. With Service Component 2 breakout, how much of what is in between are we responsible for?
- QoS – Quality of Service needs to meet SLA (GCI's) requirements for latency, jitter, and packet loss
- Bandwidth management
- Access through Internet
- Access through DMZ
- Access to video (combining with video on converged network)
- Bandwidth at non-Core locations.

#### **DEVELOP**

As part of the section titled ***GCI's Process Working with the Service Component 2 Provider*** we have delineated a process to develop communication and coordination protocols with the State and with the service component 2 provider. We will continue to refine this process throughout the Clarification Period.

#### **PLAN**

GCI will use the JET (Joint Engineering Taskforce) to establish strategies and high-level direction with the State and with the service component 2 provider. We will also establish direct communication between GCI's and the service component 2 provider's Project Managers to ensure project plans work together to provide a transition that meets the State's requirements. We will establish direct communication between GCI's and the service component 2 provider's System Engineers as well. These two individuals will be responsible for ensuring all services are transferred in an effective and logical order.



**IMPLEMENT**

Once the plans have been verified by GCI, the State, and the service component 2 provider, the JET, project managers, and system engineers will continue to communicate often and work closely together to implement the plans.

**VERIFY**

Once the new service component 2 provider has implemented changes, GCI will continue to maintain services in parallel for a time specified in the disentanglement plans agreed upon. When service has met all benchmarks agreed on, GCI will verify with the State that it is satisfied. Upon the verification by the State that the new services are adequate, GCI will complete their disentanglement of services, equipment, and materials as delineated by the project plans.

**COMPLETE**

When complete disentanglement has occurred, the State will indicate its acceptance in writing, and GCI will prepare a final billing.



**6.2.8.E PROVIDE A DETAILED PLAN DESCRIBING HOW SECURITY AND CONFIDENTIALITY WILL BE UPHELD**

A comprehensive Security and Confidentiality plan falls into five categories:

**Information Security**

- Ensure that only authorized personnel and systems have access to the information being protected and secured.

**Network Security**

- Ensure that only authorized personnel and systems have access to the data network.

**Physical Security**

- Ensure that only authorized personnel have access to the physical equipment housed at GCI facilities.

**Confidentiality**

- Ensure GCI employees; one, have the security credentials necessary to perform their daily roles, and two, maintain strict confidentiality about all State of Alaska telecommunications.

**Telecommunications Fraud Center**

- Conduct investigations and cooperate with authorities to prosecute perpetrators of telecommunications fraud.

**INFORMATION SECURITY**

This is primarily a function delivered by the vendor supplying service component 2 – Data Network Services. GCI will maintain security for the Wired Telephony Services and the Video Teleconferencing Services up to the demarcation point where responsibility is transferred to the vendor for service component 2 on the State of Alaska data network.

GCI’s security professionals have significant experience in all areas associated with administration of security programs for both IP and PSTN networks. GCI’s security organizational infrastructure includes:

**For IP Networks**

- Commercial Network Control Center (CNCC)
- IP Service Group (IPSG)



- Data Network Security Administration
- Data Network Lawful Surveillance, Subpoenas, Court Orders and Law Enforcement Interface

***For PSTN***

- Network Operations Control Center (NOCC) – PSTN Network Security administration, Fraud Management
- Local Service Operation (LSO)
- PSTN – Lawful Surveillance, Pen Registers, Trap and Trace, Subpoenas, Court Orders, Communications Assistance for Law Enforcement Act (CALEA), and Law Enforcement Interface

**NETWORK SECURITY**

This is a function primarily delivered by the vendor supplying Data Network Services – service component 2. GCI will provide network security for the devices, the IPT firewalls, required for Wired Telephony Services – service component 1 and Video Teleconference Services – service component 3.

**PHYSICAL SECURITY**

GCI maintains physical security access to the State’s equipment located at GCI’s Data Center by requiring either permanent photo-ID cards issued by building security, or by requiring physical escort by an approved GCI employee. All of GCI’s DMZ customers are also restricted to their own equipment using individually locked cabinets. Closed Circuit TV cameras videotape entry and exit into the secure areas, and are monitored by building security staff 24x7x365. Video recordings are kept a minimum of thirty (30) days in a secure environment.

GCI's security methodology is based on industry standards and practices and follows the State’s current security policies, which GCI actively helped to develop. GCI will continue to work closely with the State Security Officer to ensure compliance with all State security policies. This includes obtaining badge approval and security approval through the State’s Security Officer, as well as initiation of any fingerprint and background checks required for staff that have direct access to the State’s hardware.

As a corporate policy, GCI also conducts limited background checks on all new employees. GCI’s employees are periodically briefed on the sensitivity and importance of protecting all confidential data, including the State’s. GCI will not tolerate individuals who violate any of the State’s prescribed security policies. This includes any requirements by other Federal or State government agencies.



## **CONFIDENTIALITY**

It is GCI's policy to conduct employment reference checks on all prospective employees prior to hiring. GCI performs pre-employment verification through GCI staff and a private investigation agency. We screen for:

- Education
- Employment
- Federal Criminal Records
- Motor Vehicle Records
- Social Security Number Verification
- State Repository Criminal Records
- Sexual Offenders Search
- Employment Eligibility (I-9)
- Professional Licenses if applicable.

While GCI does not currently require random drug-testing on the majority of our employees, a select segment of GCI's employees who work in sensitive positions such as the communications network that supports the TransAlaska pipeline and North Slope oil drilling facilities do undergo random drug testing. If requested, GCI will conduct random drug testing for GCI employees working in sensitive areas for the State. GCI complies with the U.S. Department of Transportation Drug and Alcohol Testing Procedures (49 CFR Part 40, as amended) and Alaska Statute §§ 23.10.600 – 23.10.699.

GCI complies with all of the State's requirements concerning background checks and drug screening processes. While GCI does not typically require its employees to have federal security clearances, GCI has the capability to maintain secret government clearances and to provide government-cleared telecommunications services. Some GCI employees hold these government clearances.

GCI's employees who are currently supporting the State of Alaska have obtained the appropriate security clearances and access badges for the facilities they support. GCI's Program Manager currently works closely with the State's Security Officer to review security badges annually, and will continue to do so. All badges and keys are collected from any employee who leaves GCI. We will notify the State of the recovery of all badges and keys when staff leave who are associated with the State of Alaska.

GCI abides by all federal regulations including those that support the secrecy of communications. As a condition of employment with GCI, all employees are required to read and sign the following statement, which is kept in their personnel file. All employees also read and comply with these instructions and policies annually. They



attest on this statement that they will not reveal information they have had access to after they leave the employ of GCI.

- Employees must not disclose the contents of any part of any telephone, radio (including television or facsimile), teletypewriter or telegram message addressed to another person without the permission of the sender, or willfully alter the purport or meaning of any such message. Both parties to a telephone conversation are considered to be senders.
- Employees must not use information derived from any private message passing through their hands and addressed to another person, or acquired in any other manner as an employee of the Company.
- Employees must not permit any unauthorized person to listen to any telephone conversation. Employees must not monitor any connection more than is needed for its proper supervision or operation.
- Employees must not tell anyone the existence of or nature of any message, except as required for handling it properly.
- Employees must not discuss communication arrangements made between the Company and its customers, except as required for handling them properly.
- Employees must not give any unauthorized person any information whatsoever about the location of equipment, trunks, circuits, etc., or about local or toll ticket records of calls, messages, etc.
- Employees must not disclose to unauthorized persons, or make personal use of information obtained while making service observations on non-telephone conversations.

#### **TELECOMMUNICATIONS FRAUD CENTER**

GCI's Telecommunications Fraud Center (TFC) operates 24x7x365 and is physically located within the NOCC. Fraud investigators and surveillance personnel conduct aggressive investigations into fraud and provide cooperation with city, state, and federal authorities in the investigation and prosecution of perpetrators. The TFC is a cornerstone of GCI's extensive and effective Fraud Management Program.

Another key element of GCI's Fraud Management Program is a commercial Fraud Management System (FMS) that monitors and analyzes call detail records and then generates alarms when preset thresholds are met. Call setup and destination are monitored full time, in real time, across our internal network elements, allowing attributes of calls to be examined for patterns indicating fraudulent activity. Our neural network has the ability to learn calling patterns and send an alert for calls that fall outside of that established pattern. This automated monitoring system uses a variety of processes running on different network elements to alert the TFC to suspicious calls.



Trained staff provide both judgment and intervention to eliminate fraudulent calls, in many cases while the call is in progress. The Telecommunications Fraud Center has extensive experience investigating:

- International Call Fraud
- Long Distance Toll Fraud
- Credit Card Fraud
- Subscription Fraud
- PBX Fraud

Services of the Telecommunications Fraud Center include:

- Twenty-four hour hotline
- PIN-activated long distance calling access (Account Codes)
- International call restriction on credit card calls unless the subscriber expressly requests the capability
- Priority Fraud Center access and incident reporting
- Long duration call alarms

The TFC participates in fraud forums with the State of Alaska and cooperates with other communications providers and local, state, and federal law enforcement agencies. Providing details on our Fraud Management Program in an open, publicly available document could undermine fraud prevention activities. We will discuss these capabilities in a closed forum during the Clarification period at the State's convenience.



**6.2.8.F PROVIDE A DETAILED PLAN FOR ASSET PROCUREMENT, INVENTORY AND MANAGEMENT**

**Asset Procurement**

**Asset Inventory**

**Asset Management**

**ASSET PROCUREMENT**

GCI will discuss how we can assist the State of Alaska with procurement of their assets if the State wishes. Since there was no requirement for asset procurement identified in the RFP, GCI considers this out of scope for the Clarification Period document.

**ASSET INVENTORY**

GCI maintains an inventory of DID numbering blocks, telephone numbers, properties, and other associated information through the Cisco Call Managers. We will report that information on an ad hoc basis to the State of Alaska upon request. We also provide telephony license tracking based on the number of total Cisco Call Manager phone licenses, compared with the exact number of Cisco VoIP telephones currently in use by the State. All other system licenses, for example McAfee and Microsoft Exchange licenses, are controlled and managed by the State.

GCI's State of Alaska Service Center currently uses the Service Desk Manager (SDM) software owned by the State to maintain records of physical and logical assets, asset locations, customer information, and other related information pertaining to services we provide. We support using SDM as a central repository for asset tracking data into the future. GCI currently does not maintain a separate tracking database, nor do we recommend the creation of one.

The Service Center works closely with the State when they perform asset review and audits. We will continue to work closely with ETS to populate asset information into SDM. In addition to entering information about the equipment we are responsible for, the Service Center also updates SDM using the data supplied by other third parties or State of Alaska service component owners. Accuracy of that information is the responsibility of the third parties or service component owners.

GCI recognizes the value of using SDM to maintain an accurate record of circuits and other end point information. At the State's request, GCI will work with it to develop a



set of requirements necessary to define how SDM needs to be updated and a project plan designed to populate those fields with accurate data.

#### **ASSET MANAGEMENT**

The only asset management functions requested by this RFP are technology update and upgrade functions for existing licensed equipment owned by the State of Alaska and managed by GCI. We have discussed how we will address this management function in ***Section 6.2.8.c – Provide a detailed plan to address how technology updates and upgrades will be managed and communicated to the State*** on page 129.



### 6.2.8.G PROVIDE A DETAILED PLAN FOR QUALITY ASSURANCE

Under the Best Value protocol the State of Alaska is using to administer this contract, the Weekly Risk Report (WRR) becomes a key component of Quality Assurance. GCI will combine the requirements for the WRR with our in-house quality assurance program.

#### Weekly Risk Report (WRR)

- Quality Assurance Responsibilities
- Quality Control Responsibilities

#### GCI's Quality Assurance Program

- Quality Methodology
  - Quality Assurance
  - Quality Controls
  - Communication
  - Standard Operating Procedures
- Quality Control Points
  - GCI's State of Alaska Service Center - Quality Control Point
  - GCI's State of Alaska Program Management Office - Quality Control Point
- Tools and Techniques

### WEEKLY RISK REPORT (WRR)

#### QUALITY ASSURANCE RESPONSIBILITIES

The definition of how quality assurance will be provided for a project using the Best Value model is addressed in the book **2014 Best Value Standard** on page 5-17. Item six states:

Operation of the WRR which defines that the vendor's PM does quality control, risk management, and delivers the service, and the contracting officer and user's PM does quality assurance (QA). QA is defined as ensuring that the vendor is using their risk management system to deliver their service and mitigate risk according to the operation of the WRR.

GCI understands that the Weekly Risk Report (WRR) defined in the Clarification Period will be the State of Alaska's mechanism for ensuring they fulfill their quality assurance responsibilities. The WRR is defined in detail in **Section 6.2.6.d – Review the Weekly Risk Report**.



### **QUALITY CONTROL RESPONSIBILITIES**

GCI understands it is our responsibility to provide the quality control and risk management function for the State of Alaska, based on the criteria established in the Weekly Risk Report (WRR). We have worked with the State of Alaska during the Clarification Period to:

- Identify required tasks and the schedule necessary to transition and disentangle services in **Section 6.2.3 – Carefully preplan the project in detail** on page 49
- identify and explain our assumptions in **Section 6.2.4 – Identify all assumptions** on page 59
- identify uncontrollable risks and explain our mitigation strategy for those risks in **Section 6.2.5 – Identify and mitigate all uncontrollable risks** on page 96
- identify how we will measure our success in **Section 6.2.6 – Performance reports and metrics** on page 104
- identify the precise components of the Weekly Risk Report (WRR) in **Section 6.2.6.d – Review the Weekly Risk Report** on page 112

Francis LaChapelle, GCI’s Project Manager, has been an integral GCI team member during the Clarification Period. He is prepared to ensure delivery of service component 1, Wired Telephony Services; service component 3, Video Teleconferencing Services; and service component 4, Customer Support Services. He will also oversee the process of disentanglement for service component 2, Data Network Services. Francis will use the WRR, as well as other tools, to report to the State. He will also use GCI’s tested Quality Assurance Program to inform his decisions and actions.

### **GCI’S QUALITY ASSURANCE PROGRAM**

GCI recognizes the importance of motivational and attitudinal factors in achieving high customer satisfaction as well as the value of a systemic orientation. This is critical to a successful Quality Assurance Program. Unless a quality attitude is established by creating a quality system, an organization will not achieve a world-class standard of quality. GCI and the State of Alaska work in concert on monthly reporting to ensure we’re continually improving to meet the State’s constantly changing environment and to ensure all areas of importance are covered. This cooperative approach to providing useful reporting to the State will continue.

GCI currently maintains and administers a companywide Quality Assurance Program. As part of our quality function, recurring performance matrices are reviewed to monitor SLAs and other trending statistics to help identify where GCI needs to focus more attention. GCI actively embraces performance reporting tools to measure, track, and trend contract process improvement. Performance reports and metrics are discussed in detail in **Section 6.2.6 - Performance Reports and Metrics** on page 104.



The Quality Methodology, Quality Controls, Quality Control Points, and Tools and Techniques sections below provide a description of GCI's framework for ensuring adherence to all provisions of the State of Alaska's Core Telecommunications contract and the Weekly Risk Report.

### **QUALITY METHODOLOGY**

GCI's focus on quality is a reflection of our commitment to excellence. Our quality activities provide for continuous improvement of our quality objectives by monitoring processes based on their significance, measuring their effectiveness against objectives, and against management selection of processes for improvement. GCI's quality management methodology encompasses:

- System Deliverables
- Processes
- Customer Satisfaction
- Continuous Improvement
- Organizational Structure
- Personnel Roles and Responsibilities
- Methods
- Resources

### **GCI's Quality Assurance Process**

An integral component of this program is a four-stage cycle: Plan, Do, Check, Act (PDCA). This four-stage cycle provides a repeatable, scalable, standardized framework for all of GCI's quality activities. The continuous feedback loop of the PDCA process facilitates analysis and measurement of identified and repeatable actions, which enables GCI to identify sources of variations from our requirements as well as facilitates our ability to rapidly take corrective action.

A recent example of this process resulted in our One Hop Hub Transportation system for repairs. We determined the time required to repair (mean time to repair (MTTR)) facilities in rural Alaska had too great of an impact on our customers. When we performed an analysis, we determined a major component of the MTTR was the variability of the weather combined with the low number of scheduled flights in rural Alaska. Most travel to rural locations from Anchorage, Fairbanks, or Juneau requires two or more flights. When combined with Alaska's variable weather, our technicians often took more than a day to reach their goal due to flight delays.

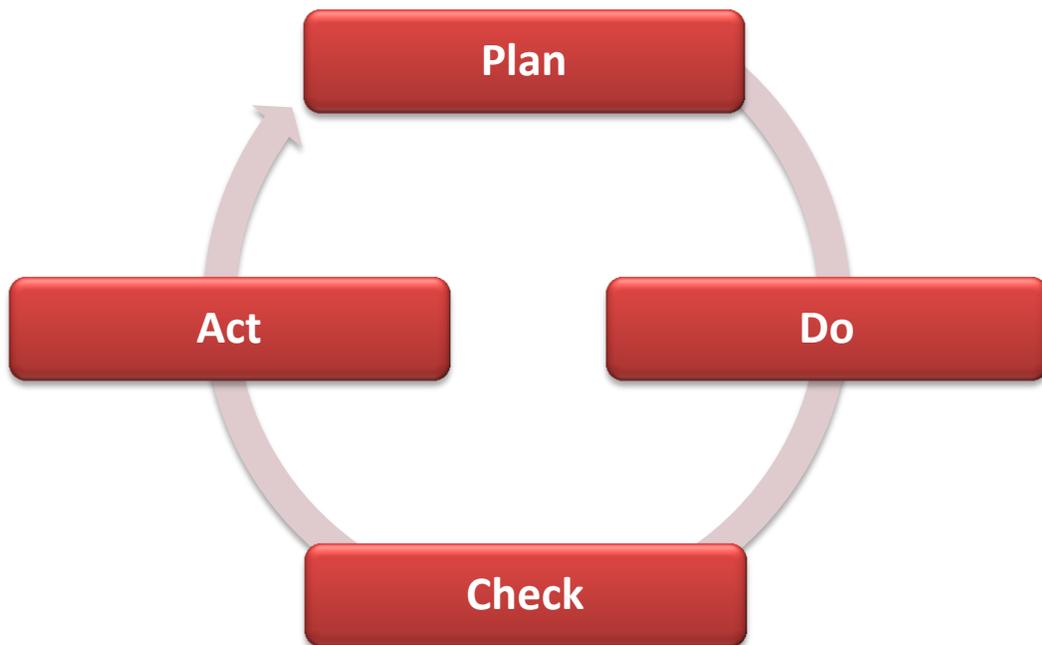
We used this analysis to redesign our model for network repair efforts in rural areas. We created a multi-hub system, with equipment and technicians stationed at each hub. The hubs are located in centralized rural areas. Now, to repair any wireless network



outage requires no more than one commercial flight. For outages in hub communities, such as Dillingham, a technician with the appropriate spare equipment is on site.

This redistribution reduced the Mean Time to Repair (MTTR) from 43 hours to 18 hours, and reduced our total downtime by more than 42% for all outages combined. To implement this model, GCI has spent over \$2.0 million to purchase the required spare pool components. We also combined legacy technical groups into a consolidated team to increase our internal and external efficiency as well as accommodate the physical redistribution of personnel and spares. This model is currently being evaluated for the distribution of all spare equipment within GCI.

Overlaid on this process is GCI's Continuous Process Improvement activity. This supplemental element of our overall quality management activities is designed to capture lessons learned from current and past contracts and activities. Continuous Process Improvement provides a feedback mechanism for our quality program and enables GCI to proactively identify and implement improvements at all levels. An overview of the iterative, four-stage methodology GCI implements to ensure quality is described below.



**PLAN:** GCI observes and investigates the current situation, endeavors to fully understand the nature of any issue to be addressed, develops potential solutions, then develops an action plan to implement the most appropriate solution.

**DO:** GCI implements the action plan developed in the **PLAN** phase, collects and documents data about the results and effects of the action plan, and documents unexpected observations, lessons learned, and any knowledge gained.



**CHECK:** GCI analyzes the effect of any actions taken during the **DO** phase. Additionally, GCI determines whether the planned improvement was achieved. GCI also analyzes and codifies lessons learned, knowledge gained, and unexpected results that may have emerged. The tools and techniques employed in this phase may include:

- Sampling and in-depth review of deliverable and service artifacts to assess the quality of our products and services.
- Audits of selected artifacts conducted against checklists, as appropriate, to collect defined metrics.
- Inspections or process compliance reviews to determine if the prescribed steps deemed necessary for quality service delivery are being followed.
- Structured and unstructured walkthroughs to examine innovative ideas, identify defects or errors, and improve work products at any stage in the process.
- Surveys to identify customer satisfaction and pinpoint underperforming areas.

**ACT:** GCI adjusts procedures to accommodate the analysis performed during the **CHECK** phase. Depending on the success of the initial action plan to achieve our objective, GCI may take one of the following actions.

- **Adopt** - Standardize and codify the improvement if the measurable objective has been met.
- **Adapt** - Repeat the cycle, gather different data, revise the intervention, or otherwise adjust the methodology.
- **Abandon** – Return to the PLAN phase if the changes made to the process did not result in the required improvement.

GCI knows a strong Quality Assurance Program drives consistent processes and procedures. This greatly reduces risk at all levels which ultimately reduces costs. GCI has successfully implemented our quality approach on the projects we support. The use of internal and external performance and reporting mechanisms such as weekly status reports, briefings to the client, and informal meetings and communications, has helped to maintain quality as well as transparency.

### **QUALITY CONTROLS**

#### **Communication**

As part of our overall Quality Program methodology, GCI uses a program communication plan. Our approach to successful communication with the State and with third party representatives encompasses both ongoing and event driven communication. Ongoing communication typically includes meetings and reporting that is required by the contract. It also includes communication implemented to support program risk and quality management objectives.



Event driven communication includes events such as one-time training, vendor meetings, new schedule roll-out, kick-off meetings, and critical issue meetings. Both ongoing and event driven communication have formal and informal mechanisms to ensure an effective bidirectional flow of information. Objectives of our approach to communication for the program include:

- Establish formal and informal communication channels for ongoing and event driven communication opportunities.
- Provide awareness and understanding of the mission and progress status to State of Alaska stakeholders, Enterprise Technology Services (ETS) team members, and GCI Program Management Office team members.
- Inform the State of Alaska about the current status of the contract and projects in process.
- Develop a shared understanding of the future goals and objectives for the State of Alaska telecommunications platform, and how GCI can help further the State’s mission.

To ensure a complete and comprehensive approach to communications at every level, GCI uses structured and productive communication mechanisms, described in the table below.

<b>COMMUNICATION MECHANISMS</b>		
<b>Mechanism</b>	<b>Purpose</b>	<b>Frequency</b>
<b>Formal Communication Mechanisms</b>		
Project Stand-up Meetings	High level focus of activity in context of overall project and/or operations plan; identification of new risks and/or issues.	As Required
Status Meetings	Monthly performance against SLAs discussing issues, risks, and updates to actions.	Monthly
Change Advisory Board (CAB)	Weekly meetings to discuss and receive State of Alaska approval for any required change orders and modifications to the telephony and video telecommunications system.	Weekly
Service Center Specific Meetings	Scheduled meetings to discuss service order performance – planning sessions, performance checkpoints, etc.	As Required
<b>Informal Communication Mechanisms</b>		
Email	Maintain an open communication channel to respond to potential issues that may need an informal, written explanation.	As Required



COMMUNICATION MECHANISMS		
Mechanism	Purpose	Frequency
Teleconfer-ences	When in-person meetings are not viable, information related to technical, management, or contract activities can be communicated among program stakeholders.	As Required
Telephone Calls	Maintain an open communication channel to respond to potential issues that can be resolved through informal discussion.	As Required
Broadcast Emails	For information that applies to a large group of personnel, distribution lists are maintained and information disseminated as appropriate.	As Required
Social Media	For information that applies to a large group of people and requires the ability to respond readily to responses or inquiries.	As Required

Well defined communication strategies are critical for reducing risk, driving performance excellence, and accomplishing quality objectives throughout the Core Telecommunications contract.

Standard Operating Procedures

GCI has developed, and makes available to all employees through our internal intranet, Standard Operating Procedures (SOPs) for common processes related to project management, communication, reporting, and technical support. Standard procedures reduce errors, proactively mitigate risks, and support a consistent customer experience for all State Agencies.

QUALITY CONTROL POINTS

State of Alaska Service Center – Quality Control Point

GCI’s State of Alaska Service Center provides a quality control point for all State of Alaska customer services. They use the State of Alaska Service Desk Manager (SDM) system to document all service responses. SDM maintains an electronic copy of the ticket and, since it is a database system, all the specific data gathered is later compiled into daily and monthly reports for analysis. All of the State’s routine and priority service orders and incident tickets are managed, organized, and reviewed as part of this process. GCI maintains the State’s SLAs in a customer profile. This profile contains all of the relevant information about the State’s Core Telecommunications Services contract with GCI. If a Root Cause Code doesn’t appear straight forward, an incident recurs, or a specific location or piece of equipment is identified as experiencing an unusual number of trouble calls, a Major Incident Ticket is initiated by ETS. Information about the *WHY* or *HOW* of an incident is maintained by ETS. The State may request an After Action



Review (AAR) by GCI to provide additional information, timelines, operational recommendations, or engineering recommendations.

GCI also performs internal after event procedures as part of our continuous improvement business approach; the Root Cause Analysis and the After Action Review (AAR). If GCI identifies a Root Cause Code that doesn't appear straight forward, an incident that recurs, or a specific location or piece of equipment is identified as experiencing an unusual number of incident calls, an internal expanded Root Cause Analysis may be performed. An RCA asks the question, *WHY* did the outage(s) happen. It is an in-depth review of all incidents, any identified contributing factors, as well as a review of any diagnostic tests that may be helpful in determining an underlying reason for unusual trouble or failure rates. The RCA Briefing is a formal document maintained in the Service Center.

If GCI management identifies a procedural lapse in *HOW* an incident was handled, an After Action Review (AAR) is initiated. Although this review may include a Root Cause Analysis, an AAR is generally a process designed to identify where our policies, procedures, and staff training can be strengthened and refined to provide better customer service.

During any after event procedures, GCI continues to use the Plan, Do, Check, and Act (PDCA) methodology to understand our lessons learned and to structure our continuous improvement business approach.

#### GCI's State of Alaska Program Management Office – Quality Control Point

GCI's State of Alaska Program Management Office (PMO) is the quality control point for the State's overall level of satisfaction with GCI's performance of the Core Telecommunications Services contract. During the decade that GCI has held the State of Alaska Core Telecommunications contract, we have worked closely with all agencies within the State of Alaska to develop a well-functioning working relationship. In that time, we have developed areas of expertise and responsibility to assist the State's Division of Enterprise Technology Services (ETS) to maintain a high quality of responsiveness to its clientele agencies. These areas include:

- GCI State Quality Program Description
- Contract/Change Order Review
- Design Control
- Document and Data Control
- Purchasing/Control of Items and Services
- Selection of Subcontractors
- Item Identification and Traceability



- Process Control
- Inspection Requirements
- Control of Measuring and Test Equipment
- Inspection and Test Status Control
- Control of Nonconforming Items
- Corrective and Preventive Action
- Handling Storage and Shipping
- Control of Quality Records
- Internal Quality Audits
- Training
- Servicing / Preventive Maintenance
- Statistical Techniques

GCI will continue to work with the State to develop open communication and to continuously improve our processes.



## 6.2.8.H PROVIDE A DETAILED PLAN FOR DISASTER RECOVERY

### DISASTER RECOVERY AND RISK MANAGEMENT

GCI mitigates the risks inherent in natural or man-made disasters every day. We begin by ensuring that our day-to-day decision making promotes continuous operations as well as maintains specific procedures designed to respond to identifiable risks. A description of our process and procedures are divided into four sub-sections.

#### GCI's Continuous Operations Environment

- Redundancy
- Compliance to standards
- Proactive maintenance

#### GCI's Plans For Identifiable Risk

- Disaster prevention and risk management
- External environment risk review
- Physical risk assessments
- Outage root cause analysis
- Business continuity plans

#### GCI's Plans To Support Mission Critical Services

- Restoral priorities
- Priority scale

#### GCI's Recovery Testing Methodology

- Walkthrough drills
- Tabletop drills
- State of Alaska initiated exercises

### GCI'S CONTINUOUS OPERATIONS ENVIRONMENT

GCI has invested significant planning and resources infusing redundancy and stability into our core infrastructure, as well as into other components of our system. Our GCI-owned outside plant has more alternate routing capacity within Alaska and to the continental United States than any other carrier in Alaska. GCI's approach to continuous operation is:

- a multi-discipline planning effort,



- a robust maintenance effort, and
  - a proactive response
- to any identified fault whether or not it is service affecting.

There are three main components to our approach for providing continuous operations for our customers. These components are common to all of GCI's processes increasing our efficiency in service delivery and response to outage situations by being integrated (using a whole network approach) into these described management systems.

- Redundancy
  - Network Architecture Redundancy
  - Network Equipment Redundancy
  - Rerouting Capability
- Compliance to Standards
  - Vendor Compliance to Network Standards
- Proactive Maintenance
  - Vendor Management for Maintenance and Emergency Repair
  - Preventive Maintenance
  - Maintenance Spares Administrative Program
  - Proactive Response to Equipment Alarms and Failures
  - Remote Access to Key Monitoring Systems

### **REDUNDANCY**

#### ***Network Architecture Redundancy***

GCI is able to avoid service interruption associated with fiber cable cuts, the leading cause of network outages, using a combination of fiber optic cable, terrestrial microwave, and satellite facilities. Traffic fold-back capabilities are inherent in the network, either directly through SONET or using the combination of SONET with satellite links. This fold-back capability has proven its effectiveness during actual network impacting events.

#### ***Network Equipment Redundancy***

GCI continually adds redundancy to our network, not only for specific customers but also for the public network, so in spite of interruptions we continue to carry traffic. When we purchase network equipment, it meets recognized Telecommunications standards for internal redundancy. We also provide multiple power feeds from multiple, independent power sources. We use sophisticated uninterruptible power supplies (UPSs) on all major network nodes and maintain backup generator capacity when commercial power fails. All of these systems are exercised and maintained on a regular basis, as part of our Preventative Maintenance Plan. The *Preventive Maintenance Plan* is described on page 164.



GCI also routinely adds bandwidth capability when internal benchmarks consistently indicate a 70% usage or higher. This policy ensures that our customers maintain continuous operations, even when an unexpected event or traffic surge occurs. This enables our customers to use sophisticated telecommunications services such as VoIP, video teleconferencing, and high data throughput with confidence. In addition to providing extensive bandwidth capacity, GCI's NOCC monitors core infrastructure usage in real-time and provides immediate response to any congestion points.

The Private Video Conferencing Services Core that GCI will provide to the State has been designed with inherent redundancy. Should a single component fail, overall system capacity may be temporarily reduced (until the failed component is replaced) but the core services will continue to be available to customers.

### ***Rerouting Capability***

The transmission pathways of fiber, satellite, microwave, and alternate service providers provide a wealth of re-routing capabilities for the urban centers of Juneau, Anchorage, and Fairbanks. GCI's recent TERRA project provides terrestrial telecommunications capabilities in rural Alaska using fiber and microwave transport.

GCI owns a satellite that has capacity available we can use to reroute traffic throughout Alaska. In addition, GCI maintains a shared capacity and disaster recovery agreement with a satellite communications service provider for remote villages. We also have an agreement with another satellite service provider to automatically re-route traffic to spare capacity based on demand or loss of a remote earth station. Most transitions to the alternate providers can be controlled out of the Anchorage Network Operations Control Center (NOCC), although a few require manual intervention. Re-routing (bypass) plans are routinely developed, tested, and updated to ensure we maintain operational readiness.

### **COMPLIANCE TO STANDARDS**

#### ***Vendor Compliance to Network Standards***

GCI requires equipment vendors to adhere to strict industry standards for equipment that is deployed in the network. GCI's network is designed and maintained to meet fire resistance, seismic, thermal, space planning, environmental, transportation, electrical safety, and EMI/RFI immunity and interference criteria. GCI's product specification guidelines also require NEBS compliancy for the data network routers and workstations. This is a "Best in Class" practice (as quoted by Telcordia Technologies, author of the generic requirement), since NEBS is commonly applied only to telephony equipment housed in telecommunications "central" offices.



## **PROACTIVE MAINTENANCE**

### ***Vendor Management for Maintenance and Emergency Repair***

While the majority of our network elements are internally redundant, GCI maintains open purchasing contracts with multiple vendors for rapid delivery of network equipment. These contracts include provisions for using vendor technicians and installers where needed.

We maintain contracts with each of our switch vendors for premium technical support. These vendors include Alcatel-Lucent, Oracle/Tekelec, Taqua, Medtel, and Metaswitch. GCI uses a regional support system to stock spares at key locations including Anchorage, Fairbanks, and Juneau. Additional spares are stored in Anchorage when appropriate and advanced shipments of spare cards can be requested from our vendors.

For data networking equipment, GCI maintains immediate, 24x7x365 access to Cisco and Sun Microsystems technical support and has maintenance agreements with both of these vendors for priority service.

GCI Business Services provides installation and repair services to a large customer base and has ready access to same day shipment of PC, LAN/WAN, and IP equipment. Our engineering and maintenance staff provides a ready resource for labor to install or move equipment should the need arise.

### ***Preventive Maintenance***

Preventive Maintenance (PM) is a core value for GCI. Equipment within GCI's network is constantly monitored and tested from the Anchorage Network Operations Control Center (NOCC). In addition, equipment preventive maintenance work orders for all major network elements, as well as all standby power systems (generators, batteries, rectifiers, UPS systems, etc.), are documented and conducted on a scheduled basis. For example, at major sites, full testing of standby power occurs weekly through exercising the stand-by generator, with full equipment load transfer performed at our primary company locations. A full preventive maintenance check is performed on all GCI sites at least annually while medium traffic sites undergo a preventive maintenance check at least once a quarter.

Facility preventive maintenance is conducted through several mechanisms including internal GCI resources and through services contracted with local Alaskan companies. Scheduled facility preventive maintenance includes various activities; air filter replacement, HVAC system inspection, AC power switchboard equipment maintenance, environmental control calibrations, etc. GCI maintains a philosophy that network equipment reliability is highly dependent on the equipment environment, with appropriate emphasis being placed on the network equipment–facility interface.



*GCI's Scheduled Maintenance Procedure*

GCI's scheduled maintenance procedure is designed to minimize disruption and to ensure that everyone who may be affected by the procedure receives adequate notice. GCI's Network Change Management process is described in **Section 6.2.8.6 – Provide a detailed plan to address how changes to the service will be managed** beginning on page 123. All activities are scheduled through the NOCC. This provides a single control point for all change and maintenance requisitions. Initially a tentative date is set while all required support documentation is gathered and verified.

Once a firm date has been set, the NOCC will contact any internal and external customers that may be affected by the activity and inform the customer of:

- the established date on which the work will begin,
- the number of days that the work is expected to take,
- the time window during which the work will occur each day,
- and the expected impact that the customer can expect.

Additionally, the NOCC will update the network activity schedule with the following information:

- the firm date that the work is to start on,
- a list of all customers that were notified and the affected circuit IDs,
- a list of all customers that the NOCC must notify prior to the start of the work.

Prior to the start of any work, the technician and/or installer performing the work will contact the NOCC thirty (30) minutes prior to the start of the work. Upon receiving the "30 minute warning," the NOCC will contact all customers requiring additional notification as published on the activities schedule.

At the conclusion of the day's activities, the technician/installer performing the work will contact the NOCC and inform them that the work has concluded for the day, how much of the work has been completed, and any difficulties that may have been encountered. The individual within the NOCC will then ensure that the appropriate NCSR ticket is updated and if appropriate, closed.

If, at any time, the NOCC believes that any ongoing work is causing outages and/or intermittent hits that were not anticipated in the NCSR filing, then the NOCC has the authority to contact the technician and/or installer performing the work and order all work be stopped. The technician and/or installer will then restore all services to normal operation.

In the case of emergency maintenance or a hazardous condition (HAZCON) the service request is not necessary. However, the NOCC must be notified of all activity prior to starting the emergency maintenance and at the conclusion of the maintenance. Emergency maintenance is defined as activities necessary to clear a service affecting



condition that cannot be deferred until a later date and/or time. Emergency maintenance will also be construed to mean those activities that are necessary to provide either a permanent or temporary repair on a damaged fiber optic cable that has caused a service affecting outage to voice, video conferencing, and/or data. A hazardous condition (HAZCON) is defined as a known condition where a network element designed with redundancy is no longer capable of providing the engineered redundancy. A HAZCON will also exist when pending natural phenomena such as weather, could result in the loss of a network path.

#### ***Maintenance Spares Administrative Program***

Maintenance spares for major subsystems for all telephony and microwave network vendor equipment are maintained both in a central warehouse in Anchorage and at additional key equipment locations.

GCI has recently instituted internal organizational changes for our rural wireless network designed to drive critical spares to a point as close as possible to potential repair points. Our Single Hop Hub Transportation system distributes backhaul circuit connectivity and cellular components, and the technicians required to maintain the equipment, to hub locations throughout Alaska. These technicians and components can reach any GCI site using no more than one commercially scheduled flight, as opposed to two or more flights.

This redistribution reduced the Mean Time to Repair (MTTR) from 43 hours to 18 hours, and reduced our total downtime by more than 42% for all outages combined. To implement this model, GCI has spent over \$2.0 million to purchase the required spare pool components. We also combined legacy technical groups into a consolidated team to increase our internal and external efficiency as well as accommodate the physical redistribution of personnel and spares. This model is currently being evaluated for the distribution of all spare equipment within GCI.

Periodic inventory audits of key maintenance spares is conducted by GCI at the locations of the spares. Some locations have spares and others are supported remotely in order to address cost effective repair of equipment failures. The inventory audit addresses spares used, any revision changes, and forces an annual review of spares locations. The audit also triggers an evaluation of existing equipment versions and forces an upgrade of spares, if required. All major maintenance spares are tracked using a database located at the Anchorage warehouse.

#### ***Proactive Response to Equipment Failures***

The failure of any single component, although it may not be service affecting, is promptly responded to by GCI, including in the most remote regions. GCI developed and manages an Alaskan-friendly and cost-effective methodology for network or facility equipment failures, as well as preventive maintenance, at remote Alaskan earth stations.



### ***Remote Access to Key Monitoring Systems***

GCI network monitoring and control of the network can be maintained using secure remote access methods. Using our web-based network monitoring and control management systems, GCI NOCC staff are able to log on remotely to maintain monitoring and control of our networks.

### ***Network Operations Control Center***

The Network Operations Control Center (NOCC) is the 24x7x365 "brain" of GCI's network. The NOCC uses the Relevance Network Management software platform for full-time, real-time monitoring of:

- the network (switch, transmission, carrier, fiber, satellite, and microwave),
- network alarms (critical, major, minor),
- network link and fiber monitoring,
- environmental alarms (temperature, humidity, HVAC failure, sump pump start, etc.),
- fire and smoke alarms,
- power equipment alarms (generator start, batteries on discharge, rectifier alarm, etc.), and
- security alarms (door opening).

For added security and fire protection, critical facilities are monitored with cameras controlled and viewed at the NOCC. For network control and monitoring, the Network Management platform can be securely addressed using the Internet. To increase remote diagnostic capabilities, the NOCC is able to examine any network element down to the frame, shelf, or circuit level, using graphical space plans and schematics linked to specific equipment. Alarms down to the circuit level can also be viewed.

GCI has redundant systems with current alarm events available to any technician connected to the GCI network. For most of the SONET network, history is available for 24 hours. Historical logging for specific circuits can be enabled to store logging data for longer periods. The NOCC is also responsible for maintaining performance data for carrier and corporate service agreements, as well as providing any required FCC reportable outage information.

### ***GCI's State of Alaska Service Center***

GCI's State of Alaska Service Center is the single point of contact for technical support for all State of Alaska employees. The Service Center provides 24x7x365 network monitoring, event management, change control, and problem resolution for the State. The Service Center is staffed with technically proficient individuals who are able to resolve most incidents remotely within a two hour period without requiring additional technical resources. This team acts as a customer advocate and will manage events to resolution, while keeping State users informed of the event status.



GCI has several monitoring and management systems integrated into a single view for the Service Center. When an incident is detected by the Service Center or a customer reports an incident an incident ticket is opened by the Service Center. The analyst triages and troubleshoots the incident and manages the event until successful resolution is reached. Based on the situation presented, this team will also coordinate between all necessary parties, including respective departments and skill sets within GCI as well as connecting companies. In addition, the Service Center maintains an after-hours on-call list that contains contact information for technicians, engineers, and management in case additional resources are required, escalation is required, or management needs to ensure the correct levels of attention and resources are being used. Once an incident is successfully resolved, the Service Desk Manager (SDM) incident ticket includes pertinent information associated with the incident such as the trouble found, action taken, who worked on the incident with associated time and date stamps.

As a proactive means to support the State, the Service Center also maintains current wired telephony and video teleconference systems documentation, associated configurations, and a customer profile. The customer profile delineates vital information about our contract with the State including; the type of services, how incidents are to be reported, who is to be reported to, and what actions the State authorizes GCI to take. In addition, all scheduled maintenance notifications are coordinated and communicated by the Service Center.

GCI's State of Alaska Service Center encompasses a core of dedicated team members who manage customer calls. This team is augmented by GCI's Commercial Network Control Center (CNCC), as well as by GCI's Network Operations Control Center (NOCC).

GCI has a "whole network" approach to doing business. GCI's State of Alaska Service Center is currently configured to enable the Service Center, CNCC, and NOCC staff, if required by a disaster situation, to quickly move to an alternate location. Their call distribution system automatically directs incoming calls to the alternate location, just as our IP-based data network does. GCI has already successfully tested disaster recovery plans supporting our customers, including the State of Alaska.

In addition to the general actions GCI takes to ensure continuous operation across the State of Alaska network, we also take specific actions to ensure continuous operations within each service component.

#### **GCI'S PLANS FOR IDENTIFIABLE RISKS**

GCI's approach to providing reliable and continuous routine service and our approach to disaster recovery are interrelated. Our best practices approach to system redundancy, adherence to industry standards, and proactive maintenance practices ensures that the State, and other customers, can rely on their telecommunications on a daily basis. These preemptive practices also impact our disaster recovery model. GCI's well-maintained, redundant core infrastructure not only ensures continuous service, it



ensures that during a disaster the network has the robustness and flexibility to maintain service as long as possible.

A recent example of this proactive stance occurred during the series of avalanches that closed the road to Valdez for twelve days beginning January 24, 2014. The combination of avalanche conditions and rising water had the potential for creating flooding issues for portions of GCI's network downstream. During the twelve days the road to Valdez was closed, GCI monitored the situation closely. We developed and updated contingency plans as well as maintained staff on a heightened alert status in case they were necessary. In this case, the potential flooding issues never materialized, however GCI's management and technicians were prepared to respond immediately.

#### **DISASTER PREVENTION AND RISK MANAGEMENT**

This section discusses specific actions GCI takes to prepare for, and respond to, potential disasters. However, these steps and practices are integral to the practices discussed in the previous section detailing GCI's approach to providing continuous service.

The main responsibility of GCI's Disaster Recovery/Risk Management Program is to prevent network disruptions to, and minimize the impact of, natural or man-made disasters on GCI core infrastructure equipment and facilities. Examples of these functions include:

- **External Environment Risk Reviews.** GCI periodically reviews the geographic area surrounding its critical equipment facilities to determine the probability of exposure to natural (e.g., wind, forest fires, etc.) and man-made (e.g., high risk occurrences or exposures relative to explosion, fire, or chemical release) risks.
- **Physical Risk Assessment.** Physical risk audits of equipment facilities are conducted periodically to assess changes in the area around our facilities. Local emergency services providers are also contacted periodically to ensure they have current contact numbers for GCI response personnel.
- **Outage Root Cause Analysis.** Major outages are analyzed by dedicated staff with specialized training for root cause and contributing factors so prevention or mitigation measures can be put into place. Response to an outage is analyzed to ensure our response, recovery, and restoration procedures work as designed. Possible improvements or changes are part of each incident report. Lessons learned are incorporated into our Business Continuity Plans (BCPs) as part of our "whole network" approach to network reliability.

We have identified high risk hazards and have addressed these contingencies with numerous modules addressing network specific, site specific, equipment specific, and event specific response, recovery, and restoration procedures and contact lists. Our Disaster Response Plan, part of the Emergency Operations Center (EOC) policy and



procedures, addresses response, recovery, and restoration activities related to low risk hazards. These response procedures are based on the level of risk and apply to all network elements.

In order to ensure ongoing improvement planning for identifiable risk, GCI engages in a rigorous process documented in our Business Continuity Plans (BCPs). GCI uses a two-tier approach to planning for business continuity; a Corporate Business Continuity Plan as well as several Business Continuity Plans. This tiered approach ensures that business unit plans are developed by management personnel who best know their organizational structure and staff. This approach also ensures everyone at every level knows their role and responsibilities during an emergency.

The Corporate Business Plan details program elements common for all business units. It establishes how drills and exercises are conducted, and lists specific team responsibilities, as well as the Emergency Operations Center staff responsibilities, as they serve the entire corporate structure for response and recovery.

The Business Continuity Plan for each business unit is designed to meet the unique preparedness requirements for their business unit as well as integrate seamlessly with the Corporate Business Continuity Plan. These two levels are designed to work together to ensure both macro and micro attention to issues that may impact GCI's business continuity.

We make a systematic examination of our business processes and equipment exposure to risk, then GCI managers focus on prevention, protection, and mitigation actions to reduce or eliminate identified risk factors. Some risks are outside of our control and are always present. Some risks are identifiable; we prepare for those risks with plans for response, recovery, and restoration.

Response action is generally defined as actions taken to address the immediate symptoms of the situation and prevent or stop further loss. Recovery action is focused on putting business systems or processes back into operation, and identifying the root cause to ensure the issue doesn't recur. Restoration action reestablishes affected systems or processes to full, pre-event status.

Lessons learned from outage events are incorporated into both the corporate and departmental BCPs as part of our whole network approach. Response plans are constantly reviewed to ensure they remain current and reflect the network as it changes and evolves with the addition of new technology, new equipment, or new customers.

In GCI's Business Continuity Plans (BCPs), we define the scope of the documents, plan testing procedures, response teams, location, and role of the GCI Emergency Operations Center (EOC), establishment of response and recovery conference bridges, contact lists, and many other critical parameters that are required during a network outage event. Response and recovery teams are defined to address the functions of Emergency Management, Corporate Management, and Incident Response (on-site assessment). The



primary GCI EOC is located in a secure, established location near the GCI NOCC, with an appropriate number of network ports, monitoring, work stations, and telephones.

**GCI'S PLANS TO SUPPORT MISSION CRITICAL SERVICES**

GCI will work closely with the State to ensure support is provided in the event of a disaster. We have a diverse network with the ability to route PSAP traffic (trunks) to alternate locations as designated, in advance, by the State. We can provide additional, highly-skilled technical labor to assist the State in response, recovery, and restoration activities – such as technical experts to assist in source selection for procurement, actual installation, configuration, and turn up of new and/or replacement equipment at rates agreed upon in advance. GCI has its own aircraft and is able to quickly move limited numbers of critical staff and material to nearly anywhere in Alaska.

***Restoral Priorities***

Generally speaking in the case of a significant natural disaster that disrupts the communications network to and/or from and within Alaska the following priority has been established for service restoral.

Immediately, the GCI network will undergo a focused triage to determine impacted infrastructure and equipment assets in terms of damage, impairment, or normal function. GCI will implement our emergency plan to immediately begin restoral of assets needed to return the system to service. Concurrently, for functioning infrastructure and equipment assets, the following priority has been established for service restoral.

***Priority Scale***

**Category 1**

Restoral of service that is vital for life or health and safety whether related to first responders, homeland security, or national defense, such as primary health care facilities (hospitals), emergency shelters, flight control, or other federal, state, or military mandates.

**Category 2**

Restoral of service that is vital to support ongoing relief efforts (fresh water, food, warmth, and shelter) and public needs - including key elements of the business community such as transportation, finance, utilities, and state and local government functions that are not included in category 1.

**Category 3**

Prioritized restoral will continue across key network elements to facilitate commercial and residential needs that are not deemed critical in categories 1 and 2.



#### Category 4

Communications or entertainment services not deemed essential to relief, recovery, economic, or logistics needs.

#### **GCI'S RECOVERY TESTING METHODOLOGY**

GCI fully understands the need for exercise and drills of telecommunications disaster recovery plans to ensure all personnel involved are able to find and use the data and equipment necessary for response, recovery, and restoration of vital telecommunications systems.

GCI's Corporate Business Continuity Plan (BCP) defines scheduled drills and exercises. Drills may be walk-through, tabletop, or live drills using all affected employees covered by a specific plan. Business unit managers or the Business Continuity Manager (or Group) may schedule drills.

#### **WALKTHROUGH DRILLS**

Walkthrough drills consist of a planned/published set of objectives, limited view or scope, scheduled time, and designated workers who will participate in the drill. These drills are appropriate for review of response, recovery, and restoration plans for new equipment installations or as limited training opportunities.

The objective of this type of drill should focus on workers' ability to find and use appropriate response, recovery, and restoration plans and documentation such as telephone contact lists or maps. These drills should focus on a specific function or a single facility and provide very limited scenarios. These drills should be planned to last less than two (2) hours and be limited to one area of one business unit.

#### **TABLETOP DRILLS**

Tabletop drills consist of a planned/published set of objectives, limited view or scope, scheduled time, and designated workers who will participate in the drill using response, recovery, and restoration plans and documentation on hand. These drills are appropriate for, or review of, response, recovery, and restoration plans due to function changes, equipment modifications, new customer equipment (CPE), or to provide joint training opportunities between business units.

The objective of this type of drill is to focus on scheduled tasks and resource demand in response, recovery, and restoration actions. The drill facilitator must be familiar with the tasks required and be prepared to time and document drill results. These drills should focus on a specific function, set of equipment or systems, multiple facility impacts, and provide a broad scenario to work from during the drill. Scenarios would ideally be based on past known outages, outages suffered by other common carriers, or recent events reported in news outlets. These drills should be planned to last less than four (4) hours and be limited to one area where business unit's responsibilities match.



**STATE OF ALASKA INITIATED EXERCISES**

We will coordinate with State agencies prior to any State of Alaska initiated disaster recovery exercise or drill that we're involved in to avoid confusion or costly interruptions. We will also coordinate communications for department-sponsored exercises to ensure that we understand what is required from GCI for a successful event. GCI has an extensive web presence as a primary Internet provider, as well as a proven distance learning product, both of which can be used as a cost effective means of conducting exercises, saving transportation and housing costs.

We anticipate that participation by GCI in the planning for State of Alaska department-sponsored exercises will permit GCI to integrate connectivity testing as part of the department-sponsored exercise, reducing State employee work load and costs associated with Plan testing. We will further provide advance coordination and notification to the State for internal GCI drills and exercises. We recommend testing be conducted annually.

GCI will work with the State for drills and exercises to ensure that, for telecommunications related issues:

- Objectives for the drill are identified, including required timeframes
- Methods for recording and evaluating results are defined
- After-action reports are shared, as are lessons learned
- Any identified changes to the State telecommunications disaster recovery plan are made swiftly
- Any suggested improvements to communications or data connectivity identified after analysis of exercise results are shared with the State immediately



### 6.2.9 ORGANIZATION DETAILS

This section requires information about GCI’s business demographics and how they will apply to the State of Alaska Core Telecommunications Services contract. In this section we provide information about:

**GCI's Business License**

**GCI's Federal Tax ID**

**GCI's Primary Organizational Entities as well as Our Corporate Structure**

**GCI's Plan to Address Staffing and Staff Turnover**

**GCI's Relationship with Subcontractors for the Purpose of this Contract**



**6.2.9.A PROVIDE ALASKA BUSINESS LICENSES FOR FIRM AND ALL SUBCONTRACTOR(S)**

Alaska Business License #		<b>128684</b>
<b>Alaska Department of Commerce, Community, and Economic Development</b> Division of Corporations, Business and Professional Licensing P.O. Box 110806, Juneau, Alaska 99811-0806		
This is to certify that		
<b>GCI COMMUNICATION CORP</b>		
2550 DENALI STREET, SUITE 1000 ANCHORAGE AK 99503		
owned by		
GCI COMMUNICATION CORP.		
is licensed by the department to conduct business for the period		
December 10, 2012 through December 31, 2014		
for the following line of business:		
51 - Information		
	This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.	
	This license must be posted in a conspicuous place at the business location. It is not transferable or assignable.	
	Susan K. Bell Commissioner	



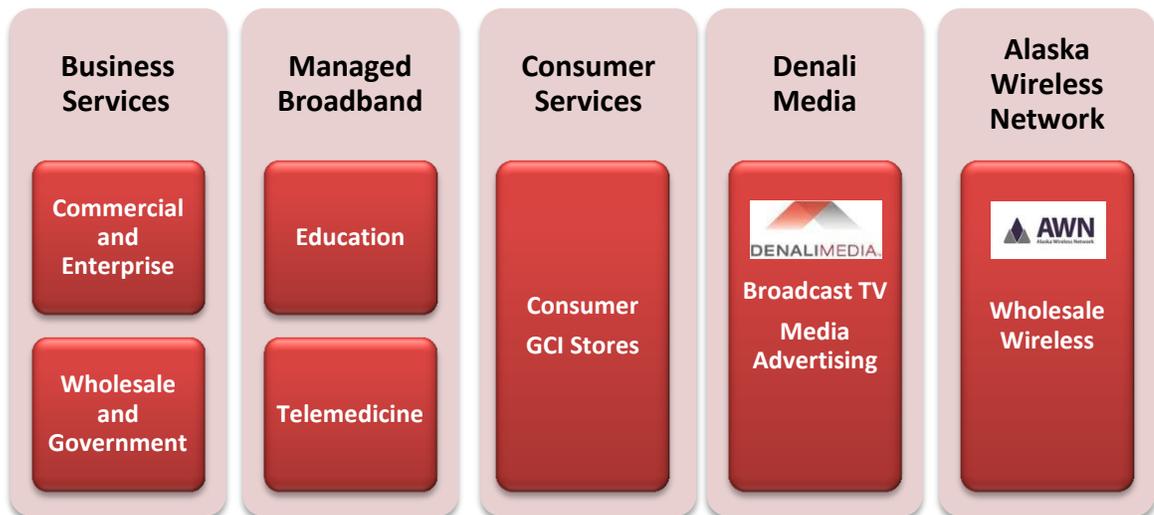
**6.2.9.B PROVIDE FIRM'S TAX ID**

GCI's Federal Tax ID is 92-0134871.

**6.2.9.C PROVIDE AN ORGANIZATIONAL CHART FOR YOUR OVERALL ORGANIZATION SHOWING EACH ENTITY WITHIN YOUR ORGANIZATION**

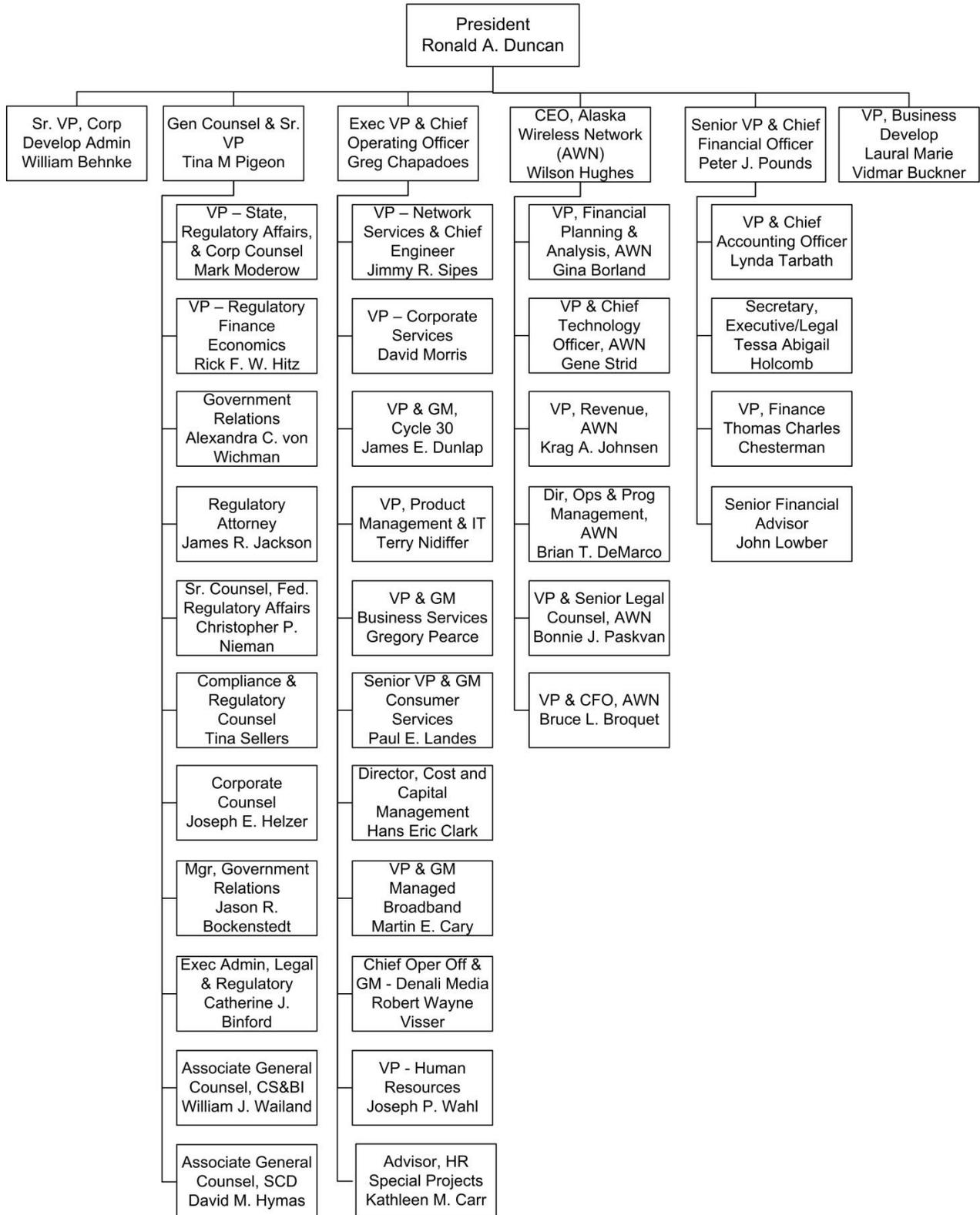
GCI is providing two types of organization charts. The first is a simplified organization chart displaying the primary organizational entities within GCI. The second is the GCI Corporate Organization Chart showing three levels of organization beginning with President Ron Duncan.

**PRIMARY ORGANIZATIONAL ENTITIES WITHIN GCI**





GCI CORPORATE ORGANIZATION CHART





#### 6.2.9.D PROVIDE A PLAN TO ADDRESS STAFFING AND TURNOVER

##### Breadth and Depth of GCI's Staff

##### GCI's Employment Procedures

##### Growth and Change of GCI's Staff

- Succession Planning
- Internship Program

#### BREADTH AND DEPTH OF GCI'S STAFF

GCI has over seventeen hundred employees; most of whom are based in Alaska. GCI's staffing policy uses an integrated team approach to provide a stable and qualified workforce. This integrated approach is defined as our Program Management Office (PMO) concept, described in more detail in **Section 6.2.8.g – Provide a detailed plan for quality assurance** on page 159.

For the State of Alaska, this means GCI provides a single point of contact, Francis LaChapelle, as the Project Manager of this contract (Program Manager of the Program Management Office). However, Francis is supported by several groups whose function is solely or partially related to providing support services to the State of Alaska. Francis receives support from:

- David Miracle, who supervises a staff of thirteen (13) engineers, technicians, analysts, and managers whose sole function is to provide operational support to the State of Alaska.
- David Wooten, who supervises a staff of twenty-five (25) service analysts and technicians that provide Customer Support services through GCI's State of Alaska Service Center, as well as the Commercial Network Control Center (CNCC).
- Jim Kostka, who supervises David Wooten and his staff, as well as an additional twenty-six (26) project managers, security specialists, dispatchers, engineers, technicians, and analysts who provide supplementary support for the State.

Supporting diverse staffing requirements and providing a quick response to our customers is critical to our success. GCI provides a broad range of skills that enables us to provide immediate resource availability. GCI's large pool of skilled and available personnel provides the State with an immense depth of talent. All of these employees have some experience supporting the State of Alaska, so as positions become open on



the State of Alaska team, we have a large pool of applicants to choose from; applicants that are not only technically proficient, but have familiarity with our contract for the State of Alaska.

#### **GCI EMPLOYMENT PROCEDURES**

GCI's State of Alaska Service Center is staffed by skilled professionals with strong technical and customer service skill sets. These skill sets enable analysts to perform immediate triage and to clearly define the incident when State employees contact them concerning video teleconferencing, VoIP and cellular telephony, wireless, desktop, and other IP-related services.

Additionally, GCI maintains proper staffing levels with qualified individuals by using the following methodology when interviewing candidates for Service Center positions.

1. GCI interviews prospective employees during the selection process to assess their experience level. If a candidate is certified in a particular area, he or she may be given a hands-on examination to verify their experience. GCI includes regular training time in each employee's schedule. All analysts are encouraged to attain additional certifications, if appropriate to their job function, during their assignment to the Service Center. Each analyst is also encouraged to pursue computer-based training (CBT), long-distance learning, or live instructional classes.
2. In addition to the technical experience and expertise employees bring to the job, all Service Center analysts receive three levels of training to meet specific job and customer needs.
  - **Tool Set Usage.** Training on systems and tools specific to the Service Center function.
  - **Customer Management.** Soft skills training to enable analysts to interact with the customer as well as on-going coaching and feedback from the Service Center Supervisor.
  - **Account Specific.** Training in the State of Alaska environment, culture, systems, and contract requirements. As technology or needs change, GCI management works with the State of Alaska staff to stay current with the State environment and culture, deploy technology, and maintain proper training and documentation.

#### **GROWTH AND CHANGE OF GCI'S STAFF**

Our staffing philosophy is to create a core team dedicated to delivery of service for the State of Alaska through our Program Management Office (PMO) and to augment that dedicated team with additional resources as needed. While we understand that stable, consistent staffing is extremely important, by committing to SLAs we are committing to provide that support.



GCI prepares for the inevitable growth and change among our employees supporting the State of Alaska using two primary strategies; succession planning and entry-level internships.

**SUCCESSION PLANNING**

During the past decade we have identified key positions, personnel, and skill sets required to provide support for the State. We have staffed subordinate positions with personnel who have the potential to expand their skill sets, whether technical, managerial, and/or administrative, to grow into more responsible positions. We also take advantage of in-house mentoring and training, national training opportunities, as well as local continuing education to offer opportunities for employees to expand their abilities. This long-term planning provides a pool of exceptionally qualified applicants for key positions, enabling GCI to continue to meet or exceed SLAs for all of our customers, including the State, during personnel changes.

**INTERNSHIP PROGRAM**

GCI periodically hires interns who are currently pursuing technical degrees at local universities. Our experience shows that interns frequently apply to GCI when they have completed their studies. From GCI's point-of-view, employees who have begun as interns frequently offer increased longevity and reliability when compared to employees who have not begun their careers at GCI. Currently, there are several long-term GCI employees, including those who began as service analysts, that serve in engineering, technical, and managerial roles.



**6.2.9.E DETAILED PLAN OF THE TYPE AND AMOUNT OF WORK THE SUBCONTRACTOR(S) WILL BE PERFORMING**

---

GCI has the staff and resources available in-house to complete this project. There are no subcontractors associated with this offer.

**6.2.9.F DESCRIBE EACH SUBCONTRACTOR'S SELECTION AND REPLACEMENT PROCEDURES FOR THE PROJECT STAFF THAT WILL BE PROVIDING THE SERVICES**

---

GCI has the staff and resources available in-house to complete this project. There are no subcontractors associated with this offer.