



Disaster Preparedness Program

(An overview of Qwest's Disaster Preparedness Program)

Six key components of Qwest's Disaster Preparedness (DP) Program:

- Executive support and Governance
- Business Continuity and Disaster Recovery Planning
- Emergency Response
- Crisis Communications
- Restoration Priorities
- Government Organizations & Committees

Qwest's Disaster Preparedness Program

This document provides a brief overview of the corporate wide program that Qwest has established for the purpose of internal planning for and responding to emergency situations impacting Qwest services, employees, or assets.

Qwest maintains this Disaster Preparedness Program as part of its compliance requirements outlined in corporate policy 104.

Governance

Qwest's ongoing commitment to effective disaster preparedness is reflected in its corporate mandates associated with planning and response standards. Specific requirements can be found in the following internal corporate documents.

A - Qwest Corporate Policy 104 – Crisis Management and Communication

Identifies requirements for disaster planning and crisis communications.

B - Qwest Business Continuity/Disaster Recovery (BC/DR) Plan Components for Critical Functions and Processes

Details the specific standards to be used in business continuity/disaster recovery planning and emergency response.

C - Qwest Emergency Response Team (ERT) Certification Standards

Establishes compliance standards for Emergency Response Teams. These standards pertain to staffing, training, participation in DR exercises, and Emergency Operations Center capabilities.

Qwest's Risk Management Disaster Preparedness Staff has an enterprise wide responsibility for governance and compliance. This includes auditing, to ensure business unit compliance with corporate standards and reporting of compliance results to executive management on a quarterly basis.



“Qwest's commitment to effective disaster preparedness is reflected in its corporate mandates associated with planning and response standards.”

“The Business Continuity and Disaster Recovery Planning element of Qwest's DP program ensures all critical functions have plans in place to minimize impacts in the event of a disaster.”

Pandemic Planning

“Qwest has developed a Pandemic Emergency Preparedness Plan, which has been rehearsed by its Corporate Emergency Response Team to ensure its ability to maintain services in the event of a global pandemic.”

Business Continuity/Disaster Recovery Planning

A - General

Qwest requires that all business units develop BC/DR plans for critical functions. Critical functions include those that directly impact customer services, generate revenue, enable Qwest to meet legal/regulatory obligations or provide essential support functions.

B – Planning Elements

Qwest has developed standard BC/DR planning components to ensure that plans are consistent and integrated. All plans must include contingencies and/or alternate processes in the following areas – site access, systems failures, equipment failures, and personnel issues.

C – Plan Testing

All plans must be tested annually. Dependent upon the maturity of the plan, tests may be checklist, tabletops, or simulations. Identified gaps are documented and tracked to resolution.

D – Responsibilities

All business units have a responsibility to identify critical functions and develop BC/DR plans for those functions. Oversight and support is provided by a Corporate Disaster Preparedness Staff, who are certified business continuity professionals.

All business units appoint a business continuity manager to serve as the focal point for matters regarding the business unit's Business Continuity/Disaster Recovery capabilities and compliance status. These individuals are knowledgeable of their business unit functions, business unit organization, and serve as an interface between continuity planners and emergency response team personnel.

Emergency Response

A – General

Qwest requires all critical business units with customers, employees, sites, and/or systems within a defined Emergency Response Team (ERT) region to have representation on the appropriate ERT(s). Representatives are required to attend formal training and participate in annual disaster recovery exercises.

B – Structure and Responsibilities

The Corporate DP Staff monitors for potential emergency situations and determines whether ERT activation is required. Following the activation of an ERT, the DP Staff and the ERT Leader assume responsibility and provide direction in the cross functional coordination of emergency response activities.

Qwest uses the following tiered approach to manage major events or disasters:

Operations Centers for all network, data, cyber, and wireless services are responsible for implementing established tactical restoration plans and leading tactical response activities. These Centers monitor network functionality and initiate appropriate network controls in the event of an abnormal network condition.

Twelve Regional ERTs are comprised of leadership from all business units that operate or support Qwest operations in each respective geographical area. ERTs are activated following disasters that have a major impact on Qwest services, employees, or assets, and for which a cross-functional, integrated response is required.

One Corporate ERT is comprised of senior executives representing all business units. The Corporate ERT is activated in the event that a Regional ERT requires additional corporate support or in the event that a disaster is geographically widespread and requires strategic direction and resource allocation.

The Executive Crisis Team is comprised of Officer-level executives that will support ERTs as necessary with strategic direction and corporate resource allocation.



“Qwest’s Disaster Preparedness program ensures proper linkages and trigger-points exist between Qwest and external emergency agencies.”

“Qwest has 13 functional Emergency Response Teams prepared to quickly respond to any type of disaster or event”.

C – Process

Emergency response steps have been outlined by the Corporate Disaster Preparedness Staff, and are supported by the appropriate Emergency Response Teams.

STEP 1 – Activation

Activate appropriate Emergency Response Team(s). The Disaster Preparedness Staff may consult with the Risk Management Threat Assessment Team, impacted Business Unit Leaders, and the appropriate Emergency Response Team Leader to determine whether ERT activation is necessary. If activation is necessary, Corporate Disaster Preparedness or the ERT leader will execute the activation process.

STEP 2 – Assessment

Assess the impacts to Qwest and Qwest customers in order to develop the appropriate recovery strategies. Each business unit is responsible for detailed checklists for their respective activities.

STEP 3 – Implementation

Implement action plans to mitigate or eliminate adverse impacts by the following:

- Develop strategies and prioritize requirements for:
 - ❖ Phase I - Emergency response
 - ❖ Phase II - Short-term recovery
 - ❖ Phase III - Long-term restoration
- Invoke technical / tactical contingency plans
- Invoke Business Continuity / Disaster Recovery plans
- Verify integration of all business unit plans
- Invoke customer care and community support procedures

STEP 4 – Transition

Ensure operations transition back to a normal state in a controlled manner by accomplishing the following:

- Give special attention to coordinating and integrating the efforts of each business unit
- Verify that all facilities are restored and tested prior to the resumption of normal operations
- Avoid releasing resources before normal operations have resumed
- Review contingency plans for gap identification/closure and continuous improvement

“In light of the new and emerging threats, Qwest designed and implemented a Rapid Emergency Actions and Countermeasures team (REAC) to rapidly respond to emergency events that impact its network or other critical business services.”



“Based on debriefing results, the Disaster Preparedness Staff will incorporate improvements into overall plans, processes, tools, and work with business units to update their respective business continuity disaster recovery plans.”

“In the event of an emergency situation that necessitates a mass-employee communication throughout the corporation or limited to a geographical region, Corporate Internal Communications will develop and execute messaging via voice mail, e-mail, and toll-free employee emergency information hotlines.”



“The Disaster Preparedness Staff in conjunction with the ERT government EOC interface representative will manage communications with government emergency management agencies in order to ensure that government needs, concerns, and support resources are factored into the overall response process.”

STEP 5 – Resolution

Resolve any identified gaps to improve overall processes. Following an Emergency Response Team activation, the Disaster Preparedness Staff will schedule a formal event de-briefing, to review the following aspects of the response operations:

- Qwest customer and business unit impacts
- Business unit restoration activities
- Command Center/Emergency Operations Center effectiveness
- Business Continuity / Disaster Recovery Plan adequacy
- Lessons learned and areas for improvement

Based on debriefing results, the Disaster Preparedness Staff will incorporate improvements into overall plans, processes, tools, and work with business units to update their respective business continuity disaster recovery (BC/DR) plans.

Crisis Communications

- A **Media Communications**
Qwest Corporate Communications is responsible for managing all communications with local/national media.
- B **Regulatory Agency Communications**
Qwest Government Affairs (Public Policy), in conjunction with Qwest Media Relations, will coordinate all communications with regulatory agencies, with the exception of emergency management agencies.
- C **Government Emergency Management Agency Communications**
The Disaster Preparedness Staff in conjunction with the ERT government Emergency Operations Center interface representative will manage communications with government emergency management agencies in order to ensure that government needs, concerns, and support resources are factored into the overall response process.

D Customer Communications

Communications with Qwest customers during an emergency situation occurs in several manners:

- 1) Qwest may determine that customer information may be effectively disseminated through media outlets. Qwest Media Relations will manage these communications.
- 2) Qwest may rely on government emergency management agency Public Information Officers to assist in information dissemination.
- 3) Qwest Business and Government Marketing Departments, represented on all Emergency Response Teams, are responsible for identifying customer impacts and associated restoral requirements.
- 4) Qwest Customer Call Centers are provided information necessary to respond to inquiries related to an event.
- 5) The following are the Qwest published customer contact numbers:
 - Wholesale Customers: Carrier Repair Center: 800-261-6795
 - Federal Services (Government Customers): 866-354-3993
 - Business Customers:
 - ❖ Large Business Service: 877-375-4448
 - ❖ Small Business Repair: 800-954-1211
 - ❖ Major Account Support Team: 800-524-5249
 - ❖ Data Customers (Frame Relay/ATM): 877-879-9999
 - ❖ Hosting Services: 800-884-3082
 - Residential Customers-Repair: 800-573-1311

E. Internal Employee Communications

In the event of an emergency situation that necessitates a mass-employee communication throughout the corporation or limited to a geographical region, Corporate Internal Communications will develop and execute messaging via voice mail, e-mail, and toll-free employee emergency information hotlines.



“Qwest supports the Telecommunications requirements for NS/EP that are based on a set of telecommunications policies and procedures established by the National Communications System (NCS) in accordance with Executive Order 12472, developed to ensure critical Government and industry needs are met when an actual or potential emergency threatens the security or socio-economic capabilities of the United States of America.”

Restoration Priorities

The appropriate Network Operations Center, in coordination with the Emergency Response Team, will establish priorities for the restoration of service at the time of the emergency or disaster as conditions dictate. The ERT will use the following restoration priority sequence after restoring critical network components required to facilitate the response and recovery effort.

1. Telecommunications Service Priority (TSP)
2. E911 and Emergency Services
3. Business Customers with Restoration Contracts
4. Business and Residential Customers





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Government Organizations & Committees

Qwest is active with multiple federal, state and local government agencies in homeland security, disaster planning, exercises, and interdependency vulnerability mitigation.

Qwest is also an active member in the following organizations and committees:

- National Security and Emergency Preparedness (NS/EP). NSEP communications is well founded in Qwest's reliable and dependable history of comprehensive and progressive planning to ensure that the telecommunications industry can meet the continuity of service expectations of the US Government.
- National Security Telecommunications Advisory Committee (NSTAC). This is an independent advisory committee to the President of the United States.
- Network Reliability Interoperability Council (NRIC). Key priority is enhancing communication provider mutual aid agreements and disaster preparedness best practices in partnership with other critical infrastructure communication companies, such as Bell South, Verizon, and SBC.
- National Communications System (NCS). NCS is part of the Department of Homeland Security, which provides early warning and close federal interaction during national emergencies.



The Network Reliability and Interoperability Council