

Answers to Written Questions

MITRETEK QUESTIONS

- [REDACTED]

Answers to Written Questions

[REDACTED]

MITRETEK QUESTIONS

1

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Answers to Written Questions

MITRETEK QUESTIONS

Question 17

What effect, if any, would centralizing the CO Code Administration function, but not the NPA relief planning function, have on Mitretek's pricing?

Answer:

[Redacted]

1.

[Redacted]

1.

1. [Redacted]

Answers to Written Questions

MITRETEK QUESTIONS

[REDACTED]

[REDACTED]

2. [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

- [REDACTED]

[REDACTED]

Answers to Written Questions

[REDACTED]

MITRETEK QUESTIONS

1

[REDACTED]

Answers to Written Questions

MITRETEK QUESTIONS

Question 18

With respect to pages 39 and 329, what functions are to be performed by the 12 staff indicated as performing "joint functions"?

Answer:

[REDACTED]

Answers to Written Questions

[REDACTED]

MITRETEK QUESTIONS

[REDACTED]

[REDACTED]

[REDACTED]



North American Numbering Plan Administration

A Price Proposal for North American Numbering Council

April 1997

The Mitretek Price Proposal is redacted in its entirety.

Use and Disclosure of Information

The information contained in this price proposal is the proprietary information of Mitretek Systems, Inc., and shall not be duplicated, used, or disclosed, in whole or in part, for any purpose other than to evaluate the proposal, provided, that if a contract is awarded as a result of or in connection with the submission of this proposal, the right to duplicate, use, or disclose the information to the extent provided in the contract shall be granted. Any other disclosure of information contained in this price proposal requires the written authorization of Mitretek Systems, Inc. This restriction does not limit the right to use information contained in the proposal if it is obtainable from another source without restriction.

APPENDICES



Table of Contents

APPENDICES

- A List of Mitretek Clients
- B Financial Statement
- C Crestar Bank Letter
- D Mitretek Annual Report
- E The Telecommunications Review
- F Mitretek Correspondence to the FCC and NANC
- G Dun & Bradstreet Inc. Report
- H Short History of Mitretek
- I Mitretek Experience Case Studies
- J Staff (Position) Descriptions
- K Johnson & Higgins Letter
- L The Abbott Group Executive Search Report
- M NANPA Staff Search Memorandum
- N Mitretek Staff Resumes
- O NANPA Transition Schedules

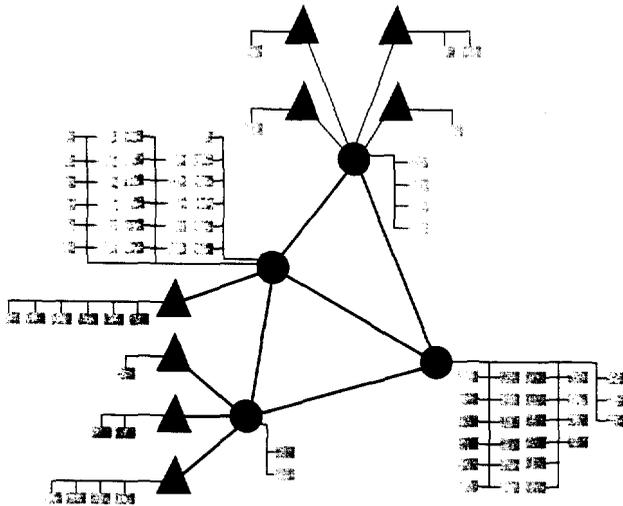
Appendix A is redacted in its entirety.

Appendix B is redacted in its entirety.

Appendix C is redacted in its entirety.



1996



The Telecommunications Review

A Publication of the

Center for Telecommunications and Advanced Technology

MITRETEK
SYSTEMS
McLean, Virginia

Approved for public release;
distribution unlimited.

Mitretek Correspondence to the FCC and NANC

APPENDIX F



Lydia W. Thomas, Ph.D.
President & Chief Executive Officer
703.610.2600 (voice) 703.610.2001 (fax)
lthomas@mitretek.org

13 November 1996
M100-L-151

The Honorable Reed Hundt
Chairman
Federal Communications Commission
1919 M Street, NW
Washington, DC 20554

Dear Chairman Hundt:

Mitretek Systems, Incorporated is a not-for-profit, conflict-free, telecommunications and information technology firm working exclusively in the public interest. Throughout our history, we have assisted the nation in times of unique need. We have been called on to bring to bear our combination of independent, conflict-free corporate posture and knowledge of technology and industry to ensure competition-neutral, but informed and insightful, decisions. The government has sought us out and entrusted us to assist them in making multi-billion dollar, technology-related strategic, programmatic, and acquisition decisions. Given these similarities to that of the current selection of a new North American Numbering Plan Administrator (NANPA), we wanted to make known to you our ability and willingness to serve in that role.

*Innovative Technology
in the Public Interest*

Our corporate experience includes those skills and capabilities required by the new NANPA. Working for federal, state, local, and international governments, as well as other public interest organizations, we have distinguished ourselves by providing innovative solutions to client problems and by demonstrating a track record of achieving significant performance and cost improvement for our clients. We have helped the federal government acquire telecommunications services and technology, negotiate below market prices, and conduct leading edge telecommunications feasibility demonstrations. Our involvement, sponsorship, and leadership in many industry and government technology forums and standards bodies has provided our staff with experience in issues regarding new technology development, deployment, and availability. We continue to interact with such bodies to create, maintain, and update many technical standards, guidelines, and protocols. We have worked with many clients to design, develop, and implement large-scale and complex software and database systems. As part of our system engineering support, we conduct quantitative analyses including

economic, technology, and requirements forecasting. Through our engineering activities, we have developed skills in fostering consensus around technical, operational, policy, and procedural issues and solutions.

Our corporate experience also includes the institutional characteristics we believe are required of the new NANPA. Since our establishment, we have operated under a stringent set of constraints and business practices which offer advantages to our clients. Primary among these are objectivity and independence. Mitretek operates in the public interest, free from organization, profit, or market-related conflicts of interest. We have found that these constraints and business practices also provide us with unique access to proprietary information, as for-profit firms are willing to share sensitive information with us in the knowledge that the information cannot be used to their disadvantage in competitive situations.

We have always operated under all of the following constraints and business practices:

- Our Corporate Charter states that Mitretek will work only in the public interest.
- Our Board of Trustees, a self-perpetuating group of prestigious individuals knowledgeable in our areas of work who hold the Corporation in trust for the public, reviews individual contracts and all business relationships to ensure that all work is in the public interest. Current and former Trustees include former Cabinet Secretaries and an FCC Commissioner.
- Mitretek operates as a not-for-profit corporation. More specifically, we operate as a 501(c)(3) corporation under the applicable laws and regulations of the U.S. Tax Code.
- Mitretek refrains from working for any private, profit-seeking concerns (in other than the public interest) and avoids price competitions with profit-seeking entities so that such firms are not reluctant to entrust us with proprietary information.
- Mitretek works only for federal, state, local, international governments or other public interest organizations on a directed award basis.

- Mitretek does not manufacture any end-items of either software or hardware, thereby eliminating conflicts of interest associated with recommending a specific product line.
- Mitretek is chartered in the State of Delaware and none of its assets may accrue to the benefit of any public individual or entity. There are no private ownership rights in Mitretek Systems, Inc., and there is no stock. Our clients request our assistance to solve important issues in the full knowledge that there will be no future acquisitions or mergers that compromise our conflict-free posture.

Throughout our corporate history (as summarized in the enclosure) we have lived by a severe definition of conflict of interest. Specifically, we define a conflict of interest as any situation in which Mitretek has financial interests (defined as anything of monetary value, such as contract revenues, equity interests, intellectual property rights) that may actually, apparently, or potentially compromise our judgment in conducting or reporting client work. This uniquely positions us to provide independent, objective, and conflict-free advice and support to clients making strategic decisions.

In the near future, we will be providing the NANC input to their considerations on issues of cost recovery, appropriate contractual relationships for the NANPA, and conflict of interest.

The administration of the North American Numbering Plan is a significant challenge. It is a challenge that not only requires technical skills and understandings of numbering administration fundamentals, a dedication to timely transition from the current incumbents, and consensus building among diverse market and technology interests. It is also a challenge that requires, according to the FCC order, a "single, non-government entity that is not closely identified with any particular industry segment," one capable of performing numbering plan administration in a technology-neutral environment free from real or apparent conflicts of interest.

Mitretek Systems looks forward to working with the FCC and the NANC to address this challenge. If you should have any questions, or if we can be of any assistance, please do not hesitate to contact me.

Sincerely,

Original Signed By

Lydia W. Thomas

LWT/dm

cc: Commissioner James Quello
Commissioner Susan Ness
Commissioner Rachelle Chong
Alan Hasselwander, NANC Chair
Regina Keeney, FCC Common Carrier Bureau Chief
Marian Gordon, FCC Common Carrier Bureau
Scott Shefferman, FCC Common Carrier Bureau
NANC Working Group Chairpersons

Enclosure

A Short History of Mitretek Systems, Inc.

Mitretek is an independent, not-for-profit corporation that was formed to perform scientific and engineering services and to otherwise further the public interest. Since we are a divested entity of The MITRE Corporation, our corporate history includes the history of The MITRE Corporation. MITRE was formed in 1958, at the request of the government, in response to a unique set of government and industry needs. Because of the impacts of technology, the government needed an organization that could provide system engineering and other support tasks using proprietary and classified information from a variety of government and industry sources. Also needed was an organization that was independent; objective; and free from any organizational, profit-related, or market-related conflicts of interest. Since that time, we have continued to meet these needs.

In 1958, development of the nation's first major automated air defense system was nearing completion at Lincoln Laboratories at the Massachusetts Institute of Technology (MIT). MIT felt that ongoing implementation of this system and the integration of other related systems were not appropriate activities for the university. MIT and the government sought options for organizing and conducting the required engineering and systems integration. Options considered included existing government staff, augmented government staff, or an outside organization. Because the technical skills needed for much of the effort did not exist within the government, the first option was not viable. Moreover, staff limitations and turnover, the requirement for difficult-to-obtain skills, and the need for a "corporate memory" precluded the second option. Thus, the third option was chosen. A number of industrial companies were considered, but were rejected because they could not, and would not, accept limitation on their other business activities that the government and MIT believed were important to the success of the job.

The nature of the needed support placed stringent requirements on the organization to be selected because of the large funds to be spent for the acquisition and deployment of equipment and systems. Additionally, the programmatic decisions made by this organization would have significant impact on the then burgeoning computer hardware and software industries. Decisions that were not made in a competition-neutral environment would have serious impact on the then nascent competitive computer marketplace. This organization would have access to government plans, assist in key programmatic decision making, formulate technical material to support acquisitions, and assist in the technical evaluation of vendors. To carry out these activities effectively, the organization would require a cadre of technical

experts well versed in the science and engineering aspects of the system, and having free access to the most recent developmental activities in both the government and private laboratories. This technical support organization would have to be free of any real or implied conflict of interest, both in public image and in fact. It was clear to the government that no such corporate entity existed.

Therefore, at the request of the U.S. Government, MIT established The MITRE Corporation. A cadre of experts from MIT's Lincoln Laboratory became the nucleus of the Corporation. To maintain the independent and conflict-free qualities required by the government at the time of formation, as well as throughout its corporate life, MITRE was to operate under stringent constraints, including the following:

- Work only in the public interest.
- Refrain from working for any private, profit-seeking concern.
- Avoid competition with profit-seeking entities so that such firms would not be reluctant to entrust MITRE with proprietary information.
- Not build any production hardware or software.
- Remain not-for-profit.

Also beginning in 1958, other government agencies, with the knowledge, approval, and encouragement of the Department of Defense, took advantage of MITRE's characteristics and began to use MITRE for their own work. Later, state and local governments, as well as international governments such as Canada, took advantage of our characteristics and technical expertise. Throughout our history, we developed strict procedures to ensure continuance of its conflict-free posture and to safeguard the confidentiality of proprietary information.

In 1995, based on the government's desire to limit the scope of MITRE's support solely to the Department of Defense, our Board of Trustees split MITRE into two corporations. The MITRE Corporation was to retain its work program to support the Department of Defense and Federal Aviation Administration. A new entity, Mitretek Systems, Incorporated, was formed to continue the remainder of the work programs for such agencies as the General Services Administration, U.S. Postal Service, Department of Justice, and other governmental and public interest organizations.

Mitretek was formed in January 1996 by a cadre of trustees, officers, senior managers, and staff experienced in systems engineering and the operation of a conflict-free organization. As required and as appropriate, Mitretek adopted the same constraints, and associated client advantages, as MITRE. From an institutional perspective, Mitretek and MITRE are identical. Mitretek is an organization with approximately 500 engineering and technical professionals. The Mitretek core capabilities include telecommunications, information technologies, and economic, technology, and requirements forecasting.



Dr. H. Gilbert Miller
Vice President
Center for Telecommunications and Advanced Technology
703.610.2900 (voice) 703.610.2303 (fax)
hgmill@mitretek.org

21 November 1996

Mr. Alan Hasselwander
Chairman
North American Numbering Council
4140 Clover Street
Honeoye Falls, NY 14472

Dear Mr. Hasselwander:

Mitretek is pleased to submit for the NANC's consideration the enclosed comments on the Funding and Contract Management of the NANP Administrator. We hope that these comments are useful as the NANC and its associated working groups further consider the administration of the North American number resource. We will provide additional input addressing other issues, as appropriate.

If you have any questions or if I can be of further assistance, please do not hesitate to contact me.

*Innovative Technology
in the Public Interest*

Sincerely,

Original Signed By

H. Gilbert Miller

HGM/dm

cc: Reed Hundt, Federal Communications Commission Chairman
Commissioner James Quello
Commissioner Susan Ness
Commissioner Rachelle Chong
Regina Keeney, FCC Common Carrier Bureau Chief
Marian Gordon, FCC Common Carrier Bureau
Scott Shefferman, FCC Common Carrier Bureau
NANC Working Group Chairpersons

Enclosure

Comments on the Funding and Contract Management of the North American Numbering Plan Administrator

Summary

1. The Commission has affirmed that the North American Numbering Plan (NANP) Administrator should be a single, non-government entity that is not closely identified with any particular industry segment. The Commission intends that the administration of the number resource be done in a neutral and impartial manner.
2. The Commission's expressed intent that the Administrator be neutral and impartial must be protected as the paramount criteria as the North American Numbering Council (NANC) decides:
 - How to select the NANP Administrator
 - How to distribute funds to the Administrator that allow for cost recovery
 - What the contractual relationship with the Administrator will be
3. Possible funding and contracting alternatives that ensure the impartiality and neutrality of the Administrator include:
 - Using the NANC, with broad and balanced membership, and acting under the provisions of the Federal Advisory Committee Act
 - Using a broad, existing industry group, experienced in letting contracts or collecting and distributing such funds, to serve in the limited role of contract manager
 - Using procurement staff from the Commission, or some other government agency, to serve in the limited role of contract manager
4. Alternatives for funding and contracting to the Administrator based on limited liability corporations (LLC) are inappropriate since the impartiality and neutrality of the Administrator cannot be assured. This is so because (1) the Administrator will be identified with the industry segment that forms and owns the LLC, and (2) the relationship between the LLC and the Commission (and the NANC) cannot be defined without establishing yet another contractual relationship.