

action/outcome which would satisfy the participant's objection. Efforts to address and resolve the participant's objection and the outcome of these efforts should also be noted.

If the objection occurred within the FCS, the Moderator/Chair should be notified as soon as is reasonably possible and efforts to resolve the objection should proceed within the FCS. If after a reasonable period of time and the exhaust of all available opportunities and procedures at the FCS to resolve the objection, and if the participant still wishes to maintain the objection, the Moderator/Chair shall advise the CLC Chair and Vice Chair of the objection and provide the documentation of the FCS efforts to the CLC leadership. The CLC leadership shall distribute the documentation to the full CLC. The matter should be addressed before the full CLC at the next available meeting unless circumstances warrant more immediate attention to the objection, and thus, the need for an emergency CLC meeting. The participant shall be invited to the CLC meeting for a presentation of his/her objection. The Moderator/Chair shall present the meeting record as it was established within the FCS. The full CLC shall address the objection and reach consensus on an appropriate resolution.

6.8 No National Agreement (NNA) Issue Disposition

The following sections address the declaration of issues in a NNA status, procedures for referring these issues to the CLC, issue documentation and presentation and the CLC action alternatives.

6.8.1 Declaration of NNA Status

A state of initial No National Agreement (NNA) shall be declared when a lack of consensus exists to continue the work toward resolution of an issue. Additionally, the Chairs or committee leaders may declare a state of initial NNA unless there is FCS consensus to continue working the issue. Further work on an initial NNA issue is suspended except for review of new contributions which could lead to changing the status from initial NNA to active.

The FCS will treat initial NNAs on an urgent basis with due consideration for other issues being addressed at the FCS, which may include calling special meetings, conference calls, etc. The leadership shall confirm the initial NNA status at the next meeting (the confirmation meeting) at which discussion would occur. Thereafter, development of the documentation required in Section 6.8.3 will proceed expeditiously. An initial NNA issue shall be changed back to active status in order for work to continue.

6.8.2 Procedures for Reference to the CLC

Issues initially declared NNA shall be expeditiously presented to the CLC in accordance with these procedures. Documentation shall be prepared to summarize the issue as accurately and completely as possible as specified below to provide a basis for subsequent CLC action. With due consideration for other issues being addressed at the FCS, the required documentation should be prepared and forwarded to CLC on a priority basis, but in no case later than 60 days from the confirmation meeting.

Upon receipt of the documentation, CLC should act on the issue in an expeditious manner. The first stage of CLC action should occur within 4 weeks of receipt and distribution of the documentation. When necessary, CLC meetings should be convened by conference call in accordance with the procedures for calling emergency meetings.

6.8.3 Documentation & Presentation

The documentation package shall provide a fair and unbiased representation of the initial NNA issue. It will include the issue statement, related meeting records, the various positions as recorded in the meeting records, and a summary which highlights the major points of the discussions. The documentation package shall include additional input if provided by individual participants or groups of participants which reflect their positions. These individual inputs are not subject to consensus review of the FCS.

The Chairs/Co-Chairs are responsible for compiling the documentation package. This package shall be made available for review by the FCS participants for completeness prior to submission to the CLC for discussion. Individual participants or groups of participants are responsible for providing their additional input directly to the Chair.

Based on the documentation package, the Forum Moderator shall present this issue to the CLC as well as any additional activity which has occurred since the documentation package was prepared.

6.8.4 CLC Action Alternatives

Upon receipt of documentation and presentation of the issue, the CLC shall check for completeness of the material presented. The CLC must review the documentation regarding whether initial NNA process sequence, as outlined above,

has been met. After the review, CLC has two options. First is a remand to the Forum for further action - the second is a declaration of final NNA in which the issue is closed. Prior to a final decision, the CLC may conduct a maximum of two meetings on the issue.

6.8.4.1 Remand to Originating Forum

In order for CLC to return an issue for further work at the FCS level, CLC must have provided some new insight or information that has a reasonable chance of changing the outcome. In the event that remand is under consideration, CLC shall develop the basis for remand, and at its option, may 1) return the issue to the Forum at the same meeting, or 2) may elect to provide an opportunity for further consideration and schedule another meeting. A second meeting shall be scheduled in accordance with procedures for calling meetings. At the second meeting, CLC shall remand the issue or declare NNA status. In order that CLC remand an issue to the originating Forum, one or more of the following conditions must apply:

1. CLC identifies a possible compromise or solution that has not been considered by the FCS. This must be stated and provided as a part of the remand.
2. CLC participants have gained a new perspective or information that could change the outcome of the issue, which they will share with their FCS representatives.

6.8.4.2 Declaration of Final NNA

In this case, the CLC affirms that the issue under dispute has been thoroughly worked in accordance with established procedures, that there is no likelihood that further work in the FCS will result in a resolution and there is no basis for remand.

Reaching NNA on an issue shall not preclude the subject matter or portions thereof from being submitted to the appropriate FCS as a new issue.

7. CLC and Forum Leadership

This section defines the CLC and Forum leadership selection process and leadership responsibilities.

7.1 Selection Process and Terms of Office

The following sections address the process used to select both the CLC and Forum leadership and their terms of office.

7.1.1 CLC Chair and Vice Chair

The Chair and Vice Chair of the CLC shall be representatives from companies which are members of ATIS and shall be confirmed by a majority of the entire ATIS Board of Directors.

The Vice Chair will normally succeed the Chair. The incoming Chair shall recommend the CLC Vice Chair candidate. The CLC Vice Chair shall come from an interest group and company different from the Chair's and requires consensus approval by the full CLC and confirmation by the ATIS Board of Directors. It is recommended that the candidate have previous CLC/FCS and industry experience.

In the event the Vice Chair cannot assume the responsibilities of the Chair, the CLC will select, via consensus, a new CLC Chair and Vice Chair, subject to the confirmation of the ATIS Board of Directors.

The CLC Chair should be prepared to serve a minimum of one year and a maximum of two years to begin on the date that the individual assumes the role of Chair.

The CLC Vice Chair's term will generally be concurrent with the CLC Chair's term.

7.1.2 Forum Moderators and Assistant Moderators

The Moderators of the CLC sponsored Forums shall be selected from the Forum participants. It is recommended that the selected individuals have previous forum and industry experience.

The Assistant Moderator will normally succeed the Moderator. The incoming Moderator shall recommend an Assistant Moderator candidate from an interest group and corporate affiliation different from the Moderator's for acceptance by the Forum participants and confirmation by the CLC.

In the event the Assistant Moderator cannot assume the responsibilities of the Moderator, the outgoing Forum Moderator, with input from the Forum, shall recommend a new Forum Moderator, subject to the confirmation of the CLC.

A Forum Moderator and Assistant Moderator typically serve a one year term in each position.

7.2 Leadership Responsibilities and Attributes

The person in a leadership role is expected to facilitate resolution of issues by the group. This includes conducting meetings in an unbiased, efficient and orderly manner. Leaders will remain neutral in all discussions and will not interject any biases or company positions into issue discussions. Individuals in a leadership role may state a company position only after formally stating that they are speaking as a company representative and not as the leader. Therefore, it is suggested that the leader not attempt to serve in the dual capacity of participant and leader. Leaders are not empowered to influence or change any output or decision agreed to by their FCS.

Skills in communication, presentation, facilitation, negotiation and conflict resolution are recommended attributes for a leadership position.

7.2.1 CLC Chairperson Responsibilities

It is the responsibility of the CLC Chairperson to:

- Facilitate adherence to CLC principles and procedures.
- Ensure that FCS either adopt and/or develop principles and procedures that are consistent with those of the CLC.
- Preside at CLC meetings.
- In expedited situations, approve external communications related to CLC/FCS activities to entities outside the CLC structure (e.g., the FCC, other regulatory bodies and media) after review with the Vice Chair.
- Develop and deliver liaison reports in cooperation with the Vice Chair.
- Receive notification from Forum leaders of general information exchanged among and between subtending Forums.
- Establish CLC meeting agendas (usually via conference call) with CLC participants.
- Call emergency meetings of the CLC.

7.2.2 CLC Vice Chairperson Responsibilities

It is the responsibility of the CLC Vice Chairperson to:

- Perform the duties of the Chairperson when the CLC Chairperson is absent
- Review and comment on draft CLC/FCS external correspondence.
- Review and comment on internal CLC correspondence and distributions.
- Assist the Chairperson with other duties as required.

7.2.3 Forum Moderator Responsibilities

It is the responsibility of the Forum Moderator to:

- Facilitate adherence to CLC and Forum principles and procedures.
- Preside at Forum meetings.
- Obtain approval for external correspondence per Section 8.2.
- Inform CLC Chair, Vice Chair and ATIS General Counsel of inquiries from external organizations.
- Communicate to the CLC Chair within five (5) working days any allegation by an FCS participant that due process has not been followed.
- Provide appropriate approved reports and liaisons to the CLC and other organizations on all activities, recommendations, and resolutions. Forum Moderator reports to the CLC shall include both a written and oral report of what transpired during the general session and committee meetings. Identification shall be made of new issues, resolved issues, issues with rationale where no national agreement was reached and issues that have been active beyond twelve (12) months. Reports on the latter two items shall be more than just a statement of the issue. They shall include a summary description which objectively captures FCS efforts expended to reach resolution.
- Develop and deliver liaison reports in cooperation with the Assistant Moderator (when one exists).

Receive notification from committee co-leaders of general information exchanged among and between subtending FCS.

- Establish Forum meeting agendas (usually via conference call) with Forum participants.
- Call an emergency meeting of the Forum and notify the Forum participants and the CLC leadership when there is an emergency meeting of the Forum.

7.2.4 Forum Assistant Moderator Responsibilities

It is the responsibility of the Forum Assistant Moderator to:

- Perform the duties of the Moderator when the Forum Moderator is absent.
- Review and comment on draft FCS external correspondence.
- Assist Moderator with other duties as required.

7.2.5 Secretary Responsibilities

Each CLC/FCS will have designated personnel who will act as secretary with primary responsibility for administrative and operational support for CLC/FCS meetings. The secretary may make statements provided they are impartial and do not attempt to influence the outcome of the issues.

The secretariat function for the CLC/FCS is provided by ATIS or Bellcore. The CLC/FCS shall separately determine whether a real time or summary meeting record will be used. If the real time meeting record process is used, the meeting record is generally considered final at the conclusion of the meeting.

Following are the responsibilities of the secretary:

- Maintain a current and accurate roster which includes the following:
 - Title of the FCS and its designation
 - Mission and scope of the FCS
 - Secretariat - name of organization, name of secretary and address
 - Chairperson, Vice Chairperson, Forum Moderators and Assistant Moderators Chairs, Committee Co-Chairs
 - Participants - names of organization or agency, addresses and business affiliations of representatives and alternates as applicable.

- Publish and distribute draft meeting records, pursuant to approval as appropriate.
- Maintain and make available upon request documentation on all CLC/FCS business.
- Include meeting record corrections with the meeting record of the meeting at which they were approved.
- Record the action of the CLC/FCS in regards to approval for initial and final closure of issues.
- Provide services such as clerical, meeting arrangements and logistics in conjunction with the meeting host, preparation and distribution of meeting notices and reports.
- Publish and distribute schedules and agendas. In addition, the CLC Secretary will maintain a master calendar of activities that will be published to the Forum membership on a quarterly basis.
- Devise a system, subject to approval of the CLC/FCS participants, to track the status of all issues before the full CLC or any of the FCS.

8. Communications

The following sections discuss the requirements for CLC/FCS internal and external communications.

8.1 CLC/FCS Internal Communications

Correspondence which involves issues or decisions affecting other FCS shall be sent to all affected FCS leadership and placed on the record in the following meeting record.

8.2 CLC/FCS External Communications

External communication is defined as CLC/FCS correspondence being directed to any entity outside the CLC sponsored organization. External communication from all FCS shall be reviewed and approved by the CLC when time permits. When time constraints do not permit review by the CLC, the CLC Chair and/or Vice Chair shall review the communications and shall have approval authority. The Chair and/or Vice Chair should coordinate with other CLC members to ensure a balanced view

is represented in the external liaisons and communications. Consideration should be given to requests from other participants to provide input directly in the external communication.

When the need should arise for the direct interaction between a CLC sponsored forum or one of its subtending committees with an external source (non CLC sponsored forum or committee), the forum/committee required to perform that direct interaction, whether it be in written form or oral form, shall seek approval from the CLC, time permitting. If time does not permit, the subtending committee should interact directly with the external body upon receiving approval of the CLC or the CLC Chair and Vice Chair.

A time frame shall be determined for which the interaction(s) may take place (i.e., one month, two months). In the event that the initially approved time frame proves to be insufficient, then the CLC Chair and Vice Chair shall determine if an extension is necessary and for what length of time.

In the event that approval is provided, the forum/committee shall provide to the CLC Chair and Vice Chair a copy of the information/presentation for approval prior to the interaction taking place. If the interaction is to be of more than one occurrence, then subsequent information shall be provided on an ongoing basis to the Chair and Vice Chair of the CLC for approval prior to the interaction with the external organization.

External communication of CLC positions and resolutions shall be limited to matters reflected in duly approved meeting records and issue identification forms.

As a matter of principle, any external communication shall present a balanced view of any items discussed. Dissenting opinions must be included as part of the communication. Participants shall have the opportunity to attach written opinions or comments as part of external communications regarding specific issues.

Communication regarding general information about the CLC will go through the CLC Chairperson for approval.

Copies of the correspondence shall be provided to CLC participants and the involved FCS participants.

All such external communications shall include a disclaimer which states that the contents of the response may not necessarily represent the views of all industry segments and participants since not all may have participated in the development

of the issue.

The ATIS General Counsel will review and provide input to all CLC/FCS external communications.

8.3 Press Releases/Media Relations

CLC/FCS press releases and relations with media should be developed by consensus and follow the external communications process.

9. Documentation

The following identifies documentation that is maintained by the CLC.

9.1 CLC Procedures

The CLC Principles and Procedures is a living document subject to changes by consensus of the CLC. These procedures are applicable to all CLC activities.

9.2 CLC Forums New Participant Training Package

A CLC Forums New Participant Training Package shall be maintained and published which will include, but not be limited to, the following:

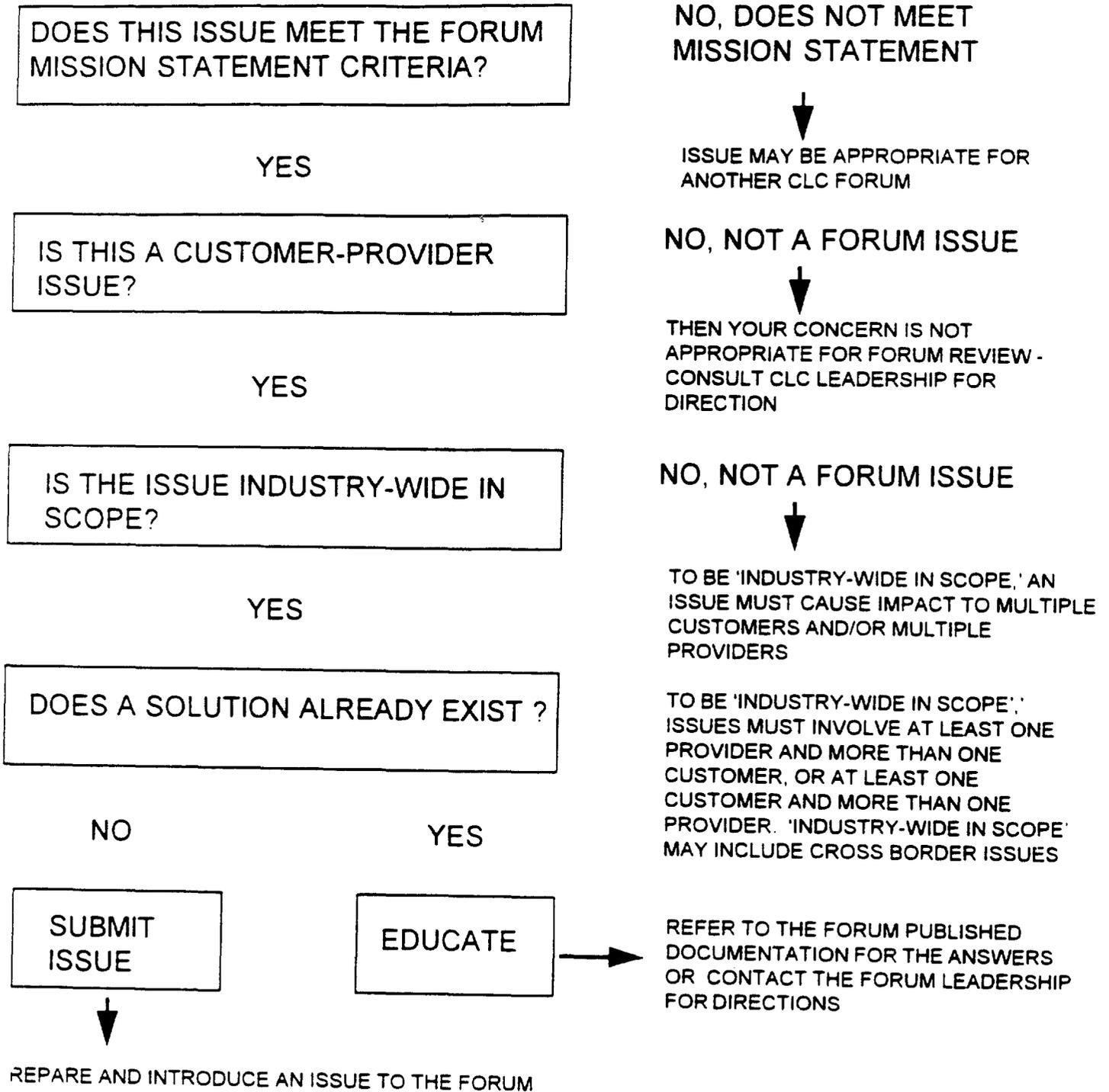
- Mission statements for the CLC and each FCS;
- General concepts of CLC and Forum administrative process;
- Forum organization and relationships;
- Reference material for and expectation of participants.

9.3 CLC Brochure

A CLC Brochure containing information about the CLC and its subtending Forums shall be maintained and made available to any interested party.

NEW ISSUE ACCEPTANCE CRITERIA

WHEN A NEW ISSUE IS PROPOSED, ASK:



DOES THIS ISSUE MEET THE FORUM MISSION STATEMENT CRITERIA?

YES

IS THIS A CUSTOMER-PROVIDER ISSUE?

YES

IS THE ISSUE INDUSTRY-WIDE IN SCOPE?

YES

DOES A SOLUTION ALREADY EXIST ?

NO

YES

SUBMIT ISSUE

EDUCATE

NO, DOES NOT MEET MISSION STATEMENT

ISSUE MAY BE APPROPRIATE FOR ANOTHER CLC FORUM

NO, NOT A FORUM ISSUE

THEN YOUR CONCERN IS NOT APPROPRIATE FOR FORUM REVIEW - CONSULT CLC LEADERSHIP FOR DIRECTION

NO, NOT A FORUM ISSUE

TO BE 'INDUSTRY-WIDE IN SCOPE,' AN ISSUE MUST CAUSE IMPACT TO MULTIPLE CUSTOMERS AND/OR MULTIPLE PROVIDERS

TO BE 'INDUSTRY-WIDE IN SCOPE,' ISSUES MUST INVOLVE AT LEAST ONE PROVIDER AND MORE THAN ONE CUSTOMER, OR AT LEAST ONE CUSTOMER AND MORE THAN ONE PROVIDER. 'INDUSTRY-WIDE IN SCOPE' MAY INCLUDE CROSS BORDER ISSUES

REFER TO THE FORUM PUBLISHED DOCUMENTATION FOR THE ANSWERS OR CONTACT THE FORUM LEADERSHIP FOR DIRECTIONS

REPREPARE AND INTRODUCE AN ISSUE TO THE FORUM

May 8, 1996

EX PARTE

Ms. Regina Keeney
Chief, Common Carrier Bureau
Federal Communications Commission
1919 M Street, NW, Room 500
Washington, D.C. 20554

Re: Telephone Number Portability, CC Docket No. 95-116

Dear Ms. Keeney,

The undersigned parties -- all participants in the Illinois Local Number Portability ("LNP") workshop process -- wish to take this opportunity to encourage the Commission to adopt the Location Routing Number ("LRN") solution as the nationwide, long term number portability architecture. We believe this will most efficiently and expeditiously meet the requirements of the Telecommunications Act of 1996 ("the Act") to implement number portability for local exchange customers.

Despite the suggestions of other carriers¹, LRN *has* achieved acceptance throughout the industry as the best solution to implement permanent provider portability. The Illinois workshop, like other state commission-sponsored LNP industry efforts, includes a cross section of national and local industry participants -- LECs, CLECs, interexchange carriers and cellular carriers.² Support for LRN has by no means been confined to Illinois, or to Ameritech among the RBOCs. Similar industry groups across the country -- including in New York, Maryland, Georgia, Washington and Colorado -- have conducted extensive reviews of available alternatives and likewise voted LRN as the best solution.

The Illinois workshop applied stringent policy criteria to its selection of a permanent LNP

¹E.g., Pacific Bell presentation and letter to the Common Carrier Bureau on April 11, 1996, in CC Docket 95-116.

²The Illinois workshop participants include Ameritech, AT&T, GTE, Cellular One, MCI and MCImetro, Sprint Communications Company, L.P., Central Telephone Co. of Illinois, Time Warner, TCG, MFS, the Illinois Commerce Commission Staff, and others.

architecture, and LRN met or exceeded all of them. The criteria were: 1) national compatibility; 2) expandable to accommodate location and service portability; 3) causes no change in how end users originate or terminate calls; 4) all participating providers can deploy the same architecture; 5) does not require routing of traffic through the incumbent LEC networks; 6) accommodates access to number portability databases at multiple locations within networks; 7) administration is performed by a neutral third-party; 8) causes no degradation of service or loss of functionality; 9) consistency with existing network infrastructure and standards; 10) conserves numbers and codes; 11) not proprietary to any single manufacturer; and 12) supports 911/E911. The undersigned parties believe these criteria are essential to any number portability architecture, whether selected for Illinois or anywhere else in the nation. Since LRN meets all of the above architecture criteria, it is an ideal number portability template for all jurisdictions.

Following its review of alternatives and selection of LRN, the Illinois industry workshop participants obtained commitments from all major switch manufacturers to deliver LRN software during second quarter 1997.³ A Stipulation and Agreement to deploy the LRN architecture in MSA-1 (the Chicago area) was signed by most of the workshop participants and approved by the Illinois Commerce Commission ("ICC").⁴ In addition, the participants completed requirements for a neutral third-party database administration system, issued a Request For Proposal ("RFP"), and recently selected a vendor to administer the LNP database (thus meeting the Act's requirement for third-party database administration). Finally, the participants continue to make progress on all related areas of LNP implementation, including operational support systems ("OSS"), rating and billing, network operations, and operator services issues. Significantly, after considerable review to date, no participant has identified any problems in these related implementation areas that would alter target implementation dates.

The undersigned parties believe the open, industry consensus-driven efforts in Illinois and elsewhere have been extremely successful in identifying a robust, nondiscriminatory, and efficient method of implementing LNP in the earliest time frame possible. However, the parties are concerned that proposals by other carriers to permit alternate solutions will delay the deployment of LNP. Specifically, one alternative to the basic LRN architecture, Query On Release ("QOR") proposed by Pacific Bell, is still under development and will not be universally available at the time of Illinois' second quarter 1997 target implementation date. QOR has not been subjected to any of the extensive examination, refinement, and generic and application software development that has been completed for LRN. Additionally, the merits of deploying this alternative are still being debated. If the industry (and especially switch vendors) were

³Although it can provide tandem and end office LRN software by second quarter 1997, Ericsson has recently indicated to MFS that its SSP modifications will not be available until third quarter 1997.

⁴The Stipulation and Agreement was signed by Ameritech, AT&T, Cellular One, MCI and MCImetro, Sprint Communications Company, L.P., Central Telephone Co. of Illinois, Teleport, and MFS.

required to wait or start over at this point to accommodate QOR development, or development of any solution other than LRN in their initial software releases, LNP deployment would be significantly delayed. The undersigned parties are especially concerned that the second quarter 1997 LRN availability dates provided by switch vendors will be put in jeopardy if the vendors are diverted from the primary goal of developing software for the permanent LNP solution in order to simultaneously pursue development of interim routing schemes such as QOR.

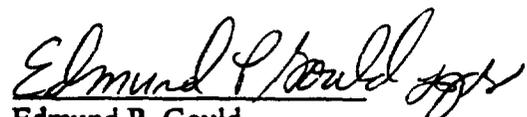
The undersigned parties believe the Commission should immediately adopt LRN as the nationwide, long-term LNP architecture. The record in this docket and in the numerous state workshop processes demonstrate that LRN is clearly the number portability solution that can most effectively, efficiently and rapidly promote local exchange competition, in fulfillment of the Act's requirements.

Sincerely,


Terry D. Appenzeller
Vice President - Open Market Strategy
Ameritech

Pamela Kenworthy
Senior Manager - Number Resource
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MFS Intelenet of Illinois, Inc.

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Vice President - Federal Government Affairs
AT&T Corporation


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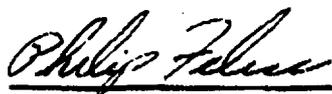
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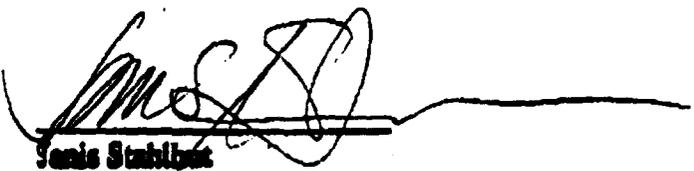
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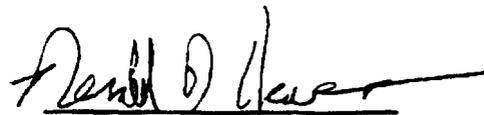
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Bellcore

Digest

OF TECHNICAL INFORMATION

SR-104, Vol. 14, Issue 5, May 1997

IN THIS ISSUE . . .

New GR and
SR Documents
to Meet Your
Fiber Optics
Needs

. . . AND MORE!



Table of Current Requests for Invitations to Fund and Participate

Invitations to Fund and Participate are available for review on Bellcore's Internet Web Page — <http://www.bellcore.com/DIGEST/>.

DOCUMENT #	TITLE	BELLCORE CONTACT	RESPONSE DATE	DATE OF Digest ARTICLE
GR-454-CORE, Issue 1	Generic Requirements for Supplier-Provided Documentation	Don Woods 908-699-7476	May 23, 1997	March, April, & May 1997
GR-230-CORE, Issue 2	Generic Requirements for Engineering Complaints	Bill Overby 317-253-2095	May 30, 1997	April 1997
GR-690-CORE, Issue 2, Revision 2 & GR-1083-CORE, Issue 2, Revision 1	Bellcore Generic Requirements to Support Exchange Access Interconnection	Al Starzinski 908-758-3443	May 31, 1997	March 1997
New GR	Generic Requirements for a Vehicle Used to Control Lawfully Authorized Surveillances in Switches Provided by Carriers that Support Voice and Data Traffic	Al Starzinski 908-758-3443	June 15, 1997	May 1997
Multiple GRs	Development of Bellcore Generic Requirements for Proposed Candidate National ISDN Enhancements	Al Vitenas 908-758-5026	June 15, 1997	May 1997
New GRs	Generic Requirements and Seminars for Operations Based on the Telecommunications Management Network (TMN) Architecture	Tim Bauman 908-758-5660	June 15, 1997	April 1997
New GR	Bellcore Generic Requirements to Support Extended Access Signaling, Common Channel Signaling, and Other Network Capabilities for New and Evolving Emergency Services	Arthur Reilly 908-758-5444	June 15, 1997	May 1997
New GR	Generic Requirements for Features and Functions of a Wavelength Add-Drop Multiplexer (WADM)	Zhi-Wei Lin 908-758-5377	June 30, 1997	May 1997
New GR	Generic Requirements for ATM Level Protection Switching	Zhi-Wei Lin 908-758-5377	June 30, 1997	May 1997

CORRECTION:

In the April **Digest**, the Invitation *Usage Information to Support Billing for Early Availability Cell Relay SVC Services*, GR-1110-CORE, Issue 1, contained the wrong revision number. The correct revision number is Revision 5. The **Digest** staff apologizes for any inconvenience this may have caused.

Before the
FEDERAL COMMUNICATIONS COMMISSION
Washington, DC 20554

In the Matter of)	
)	
Application of Ameritech Michigan)	
Pursuant to Section 271 of the)	CC Docket
Telecommunications Act of 1996)	No. 97-137
to Provide In-Region, InterLATA)	
Service in the State of Michigan)	

AFFIDAVIT OF DEBRA J. ARON

I. INTRODUCTION, PURPOSE, AND ORGANIZATION OF AFFIDAVIT

1. My name is Debra J. Aron and I am Director of the Evanston offices of the Law and Economics Consulting Group. My business address is First Chicago Plaza, 1603 Orrington Avenue, Suite 2000, Evanston, Illinois 60201.

2. I hold a Ph.D. in economics from the University of Chicago. I was an Assistant Professor of Managerial Economics and Decision Sciences from 1985 to 1992 at the Kellogg Graduate School of Management, Northwestern University, and a Visiting Assistant Professor of Managerial Economics and Decision Sciences at the Kellogg School from 1993-1995. I was named a National Fellow of the Hoover Institution, a think tank at Stanford University, for the academic year 1992-1993, where I studied innovation and product proliferation in multi-product firms. Concurrent with my position at Northwestern University, I also held the position of Faculty Research Fellow with the National Bureau of Economic Research from 1987-1990. At the Kellogg School, I have taught MBA and Ph.D. courses in managerial economics, information economics, and the economics and strategy of pricing. My research focuses on multi-product